

NORTHWEST FIRE DISTRICT



District-wide Proposed Budget Overview
For Fiscal Year: July 1, 2024 – June 30, 2025

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AGGREGATE OF ALL DISTRICT FUNDS

NOTICE OF PUBLIC HEARING

A budget hearing of the Northwest Fire District will be held on Tuesday June 25, 2024 at 6:00 p.m. at 13535 N. Marana Main Street, Marana Arizona. The purpose of this meeting is to discuss and formally adopt the budget for the fiscal year beginning July 1, 2024. A summary of the budget is presented below. Written comments on the proposed budget may be submitted to the Northwest Fire District Administration Facility at 13535 N. Marana Main Street, Marana, AZ 856543, between the hours of 8:00 a.m. and 5:00 p.m.

Contact: Kim Sotomayor

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FINANCIAL SUMMARY - RESOURCES				
TOTAL OF ALL FUNDS	FY 2022-23 Actuals	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	FY 2025-26 Estimated Budget
Beginning Fund Balance/Net Working Capital	\$ 16,672,800	\$ 23,656,400	\$ 29,990,868	\$ 22,491,429
Charges for Services	\$ 4,577,534	\$ 4,040,682	\$ 4,542,709	\$ 4,693,700
Self Insurance	\$ 3,327,246	\$ 3,500,000	\$ 4,057,305	\$ 4,057,305
Grants and Contributions	\$ 4,183,394	\$ 4,022,969	\$ 1,672,671	\$ 1,837,550
Revenue from Bonds and Other Debt	\$ 4,030,000	\$ -	\$ -	\$ -
Transfers in/out	\$ 2,986,488	\$ 2,650,000	\$ 3,126,113	\$ 2,750,000
Interest Earned/Surplus/Miscellaneous Revenue	\$ 1,471,362	\$ 646,000	\$ 890,000	\$ 932,000
Fire District Assistance Tax	\$ 393,856	\$ 390,000	\$ 390,000	\$ 390,000
Prior Year(s) Property Tax Received	\$ 530,313	\$ 470,000	\$ 560,000	\$ 560,000
Property Taxes Estimated to be Received	\$ 45,073,192	\$ 47,424,636	\$ 51,785,676	\$ 54,146,050
Total Resources	\$ 83,246,183	\$ 86,800,687	\$ 97,015,342	\$ 91,858,034

FINANCIAL SUMMARY - REQUIREMENTS				
Salaries and Wages	\$ 24,034,264	\$ 25,646,407	\$ 27,244,603	\$ 28,925,996
Employee Benefits	\$ 12,940,069	\$ 14,285,400	\$ 16,220,717	\$ 17,157,979
Material and Supplies	\$ 2,234,610	\$ 2,542,974	\$ 2,855,383	\$ 2,992,607
Professional Services	\$ 1,435,174	\$ 1,706,971	\$ 1,721,861	\$ 1,805,570
Capital Outlay	\$ 1,123,431	\$ 9,022,123	\$ 10,632,123	\$ 6,462,000
Utilities and Communications	\$ 1,590,719	\$ 1,929,990	\$ 1,868,437	\$ 1,957,480
Insurance	\$ 231,293	\$ 272,208	\$ 299,000	\$ 322,920
Repairs and Maintenance	\$ 1,406,130	\$ 1,636,468	\$ 2,416,889	\$ 2,605,731
Lease Agreements	\$ 365,257	\$ 257,277	\$ 252,340	\$ 259,910
Debt Service	\$ 3,804,465	\$ 3,871,735	\$ 3,829,142	\$ 3,800,687
Self Insurance	\$ 3,691,920	\$ 3,500,000	\$ 4,057,305	\$ 4,057,305
Transfers in/out	\$ 2,986,488	\$ 2,650,000	\$ 3,126,113	\$ 2,750,000
Contingencies	\$ -	\$ 16,121,434	\$ 17,873,318	\$ 13,891,738
Ending Fund Balance (future expenditures)	\$ 27,402,363	\$ 3,357,700	\$ 4,618,111	\$ 4,868,111
Total Requirements	\$ 83,246,183	\$ 86,800,687	\$ 97,015,342	\$ 91,858,034

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT				
Name of Organizational Unit or Program FTE for that unit or program	FY 2022-23 Actuals	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	FY 2025-26 Estimated Budget
Executive Services (Administration)	\$ 6,507,987	\$ 8,452,865	\$ 9,395,603	\$ 9,724,449
FTE	31	31	33	33
Operational Services (Emergency operations)	\$ 31,838,126	\$ 30,377,039	\$ 33,101,361	\$ 34,259,909
FTE	236	241	242	242
Essential Services (Support)	\$ 442,975	\$ 5,026,791	\$ 6,082,551	\$ 6,295,440
FTE	20	20	20	20
Not Allocated to Organizational Unit or Program	\$ 44,457,096	\$ 42,943,992	\$ 48,435,827	\$ 41,578,236
FTE	0	0	0	0
Total Requirements	\$ 83,246,183	\$ 86,800,687	\$ 97,015,342	\$ 91,858,034
Total FTE	287	292	295	295

PROPERTY TAX LEVIES				
	Rate or Amount Imposed 2022-2023	Rate or Amount Imposed 2023-2024	Rate or Amount Approved Next Year 2024-2025	Rate or Amount Approved Next Year 2025-2026
Operating Rate Levy (rate limit \$3.500 per \$100)	\$2.7795	\$2.9110	\$2.9719	\$2.9719
Levy For General Obligation Bonds	\$3,708,025	\$3,723,175	\$3,829,142	\$3,800,687

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding on July 1, 2024	Estimated Debt Authorized, but not Incurred July 1, 2024
General Obligation Bonds	\$35,869,984	\$0
Other Borrowings	\$0	\$0
Total	\$35,869,984	\$0

FINANCIAL SUMMARY - RESOURCES				
GENERAL FUND (100)	FY 2022-23 Actuals	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	FY 2025-26 Estimated Budget
Beginning Fund Balance/Net Working Capital	\$ 7,623,304	\$ 10,380,000	\$ 9,500,000	\$ 9,500,000
Charges for Services	\$ 1,083,174	\$ 1,116,359	\$ 1,114,416	\$ 1,158,993
Self Insurance	\$ -	\$ -	\$ -	\$ -
Grants and Contributions	\$ 85,000	\$ 85,000	\$ 87,550	\$ 87,550
Revenue from Bonds and Other Debt	\$ -	\$ -	\$ -	\$ -
Transfers in/out	\$ -	\$ -	\$ -	\$ -
Interest Earned/Surplus/Miscellaneous Revenue	\$ 1,174,109	\$ 615,000	\$ 840,000	\$ 882,000
Fire District Assistance Tax	\$ 393,856	\$ 390,000	\$ 390,000	\$ 390,000
Prior Year(s) Property Tax Received	\$ 483,196	\$ 420,000	\$ 500,000	\$ 500,000
Property Taxes Estimated to be Received	\$ 41,398,363	\$ 43,630,336	\$ 48,033,117	\$ 50,434,773
Total Resources	\$ 52,241,001	\$ 56,636,695	\$ 60,465,083	\$ 62,953,315

FINANCIAL SUMMARY - REQUIREMENTS				
Salaries and Wages	\$ 21,772,925	\$ 23,456,858	\$ 25,308,895	\$ 26,445,716
Employee Benefits	\$ 11,629,535	\$ 13,101,549	\$ 14,891,848	\$ 15,636,440
Material and Supplies	\$ 1,649,023	\$ 1,931,775	\$ 2,228,465	\$ 2,339,888
Professional Services	\$ 1,305,619	\$ 1,594,571	\$ 1,602,666	\$ 1,682,799
Capital Outlay	\$ 267,657	\$ 60,000	\$ 61,000	\$ 65,000
Utilities and Communications	\$ 1,417,896	\$ 1,712,946	\$ 1,649,477	\$ 1,731,951
Insurance	\$ 171,850	\$ 212,976	\$ 245,035	\$ 264,638
Repairs and Maintenance	\$ 1,328,248	\$ 1,528,743	\$ 2,339,789	\$ 2,526,972
Lease Agreements	\$ 365,257	\$ 257,277	\$ 252,340	\$ 259,910
Debt Service/ Lease Payables	\$ -	\$ -	\$ -	\$ -
Self Insurance	\$ -	\$ -	\$ -	\$ -
Transfers in/out	\$ 2,786,488	\$ 2,400,000	\$ 2,385,568	\$ 2,500,000
Contingencies	\$ -	\$ 10,380,000	\$ 9,500,000	\$ 9,500,000
Ending Fund Balance (future expenditures)	\$ 9,546,503	\$ -	\$ -	\$ -
Total Requirements	\$ 52,241,001	\$ 56,636,695	\$ 60,465,083	\$ 62,953,315

FINANCIAL SUMMARY - RESOURCES				
Medical Self Insurance (110)	FY 2022-23 Actuals	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	FY 2025-26 Estimated Budget
Beginning Fund Balance/Net Working Capital	\$ 1,970,355	\$ 1,883,000	\$ 2,000,000	\$ 2,000,000
Charges for Services	\$ -	\$ -	\$ -	\$ -
Self Insurance	\$ 3,327,246	\$ 3,500,000	\$ 4,057,305	\$ 4,057,305
Grants and Contributions	\$ -	\$ -	\$ -	\$ -
Revenue from Bonds and Other Debt	\$ -	\$ -	\$ -	\$ -
Transfers in/out	\$ 452,369	\$ -	\$ -	\$ -
Interest Earned/Surplus/Miscellaneous Revenue	\$ 30,040	\$ -	\$ -	\$ -
Fire District Assistance Tax	\$ -	\$ -	\$ -	\$ -
Prior Year(s) Property Tax Received	\$ -	\$ -	\$ -	\$ -
Property Taxes Estimated to be Received	\$ -	\$ -	\$ -	\$ -
Total Resources	\$ 5,780,010	\$ 5,383,000	\$ 6,057,305	\$ 6,057,305

FINANCIAL SUMMARY - REQUIREMENTS				
Salaries and Wages	\$ -	\$ -	\$ -	\$ -
Employee Benefits	\$ -	\$ -	\$ -	\$ -
Material and Supplies	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ 28,788	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Utilities and Communications	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -
Repairs and Maintenance	\$ -	\$ -	\$ -	\$ -
Lease Agreements	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -
Self Insurance	\$ 3,685,070	\$ 3,500,000	\$ 4,057,305	\$ 4,057,305
Transfers in/out	\$ -	\$ -	\$ -	\$ -
Contingencies	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance (future expenditures)	\$ 2,066,152	\$ 1,883,000	\$ 2,000,000	\$ 2,000,000
Total Requirements	\$ 5,780,010	\$ 5,383,000	\$ 6,057,305	\$ 6,057,305

FINANCIAL SUMMARY - RESOURCES				
WILDLAND (200)	FY 2022-23 Actuals	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	FY 2025-26 Estimated Budget
Beginning Fund Balance/Net Working Capital	\$ 984,490	\$ 685,000	\$ 900,000	\$ 788,000
Charges for Services	\$ -	\$ -	\$ -	\$ -
Self Insurance	\$ -	\$ -	\$ -	\$ -
Grants and Contributions	\$ 355,155	\$ 750,000	\$ 750,000	\$ 750,000
Revenue from Bonds and Other Debt	\$ -	\$ -	\$ -	\$ -
Transfers in/out	\$ -	\$ -	\$ -	\$ -
Interest Earned/Surplus/Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ -
Fire District Assistance Tax	\$ -	\$ -	\$ -	\$ -
Prior Year(s) Property Tax Received	\$ -	\$ -	\$ -	\$ -
Property Taxes Estimated to be Received	\$ -	\$ -	\$ -	\$ -
Total Resources	\$ 1,339,645	\$ 1,435,000	\$ 1,650,000	\$ 1,538,000

FINANCIAL SUMMARY - REQUIREMENTS				
Salaries and Wages	\$ 181,626	\$ 450,000	\$ 450,000	\$ 450,000
Employee Benefits	\$ 65,828	\$ 179,975	\$ 179,200	\$ 179,200
Material and Supplies	\$ 38,133	\$ 99,000	\$ 99,000	\$ 99,000
Professional Services	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ 297,204	\$ -	\$ 112,000	\$ -
Utilities and Communications	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -
Repairs and Maintenance	\$ 506	\$ 21,025	\$ 21,800	\$ 21,800
Lease Agreements	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -
Self Insurance	\$ -	\$ -	\$ -	\$ -
Transfers in/out	\$ -	\$ -	\$ -	\$ -
Contingencies	\$ -	\$ 685,000	\$ 788,000	\$ 788,000
Ending Fund Balance (future expenditures)	\$ 756,348	\$ -	\$ -	\$ -
Total Requirements	\$ 1,339,645	\$ 1,435,000	\$ 1,650,000	\$ 1,538,000

FINANCIAL SUMMARY - RESOURCES				
Ambulance (250)	FY 2022-23 Actuals	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	FY 2025-26 Estimated Budget
Beginning Fund Balance/Net Working Capital	\$ 361,987	\$ 430,000	\$ 500,000	\$ 500,000
Charges for Services	\$ 3,378,328	\$ 2,800,000	\$ 3,300,000	\$ 3,400,000
Self Insurance	\$ -	\$ -	\$ -	\$ -
Grants and Contributions	\$ -	\$ -	\$ -	\$ -
Revenue from Bonds and Other Debt	\$ -	\$ -	\$ -	\$ -
Transfers in/out	\$ -	\$ -	\$ -	\$ -
Interest Earned/Surplus/Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ -
Fire District Assistance Tax	\$ -	\$ -	\$ -	\$ -
Prior Year(s) Property Tax Received	\$ -	\$ -	\$ -	\$ -
Property Taxes Estimated to be Received	\$ -	\$ -	\$ -	\$ -
Total Resources	\$ 3,740,316	\$ 3,230,000	\$ 3,800,000	\$ 3,900,000

FINANCIAL SUMMARY - REQUIREMENTS				
Salaries and Wages	\$ 1,358,951	\$ 1,366,804	\$ 1,485,708	\$ 1,530,279
Employee Benefits	\$ 849,063	\$ 792,621	\$ 1,149,669	\$ 1,204,338
Material and Supplies	\$ 176,514	\$ 165,199	\$ 217,203	\$ 223,719
Professional Services	\$ 100,767	\$ 112,400	\$ 119,195	\$ 122,771
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Utilities and Communications	\$ 172,823	\$ 217,044	\$ 218,960	\$ 225,529
Insurance	\$ 59,443	\$ 59,232	\$ 53,965	\$ 58,282
Repairs and Maintenance	\$ 78,198	\$ 86,700	\$ 55,300	\$ 56,959
Lease Agreements	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -
Self Insurance	\$ -	\$ -	\$ -	\$ -
Transfers in/out	\$ -	\$ -	\$ -	\$ -
Contingencies	\$ -	\$ 430,000	\$ 500,000	\$ 478,122
Ending Fund Balance (future expenditures)	\$ 944,556	\$ -	\$ -	\$ -
Total Requirements	\$ 3,740,316	\$ 3,230,000	\$ 3,800,000	\$ 3,900,000

FINANCIAL SUMMARY - RESOURCES				
CAPITAL IMPROVEMENT (400)	FY 2022-23 Actuals	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	FY 2025-26 Estimated Budget
Beginning Fund Balance/Net Working Capital	\$ 2,325,312	\$ 6,890,000	\$ 12,900,000	\$ 4,791,648
Charges for Services	\$ 116,032	\$ 124,323	\$ 128,293	\$ 134,708
Self Insurance	\$ -	\$ -	\$ -	\$ -
Grants and Contributions	\$ -	\$ -	\$ -	\$ -
Revenue from Bonds and Other Debt	\$ 4,030,000	\$ -	\$ -	\$ -
Transfers in/out	\$ 2,334,119	\$ 2,400,000	\$ 2,385,568	\$ 2,500,000
Interest Earned/Surplus/Miscellaneous Revenue	\$ 204,119	\$ -	\$ -	\$ -
Fire District Assistance Tax	\$ -	\$ -	\$ -	\$ -
Prior Year(s) Property Tax Received	\$ -	\$ -	\$ -	\$ -
Property Taxes Estimated to be Received	\$ -	\$ -	\$ -	\$ -
Total Resources	\$ 9,009,583	\$ 9,414,323	\$ 15,413,861	\$ 7,426,356

FINANCIAL SUMMARY - REQUIREMENTS				
Salaries and Wages	\$ -	\$ -	\$ -	\$ -
Employee Benefits	\$ -	\$ -	\$ -	\$ -
Material and Supplies	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ 436,698	\$ 6,381,456	\$ 9,881,668	\$ 6,272,000
Utilities and Communications	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -
Repairs and Maintenance	\$ (972)	\$ -	\$ -	\$ -
Lease Agreements	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 81,290	\$ -	\$ -	\$ -
Self Insurance	\$ -	\$ -	\$ -	\$ -
Transfers in/out	\$ 200,000	\$ 250,000	\$ 740,545	\$ 250,000
Contingencies	\$ -	\$ 2,782,867	\$ 4,791,648	\$ 904,356
Ending Fund Balance (future expenditures)	\$ 8,292,567	\$ -	\$ -	\$ -
Total Requirements	\$ 9,009,583	\$ 9,414,323	\$ 15,413,861	\$ 7,426,356

FINANCIAL SUMMARY - RESOURCES				
CAPITAL RESERVE (450)	FY 2022-23 Actuals	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	FY 2025-26 Estimated Budget
Beginning Fund Balance/Net Working Capital	\$ 1,150,250	\$ 1,224,700	\$ 1,877,566	\$ 2,618,111
Charges for Services	\$ -	\$ -	\$ -	\$ -
Self Insurance	\$ -	\$ -	\$ -	\$ -
Grants and Contributions	\$ -	\$ -	\$ -	\$ -
Revenue from Bonds and Other Debt	\$ -	\$ -	\$ -	\$ -
Transfers in/out	\$ 200,000	\$ 250,000	\$ 740,545	\$ 250,000
Interest Earned/Surplus/Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ -
Fire District Assistance Tax	\$ -	\$ -	\$ -	\$ -
Prior Year(s) Property Tax Received	\$ -	\$ -	\$ -	\$ -
Property Taxes Estimated to be Received	\$ -	\$ -	\$ -	\$ -
Total Resources	\$ 1,350,250	\$ 1,474,700	\$ 2,618,111	\$ 2,868,111

FINANCIAL SUMMARY - REQUIREMENTS				
Salaries and Wages	\$ -	\$ -	\$ -	\$ -
Employee Benefits	\$ -	\$ -	\$ -	\$ -
Material and Supplies	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ 110,684	\$ -	\$ -	\$ -
Utilities and Communications	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -
Repairs and Maintenance	\$ -	\$ -	\$ -	\$ -
Lease Agreements	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -
Self Insurance	\$ -	\$ -	\$ -	\$ -
Transfers in/out	\$ -	\$ -	\$ -	\$ -
Contingencies	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance (future expenditures)	\$ 1,239,566	\$ 1,474,700	\$ 2,618,111	\$ 2,868,111
Total Requirements	\$ 1,350,250	\$ 1,474,700	\$ 2,618,111	\$ 2,868,111

FINANCIAL SUMMARY - RESOURCES				
GRANTS (480)	FY 2022-23 Actuals	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	FY 2025-26 Estimated Budget
Beginning Fund Balance/Net Working Capital	\$ 1,629,187	\$ 1,543,700	\$ 1,613,302	\$ 1,564,753
Charges for Services	\$ -	\$ -	\$ -	\$ -
Self Insurance	\$ -	\$ -	\$ -	\$ -
Grants and Contributions	\$ 3,743,239	\$ 3,187,969	\$ 835,121	\$ 1,000,000
Revenue from Bonds and Other Debt	\$ -	\$ -	\$ -	\$ -
Transfers in/out	\$ -	\$ -	\$ -	\$ -
Interest Earned/Surplus/Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ -
Fire District Assistance Tax	\$ -	\$ -	\$ -	\$ -
Prior Year(s) Property Tax Received	\$ -	\$ -	\$ -	\$ -
Property Taxes Estimated to be Received	\$ -	\$ -	\$ -	\$ -
Total Resources	\$ 5,372,427	\$ 4,731,669	\$ 2,448,423	\$ 2,564,753

FINANCIAL SUMMARY - REQUIREMENTS				
Salaries and Wages	\$ 720,763	\$ 372,745	\$ -	\$ 500,000
Employee Benefits	\$ 395,643	\$ 211,255	\$ -	\$ 138,000
Material and Supplies	\$ 367,820	\$ 342,000	\$ 306,215	\$ 325,000
Professional Services	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ 11,188	\$ 2,580,667	\$ 577,455	\$ 125,000
Utilities and Communications	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -
Repairs and Maintenance	\$ 150	\$ -	\$ -	\$ -
Lease Agreements	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -
Self Insurance	\$ 6,850	\$ -	\$ -	\$ -
Transfers in/out	\$ -	\$ -	\$ -	\$ -
Contingencies	\$ -	\$ 1,225,002	\$ 1,564,753	\$ 1,476,753
Ending Fund Balance (future expenditures)	\$ 3,870,013	\$ -	\$ -	\$ -
Total Requirements	\$ 5,372,427	\$ 4,731,669	\$ 2,448,423	\$ 2,564,753

FINANCIAL SUMMARY - RESOURCES				
GO DEBT SERVICE (500)	FY 2022-23 Actuals	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	FY 2025-26 Estimated Budget
Beginning Fund Balance/Net Working Capital	\$ 627,915	\$ 620,000	\$ 700,000	\$ 728,917
Charges for Services	\$ -	\$ -	\$ -	\$ -
Self Insurance	\$ -	\$ -	\$ -	\$ -
Grants and Contributions	\$ -	\$ -	\$ -	\$ -
Revenue from Bonds and Other Debt	\$ -	\$ -	\$ -	\$ -
Transfers in/out	\$ -	\$ -	\$ -	\$ -
Interest Earned/Surplus/Miscellaneous Revenue	\$ 63,094	\$ 31,000	\$ 50,000	\$ 50,000
Fire District Assistance Tax	\$ -	\$ -	\$ -	\$ -
Prior Year(s) Property Tax Received	\$ 47,116	\$ 50,000	\$ 60,000	\$ 60,000
Property Taxes Estimated to be Received	\$ 3,674,829	\$ 3,794,300	\$ 3,752,559	\$ 3,711,277
Total Resources	\$ 4,412,954	\$ 4,495,300	\$ 4,562,559	\$ 4,550,194

FINANCIAL SUMMARY - REQUIREMENTS				
Salaries and Wages	\$ -	\$ -	\$ -	\$ -
Employee Benefits	\$ -	\$ -	\$ -	\$ -
Material and Supplies	\$ 3,120	\$ 5,000	\$ 4,500	\$ 5,000
Professional Services	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Utilities and Communications	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -
Repairs and Maintenance	\$ -	\$ -	\$ -	\$ -
Lease Agreements	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 3,723,175	\$ 3,871,735	\$ 3,829,142	\$ 3,800,687
Self Insurance	\$ -	\$ -	\$ -	\$ -
Transfers in/out	\$ -	\$ -	\$ -	\$ -
Contingencies	\$ -	\$ 618,565	\$ 728,917	\$ 744,507
Ending Fund Balance (future expenditures)	\$ 686,658	\$ -	\$ -	\$ -
Total Requirements	\$ 4,412,954	\$ 4,495,300	\$ 4,562,559	\$ 4,550,194



GENERAL FUND

THE GENERAL FUND IS THE PRIMARY OPERATING FUND OF THE DISTRICT. IT ACCOUNTS FOR ALL FINANCIAL RESOURCES OF THE DISTRICT, EXCEPT THOSE REQUIRED TO BE ACCOUNTED FOR IN ANOTHER FUND, EITHER LEGALLY OR BY GOVERNING BOARD DIRECTION. THE PRINCIPAL REVENUE SOURCE IS PROPERTY TAXES. PRIMARY EXPENDITURES ARE FOR PUBLIC SAFETY.

GENERAL FUND REVENUES

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
41100	Property Taxes-CY	\$ 41,398,363	\$ 43,630,336	\$ 48,033,117	\$ 4,402,781	Incr. to Valuations & Tax Rate
41150	Property Taxes-PY	\$ 483,135	\$ 420,000	\$ 500,000	\$ 80,000	Based on Prior Year Actuals
41180	Property Taxes-In Lieu	\$ 61	\$ -	\$ -	\$ -	
41200	FDAT-CY	\$ 387,010	\$ 390,000	\$ 390,000	\$ -	
41250	FDAT-PY	\$ 6,846	\$ -	\$ -	\$ -	
42310	Fire Protection Fees	\$ 591	\$ -	\$ -	\$ -	
42331	Community Affairs Fees	\$ 5,810	\$ -	\$ -	\$ -	
42335	Prevention Review Fees	\$ 463,347	\$ 400,000	\$ 380,000	\$ (20,000)	Decrease in Building Permits
42336	Approved Contractor Fees	\$ 9,545	\$ 11,000	\$ 9,000	\$ (2,000)	Based on Prior Year Actuals
42360	Technology Maint Revenue	\$ 32,235	\$ 36,603	\$ 39,154	\$ 2,551	COT IGA Increase
42370	Intergovernmental Agreements	\$ 85,000	\$ 85,000	\$ 87,550	\$ 2,550	GRFD IGA Increase
42390	Dispatch Revenue	\$ 492,240	\$ 579,852	\$ 599,883	\$ 20,031	COT IGA Increase
42600	Rents And Leases	\$ 64,856	\$ 68,099	\$ 71,504	\$ 3,405	5% Contractual Increase
42700	Facility Use Revenue	\$ 8,320	\$ 10,000	\$ 10,000	\$ -	
43100	Investment Revenue	\$ 351,772	\$ 225,000	\$ 450,000	\$ 225,000	Aligned to Fed Interest Rates
44100	Training Revenue	\$ 6,230	\$ 10,805	\$ 4,875	\$ (5,930)	Training Center Construction
45000	Donations & Contributions	\$ 720	\$ -	\$ -	\$ -	
46000	Miscellaneous Revenue	\$ 74,135	\$ -	\$ -	\$ -	
46500	Smart & Safe AZ- Prop 207 Rev	\$ 588,371	\$ 390,000	\$ 390,000	\$ -	
49001	Leases Originated	\$ 159,110	\$ -	\$ -	\$ -	
Total Revenues		\$ 44,617,697	\$ 46,256,695	\$ 50,965,083	\$ 4,708,388	

Estimated Property Tax not to Be Received			
a. Loss Due to Constitutional Limit	\$ -	\$ -	\$ -
b. Discounts, Other Uncollected Amounts		\$ 890,415	\$ 959,779
Total Tax Levied		\$ 44,520,751	\$ 48,992,896

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1200 - Fire Chief						
51110	Salaries	\$ 197,380	\$ 202,847	\$ 202,847	\$ -	
51190	PTO Paid Out	\$ 12,361	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 12,633	\$ 12,633	\$ 12,430	\$ (203)	
51212	Dental Insurance	\$ 384	\$ 384	\$ 478	\$ 94	
51213	Vision Insurance	\$ 96	\$ 107	\$ 114	\$ 7	
51215	PSPRS-Cancer Insurance	\$ 50	\$ 50	\$ 50	\$ -	
51216	Life Insurance	\$ 39	\$ 45	\$ 42	\$ (3)	
51218	STD Insurance	\$ 216	\$ 248	\$ 527	\$ 279	
51231	Medicare	\$ 2,965	\$ 2,941	\$ 2,941	\$ -	
51250	PSPRS	\$ 76,779	\$ 85,155	\$ 83,834	\$ (1,321)	
51290	PEHP	\$ 1,857	\$ 2,028	\$ 2,028	\$ -	
Total Personnel		\$ 304,760	\$ 306,438	\$ 305,291	\$ (1,147)	
52160	Dues, Memberships & Subscriptions	\$ 3,605	\$ 4,575	\$ 4,575	\$ -	
52170	Travel & Per Diem	\$ 15,231	\$ 13,000	\$ 13,000	\$ -	
52177	Meals & Entertainment	\$ 2,582	\$ 2,500	\$ 2,500	\$ -	
52180	Training	\$ 4,611	\$ 27,000	\$ 28,000	\$ 1,000	Inflation
52196	Employee Recognition	\$ 20,373	\$ 19,500	\$ 27,000	\$ 7,500	Retirement Bricks
52260	Legal	\$ 38,707	\$ 30,000	\$ 45,000	\$ 15,000	Higher Use & Incr. Rate
52540	Building Services	\$ -	\$ -	\$ 164,854	\$ 164,854	.01 Tax Incr. for O&M
Total Non-Personnel		\$ 85,109	\$ 96,575	\$ 284,929	\$ 188,354	
Total Fire Chief 1200		\$ 389,869	\$ 403,013	\$ 590,220	\$ 187,207	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1215 - Governing & Pension Board						
52139	Operational Equipment	\$ 1,085	\$ 1,000	\$ 1,000	\$ -	
52140	Operational Supplies	\$ 67	\$ 250	\$ 250	\$ -	
52141	Uniforms	\$ -	\$ 750	\$ 750	\$ -	
52170	Travel & Per Diem	\$ 1,803	\$ 5,000	\$ 3,000	\$ (2,000)	Aligned to Actuals
52177	Meals & Entertainment	\$ 727	\$ 600	\$ 440	\$ (160)	
52180	Training	\$ 675	\$ 2,750	\$ 1,650	\$ (1,100)	Aligned to Actuals
52195	Election Costs	\$ -	\$ 52,000	\$ 52,000	\$ -	
52260	Legal	\$ -	\$ 10,000	\$ 10,000	\$ -	
Total Governing & Pension Board 1215		\$ 4,357	\$ 72,350	\$ 69,090	\$ (3,260)	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1220 - Operational Services - Admin						
51110	Salaries	\$ 140,861	\$ 489,480	\$ 531,126	\$ 41,646	Market Adj. & Step Increase
51190	PTO Paid Out	\$ 16,227	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 12,633	\$ 50,532	\$ 49,719	\$ (813)	
51212	Dental Insurance	\$ 384	\$ 1,536	\$ 1,932	\$ 396	
51213	Vision Insurance	\$ 96	\$ 428	\$ 456	\$ 28	
51215	PSPRS-Cancer Insurance	\$ 50	\$ 200	\$ 200	\$ -	
51216	Life Insurance	\$ 43	\$ 168	\$ 168	\$ -	
51218	STD Insurance	\$ 216	\$ 1,114	\$ 1,367	\$ 253	
51231	Medicare	\$ 2,182	\$ 7,097	\$ 7,701	\$ 604	
51250	PSPRS	\$ 54,767	\$ 205,484	\$ 159,639	\$ (45,845)	Assistant Chief Movement
51280	Deferred Compensation	\$ -	\$ -	\$ 11,083	\$ 11,083	Assistant Chief Movement
51290	PEHP	\$ 1,277	\$ 4,894	\$ 5,311	\$ 417	
Total Personnel		\$ 228,736	\$ 760,933	\$ 768,702	\$ 7,769	
52170	Travel & Per Diem	\$ -	\$ 2,000	\$ 10,250	\$ 8,250	Incr. for Deputy Chiefs
52177	Meals & Entertainment	\$ -	\$ 250	\$ 500	\$ 250	
52180	Training	\$ -	\$ 2,000	\$ 3,800	\$ 1,800	Incr. for Deputy Chiefs
Total Non-Personnel		\$ -	\$ 4,250	\$ 14,550	\$ 10,300	
Total Operational Services - Admin 1220		\$ 228,736	\$ 765,183	\$ 783,252	\$ 18,069	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1225 - Essential Services Admin						
51110	Salaries	\$ 130,320	\$ 133,120	\$ 143,756	\$ 10,636	Market Adj. & Step Increase
51190	PTO Paid Out	\$ 8,114	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 12,633	\$ 12,633	\$ 12,430	\$ (203)	
51212	Dental Insurance	\$ 384	\$ 384	\$ 483	\$ 99	
51213	Vision Insurance	\$ 96	\$ 107	\$ 114	\$ 7	
51215	PSPRS-Cancer Insurance	\$ 50	\$ 50	\$ 50	\$ -	
51216	Life Insurance	\$ 39	\$ 42	\$ 42	\$ -	
51218	STD Insurance	\$ 216	\$ 238	\$ 374	\$ 136	
51231	Medicare	\$ 1,907	\$ 1,930	\$ 2,084	\$ 154	
51250	PSPRS	\$ 16,825	\$ -	\$ 59,414	\$ 59,414	Assistant Chief Movement
51280	Deferred Compensation	\$ 6,351	\$ 10,184	\$ -	\$ (10,184)	Assistant Chief Movement
51290	PEHP	\$ 1,287	\$ 1,331	\$ 1,438	\$ 107	
Total Personnel		\$ 178,221	\$ 160,019	\$ 220,185	\$ 60,166	
52170	Travel & Per Diem	\$ 300	\$ 4,000	\$ 3,350	\$ (650)	
52177	Meals & Entertainment	\$ 99	\$ 250	\$ 250	\$ -	
52180	Training	\$ 712	\$ 6,500	\$ 2,250	\$ (4,250)	Aligned to Actual
52182	Field Projects	\$ -	\$ 10,000	\$ -	\$ (10,000)	Piechura Memorial Signs
Total Non-Personnel		\$ 1,111	\$ 20,750	\$ 5,850	\$ (14,900)	
Total Essential Services Admin 1225		\$ 179,331	\$ 180,769	\$ 226,035	\$ 45,266	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1230 - Administration Services						
51110	Salaries	\$ 294,547	\$ 356,106	\$ 252,727	\$ (103,379)	Nurse Practitioner to 1260
51120	Hourly	\$ 114,029	\$ 130,127	\$ 145,608	\$ 15,481	Market Adj. & Step Increase
51190	PTO Paid Out	\$ 13,050	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 62,436	\$ 41,119	\$ 62,149	\$ 21,030	Premium Increase
51212	Dental Insurance	\$ 2,649	\$ 2,304	\$ 2,414	\$ 110	
51213	Vision Insurance	\$ 628	\$ 590	\$ 570	\$ (20)	
51215	PSPRS-Cancer Insurance	\$ 50	\$ 50	\$ 50	\$ -	
51216	Life Insurance	\$ 214	\$ 252	\$ 210	\$ (42)	
51218	STD Insurance	\$ 857	\$ 960	\$ 1,036	\$ 76	
51230	Social Security	\$ 17,343	\$ 21,955	\$ 15,784	\$ (6,171)	Nurse Practitioner to 1260
51231	Medicare	\$ 5,978	\$ 7,050	\$ 5,776	\$ (1,274)	Nurse Practitioner to 1260
51250	PSPRS	\$ 50,062	\$ 55,467	\$ 59,414	\$ 3,947	Assistant Chief Movement
51251	ASRS	\$ 33,992	\$ 43,520	\$ 31,237	\$ (12,283)	Nurse Practitioner to 1260
51290	PEHP	\$ 3,107	\$ 4,862	\$ 3,983	\$ (879)	
Total Personnel		\$ 598,942	\$ 664,362	\$ 580,958	\$ (83,404)	
52115	Fees	\$ 499	\$ 2,530	\$ 2,530	\$ -	
52117	Annual Fee - Accreditation	\$ 1,860	\$ 1,910	\$ 1,950	\$ 40	
52139	Operational Equipment	\$ 780	\$ -	\$ -	\$ -	
52140	Operational Supplies	\$ 2,631	\$ 20,000	\$ -	\$ (20,000)	Nurse Practitioner to 1260
52150	Postage & Mailings	\$ 5,384	\$ 6,750	\$ 6,750	\$ -	
52160	Dues, Memberships & Subscriptions	\$ -	\$ 165	\$ 165	\$ -	
52162	AZDHS & Federal Licensure	\$ 180	\$ -	\$ -	\$ -	
52170	Travel & Per Diem	\$ 17,455	\$ 16,500	\$ 12,379	\$ (4,121)	Nurse Practitioner to 1260
52177	Meals & Entertainment	\$ 2,499	\$ 500	\$ 500	\$ -	
52180	Training	\$ 3,865	\$ 8,100	\$ 7,350	\$ (750)	
52199	Books - Accreditation	\$ -	\$ 750	\$ 750	\$ -	
52223	Consultants-General	\$ 70,063	\$ 46,000	\$ 46,000	\$ -	
52340	Refuse Removal	\$ 495	\$ 800	\$ 800	\$ -	
52545	Furnishings & Appliances	\$ 2,924	\$ -	\$ -	\$ -	
Total Non-Personnel		\$ 108,635	\$ 104,005	\$ 79,174	\$ (24,831)	
Total Administration Services 1230		\$ 707,577	\$ 768,367	\$ 660,132	\$ (108,235)	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1240 - Human Resource Services						
51110	Salaries	\$ 110,174	\$ 140,553	\$ 151,511	\$ 10,958	Market Adj. & Step Increase
51120	Hourly	\$ 66,959	\$ 101,920	\$ 109,264	\$ 7,344	Market Adj. & Step Increase
51190	PTO Paid Out	\$ 5,350	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 37,151	\$ 28,486	\$ 49,719	\$ 21,233	Premium Increase
51212	Dental Insurance	\$ 1,139	\$ 1,510	\$ 1,932	\$ 422	
51213	Vision Insurance	\$ 273	\$ 385	\$ 456	\$ 71	
51216	Life Insurance	\$ 111	\$ 168	\$ 168	\$ -	
51217	AD&D Insurance	\$ 8,287	\$ 8,287	\$ 8,287	\$ -	
51218	STD Insurance	\$ 478	\$ 526	\$ 678	\$ 152	
51230	Social Security	\$ 11,235	\$ 15,033	\$ 16,168	\$ 1,135	Market Adj. & Step Increase
51231	Medicare	\$ 2,628	\$ 3,516	\$ 3,781	\$ 265	
51251	ASRS	\$ 17,976	\$ 29,800	\$ 31,997	\$ 2,197	Market Adj. & Step Increase
51270	Workers Compensation	\$ 1,622,998	\$ 1,440,151	\$ 1,484,123	\$ 43,972	Rate Adj. & YE Trueup
51290	PEHP	\$ (4,954)	\$ 2,425	\$ 2,608	\$ 183	
Total Personnel		\$ 1,879,805	\$ 1,772,760	\$ 1,860,692	\$ 87,932	
52120	Printing & Duplicating	\$ 619	\$ 700	\$ 830	\$ 130	
52160	Dues, Memberships & Subscriptions	\$ 4,640	\$ 1,088	\$ 1,520	\$ 432	
52170	Travel & Per Diem	\$ -	\$ 2,800	\$ 2,800	\$ -	
52177	Meals & Entertainment	\$ 433	\$ 1,000	\$ 1,000	\$ -	
52180	Training	\$ 1,807	\$ 8,940	\$ 9,240	\$ 300	
52191	Tuition Reimbursement	\$ -	\$ -	\$ 35,000	\$ 35,000	Moved from 3100
52198	Books & Periodicals	\$ 623	\$ 628	\$ 635	\$ 7	
52223	Consultants-General	\$ 45,530	\$ -	\$ -	\$ -	
52227	Contract Labor	\$ 3,007	\$ 10,000	\$ 10,000	\$ -	
52240	Health Services	\$ 50,320	\$ 98,650	\$ 90,125	\$ (8,525)	Smaller Academy (10 less)
52270	Organizational Development	\$ 11,300	\$ 27,250	\$ 27,250	\$ -	
52280	Recruitment	\$ 4,315	\$ 10,000	\$ 10,000	\$ -	
52290	Testing & Background Services	\$ 36,121	\$ 26,604	\$ 25,575	\$ (1,029)	Smaller Academy (10 less)
Total Non-Personnel		\$ 158,715	\$ 187,660	\$ 213,975	\$ 26,315	
Total Human Resource Services 1240		\$ 2,038,519	\$ 1,960,420	\$ 2,074,667	\$ 114,247	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1250 - Business Services						
51110	Salaries	\$ 360,500	\$ 377,801	\$ 480,302	\$ 102,501	Addl. Person, Mrk. Adj, Step
51120	Hourly	\$ 98,801	\$ 139,236	\$ 152,491	\$ 13,255	Market Adj. & Step Increase
51190	PTO Paid Out	\$ -	\$ 745,500	\$ 775,000	\$ 29,500	Market Adj. & Step Increase
51211	Medical Insurance	\$ 63,490	\$ 63,490	\$ 99,439	\$ 35,949	Premium Incr., Addl. Person
51212	Dental Insurance	\$ 2,423	\$ 2,649	\$ 3,863	\$ 1,214	Premium Incr., Addl. Person
51213	Vision Insurance	\$ 628	\$ 675	\$ 912	\$ 237	
51216	Life Insurance	\$ 245	\$ 294	\$ 336	\$ 42	
51218	STD Insurance	\$ 1,077	\$ 1,163	\$ 1,645	\$ 482	
51230	Social Security	\$ 26,939	\$ 32,099	\$ 39,233	\$ 7,134	Addl. Person, Mrk. Adj, Step
51231	Medicare	\$ 6,300	\$ 7,507	\$ 9,175	\$ 1,668	Addl. Person, Mrk. Adj, Step
51251	ASRS	\$ 55,916	\$ 63,628	\$ 77,644	\$ 14,016	Addl. Person, Mrk. Adj, Step
51290	PEHP	\$ 4,359	\$ 5,177	\$ 6,328	\$ 1,151	Addl. Person, Mrk. Adj, Step
Total Personnel		\$ 620,679	\$ 1,439,219	\$ 1,646,368	\$ 207,149	
52115	Fees	\$ 26,376	\$ 29,200	\$ 29,300	\$ 100	
52120	Printing & Duplicating	\$ 363	\$ 550	\$ 550	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 2,129	\$ 3,975	\$ 4,485	\$ 510	
52170	Travel & Per Diem	\$ -	\$ 4,320	\$ 7,125	\$ 2,805	Additional Position
52180	Training	\$ 5,218	\$ 5,075	\$ 7,550	\$ 2,475	Additional Position
52198	Books & Periodicals	\$ 84	\$ 850	\$ 850	\$ -	
52210	Accounting & Auditing	\$ 18,749	\$ 18,750	\$ 19,175	\$ 425	
52250	Job & Legal Advertising	\$ 312	\$ 460	\$ 580	\$ 120	
52430	Gen. Liability & Auto Insurance	\$ 171,850	\$ 212,976	\$ 237,735	\$ 24,759	Premium Increase
Total Non-Personnel		\$ 225,082	\$ 276,156	\$ 307,350	\$ 31,194	
Total Business Services 1250		\$ 845,760	\$ 1,715,375	\$ 1,953,718	\$ 238,343	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1260 - Family Care Center						
51110	Salaries	\$ -	\$ -	\$ 134,683	\$ 134,683	FY23-24 NP budget in 1230
51120	Hourly	\$ -	\$ -	\$ 62,296	\$ 62,296	New - Clinic Coordinator
51211	Medical Insurance	\$ -	\$ -	\$ 24,860	\$ 24,860	FY23-24 NP budget in 1230
51212	Dental Insurance	\$ -	\$ -	\$ 966	\$ 966	
51213	Vision Insurance	\$ -	\$ -	\$ 228	\$ 228	
51216	Life Insurance	\$ -	\$ -	\$ 84	\$ 84	
51218	STD Insurance	\$ -	\$ -	\$ 512	\$ 512	
51230	Social Security	\$ -	\$ -	\$ 12,213	\$ 12,213	FY23-24 NP budget in 1230
51231	Medicare	\$ -	\$ -	\$ 2,856	\$ 2,856	FY23-24 NP budget in 1230
51251	ASRS	\$ -	\$ -	\$ 24,169	\$ 24,169	FY23-24 NP budget in 1230
51290	PEHP	\$ -	\$ -	\$ 1,970	\$ 1,970	FY23-24 NP budget in 1230
Total Personnel		\$ -	\$ -	\$ 264,837	\$ 264,837	
52110	Office Supplies	\$ -	\$ -	\$ 500	\$ 500	
52130	Computer Supplies	\$ -	\$ -	\$ 1,000	\$ 1,000	
52139	Operational Equipment	\$ -	\$ -	\$ 10,000	\$ 10,000	New Department
52140	Operational Supplies	\$ -	\$ -	\$ 10,000	\$ 10,000	FY23-24 NP budget in 1230
52144	Medical Supplies	\$ -	\$ -	\$ 20,000	\$ 20,000	FY23-24 NP budget in 4260
52160	Dues, Memberships & Subscriptions	\$ -	\$ -	\$ 1,898	\$ 1,898	New Department
52170	Travel & Per Diem	\$ -	\$ -	\$ 1,000	\$ 1,000	
52180	Training	\$ -	\$ -	\$ 2,500	\$ 2,500	New Department
52198	Books & Periodicals	\$ -	\$ -	\$ 910	\$ 910	
52220	Software	\$ -	\$ -	\$ 14,437	\$ 14,437	New Department
52540	Gen. Liab. & Auto Insurance	\$ -	\$ -	\$ 7,300	\$ 7,300	FY23-24 NP budget in 1250
Total Non-Personnel		\$ -	\$ -	\$ 69,545	\$ 69,545	
Total Family Care Center 1260		\$ -	\$ -	\$ 334,382	\$ 334,382	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1280 - Community Relations & Public Education						
51110	Salaries	\$ 175,711	\$ 208,159	\$ 225,815	\$ 17,656	Market Adj. & Step Increase
51120	Hourly	\$ 112,038	\$ 115,849	\$ 125,611	\$ 9,762	Market Adj. & Step Increase
51150	Overtime	\$ 229	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 42,940	\$ 32,109	\$ 62,149	\$ 30,040	Premium Increase
51212	Dental Insurance	\$ 1,523	\$ 1,920	\$ 2,414	\$ 494	
51213	Vision Insurance	\$ 369	\$ 521	\$ 570	\$ 49	
51216	Life Insurance	\$ 179	\$ 210	\$ 210	\$ -	
51218	STD Insurance	\$ 773	\$ 850	\$ 914	\$ 64	
51230	Social Security	\$ 16,959	\$ 20,088	\$ 21,788	\$ 1,700	Market Adj. & Step Increase
51231	Medicare	\$ 3,966	\$ 4,697	\$ 5,096	\$ 399	
51251	ASRS	\$ 35,059	\$ 39,821	\$ 43,120	\$ 3,299	Market Adj. & Step Increase
51290	PEHP	\$ 2,246	\$ 3,240	\$ 3,514	\$ 274	
Total Personnel		\$ 391,991	\$ 427,464	\$ 491,201	\$ 63,737	
52111	Photographic Supplies	\$ -	\$ 250	\$ 250	\$ -	
52115	Fees	\$ 58	\$ 500	\$ 500	\$ -	
52120	Printing & Duplicating	\$ 5,308	\$ 14,500	\$ 14,500	\$ -	
52140	Operational Supplies	\$ 8,704	\$ 16,400	\$ 16,400	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 875	\$ 631	\$ 631	\$ -	
52162	Certifications	\$ 110	\$ 550	\$ 550	\$ -	
52170	Travel & Per Diem	\$ 1,512	\$ 7,450	\$ 5,950	\$ (1,500)	Aligned to Actual
52177	Meals & Entertainment	\$ 38	\$ 500	\$ 500	\$ -	
52180	Training	\$ 163	\$ 2,985	\$ 2,985	\$ -	
52192	Public Affairs	\$ 25,751	\$ 32,225	\$ 32,225	\$ -	
52193	Public Education	\$ 4,048	\$ 3,875	\$ 3,875	\$ -	
52198	Books & Periodicals	\$ -	\$ 60	\$ 60	\$ -	
52560	Equipment Services	\$ 310	\$ 5,000	\$ 5,000	\$ -	
54130	Furniture & Equipment	\$ 8,698	\$ -	\$ -	\$ -	
Total Non-Personnel		\$ 55,574	\$ 84,926	\$ 83,426	\$ (1,500)	
Total Community Relations & Public Education 1280		\$ 447,565	\$ 512,390	\$ 574,627	\$ 62,237	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
2100 - Prevention Services						
51110	Salaries	\$ 106,183	\$ 113,506	\$ 120,328	\$ 6,822	Market Adj. & Step Increase
51120	Hourly	\$ 738,193	\$ 821,399	\$ 778,683	\$ (42,716)	Aligned to Actual Positions
51150	Overtime	\$ 22,347	\$ 25,440	\$ 24,669	\$ (771)	
51190	PTO Paid Out	\$ 10,078	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 120,865	\$ 123,760	\$ 136,728	\$ 12,968	Premium Increase
51212	Dental Insurance	\$ 3,810	\$ 5,392	\$ 5,312	\$ (80)	
51213	Vision Insurance	\$ 1,041	\$ 1,222	\$ 1,254	\$ 32	
51215	PSPRS-Cancer Insurance	\$ 350	\$ 300	\$ 300	\$ -	
51216	Life Insurance	\$ 436	\$ 504	\$ 462	\$ (42)	
51218	STD Insurance	\$ 2,022	\$ 2,204	\$ 2,253	\$ 49	
51230	Social Security	\$ 16,879	\$ 29,464	\$ 22,617	\$ (6,847)	Aligned to Actual Positions
51231	Medicare	\$ 12,052	\$ 13,891	\$ 13,393	\$ (498)	
51250	PSPRS	\$ 218,922	\$ 212,350	\$ 182,199	\$ (30,151)	Aligned to Actual Positions
51251	ASRS	\$ 34,660	\$ 53,326	\$ 47,344	\$ (5,982)	Aligned to Actual Positions
51280	Deferred Compensation	\$ -	\$ -	\$ 6,312	\$ 6,312	Employee Entered Drop
51290	PEHP	\$ 8,726	\$ 9,580	\$ 9,237	\$ (343)	
Total Personnel		\$ 1,296,564	\$ 1,412,338	\$ 1,351,091	\$ (61,247)	
52139	Operational Equipment	\$ 1,226	\$ 1,225	\$ 425	\$ (800)	
52140	Operational Supplies	\$ 2,708	\$ 1,265	\$ 1,265	\$ -	
52148	Small Tools & Instruments	\$ 15	\$ 375	\$ 375	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 3,998	\$ 3,990	\$ 3,990	\$ -	
52162	FPS Certifications	\$ 1,235	\$ 2,850	\$ 2,850	\$ -	
52170	Travel & Per Diem	\$ 13,602	\$ 23,504	\$ 23,500	\$ (4)	
52177	Meals & Entertainment	\$ 944	\$ 900	\$ 900	\$ -	
52180	Training	\$ 8,038	\$ 15,574	\$ 15,575	\$ 1	
52198	Books & Periodicals	\$ 688	\$ 1,000	\$ 1,000	\$ -	
Total Non-Personnel		\$ 32,456	\$ 50,683	\$ 49,880	\$ (803)	
Total Prevention Services 2100		\$ 1,329,019	\$ 1,463,021	\$ 1,400,971	\$ (62,050)	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
2250 - Health and Safety Services						
51110	Salaries	\$ 111,506	\$ 113,747	\$ 120,652	\$ 6,905	Market Adj. & Step Increase
51120	Hourly	\$ 264,928	\$ -	\$ -	\$ -	
51140	Holiday Pay	\$ 5,955	\$ -	\$ -	\$ -	
51190	PTO Paid Out	\$ 17,482	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 41,867	\$ 12,633	\$ 12,430	\$ (203)	
51212	Dental Insurance	\$ 1,519	\$ 384	\$ 483	\$ 99	
51213	Vision Insurance	\$ 369	\$ 107	\$ 114	\$ 7	
51215	PSPRS-Cancer Insurance	\$ 200	\$ 50	\$ 50	\$ -	
51216	Life Insurance	\$ 131	\$ 42	\$ 42	\$ -	
51218	STD Insurance	\$ 864	\$ 950	\$ 299	\$ (651)	
51231	Medicare	\$ 5,469	\$ 1,649	\$ 1,749	\$ 100	
51250	PSPRS	\$ 102,868	\$ -	\$ -	\$ -	
51280	Deferred Compensation	\$ 8,381	\$ 8,702	\$ 9,230	\$ 528	
51290	PEHP	\$ 4,385	\$ 1,137	\$ 1,207	\$ 70	
Total Personnel		\$ 565,924	\$ 139,401	\$ 146,256	\$ 6,855	
52120	Printing & Duplicating	\$ 911	\$ -		\$ -	
52148	Small Tools & Instruments	\$ 3,000	\$ 3,000	\$ 4,600	\$ 1,600	Aligned to Actuals
52149	Small Fitness Equip & Supplies	\$ 2,987	\$ 3,000	\$ 3,000	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 437	\$ 700	\$ 700	\$ -	
52170	Travel & Per Diem	\$ 8,232	\$ 11,900	\$ 12,900	\$ 1,000	
52180	Training	\$ 3,987	\$ 18,900	\$ 19,737	\$ 837	
52198	Books & Periodicals	\$ -	\$ 300	\$ -	\$ (300)	
52240	Health Services	\$ 227,578	\$ 264,570	\$ 245,050	\$ (19,520)	Less FCC Inf. Vacc. & Occ Med
52241	Mental Health & Wellness	\$ -	\$ 6,600	\$ 6,600	\$ -	
52242	HB2502 Services	\$ 840	\$ 10,000	\$ 10,000	\$ -	
Total Non-Personnel		\$ 247,971	\$ 318,970	\$ 302,587	\$ (16,383)	
Total Health and Safety Services 2250		\$ 813,896	\$ 458,371	\$ 448,843	\$ (9,528)	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
2300 - Community Assistance Program						
51120	Hourly	\$ 171,017	\$ 195,330	\$ 218,441	\$ 23,111	Market Adj. & Step Increase
51150	Overtime	\$ 39,356	\$ 37,100	\$ 42,144	\$ 5,044	Market Adj. & Step Increase
51190	PTO Paid Out	\$ 3,050	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 20,569	\$ 20,569	\$ 37,290	\$ 16,721	Premium Increase
51212	Dental Insurance	\$ 1,126	\$ 1,126	\$ 1,449	\$ 323	
51213	Vision Insurance	\$ 259	\$ 278	\$ 342	\$ 64	
51216	Life Insurance	\$ 109	\$ 126	\$ 126	\$ -	
51218	STD Insurance	\$ 438	\$ 481	\$ 519	\$ 38	
51230	Social Security	\$ 12,590	\$ 14,411	\$ 12,367	\$ (2,044)	Based on Actuals
51231	Medicare	\$ 2,944	\$ 3,370	\$ 3,778	\$ 408	
51251	ASRS	\$ 23,554	\$ 27,128	\$ 30,239	\$ 3,111	Market Adj. & Step Increase
51280	Deferred Compensation	\$ 808	\$ 825	\$ 899	\$ 74	
51290	PEHP	\$ 1,794	\$ 2,324	\$ 2,606	\$ 282	
Total Personnel		\$ 277,615	\$ 303,068	\$ 350,200	\$ 47,132	
52120	Printing & Duplicating	\$ 107	\$ 250	\$ 530	\$ 280	
52140	Operational Supplies	\$ 32	\$ 500	\$ -	\$ (500)	
52160	Dues, Memberships & Subscriptions	\$ -	\$ 500	\$ 885	\$ 385	
52170	Travel & Per Diem	\$ -	\$ 3,000	\$ 2,800	\$ (200)	
52180	Training	\$ 384	\$ 3,000	\$ 1,100	\$ (1,900)	Based on Actuals
Total Non-Personnel		\$ 522	\$ 7,250	\$ 5,315	\$ (1,935)	
Total Community Assistance Program 2300		\$ 278,137	\$ 310,318	\$ 355,515	\$ 45,197	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
3100 - Training Services						
51110	Salaries	\$ 111,506	\$ 113,747	\$ 120,328	\$ 6,581	Market Adj. & Step Increase
51120	Hourly	\$ 482,246	\$ 508,004	\$ 544,422	\$ 36,418	Market Adj. & Step Increase
51150	Overtime	\$ 59,314	\$ 21,200	\$ 55,000	\$ 33,800	Market Adj. & Step Increase
51190	PTO Paid Out	\$ 25,383	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 79,000	\$ 83,714	\$ 87,009	\$ 3,295	Premium Increase
51212	Dental Insurance	\$ 1,916	\$ 2,666	\$ 3,380	\$ 714	
51213	Vision Insurance	\$ 561	\$ 713	\$ 798	\$ 85	
51215	PSPRS-Cancer Insurance	\$ 200	\$ 300	\$ 300	\$ -	
51216	Life Insurance	\$ 241	\$ 294	\$ 294	\$ -	
51218	STD Insurance	\$ 1,404	\$ 1,566	\$ 1,620	\$ 54	
51230	Social Security	\$ 3,319	\$ 3,249	\$ 3,558	\$ 309	
51231	Medicare	\$ 9,373	\$ 9,322	\$ 10,436	\$ 1,114	
51250	PSPRS	\$ 220,629	\$ 253,173	\$ 230,276	\$ (22,897)	Employee Entered Drop
51251	ASRS	\$ 6,355	\$ 6,441	\$ 7,041	\$ 600	
51280	Deferred Compensation	\$ 3,133	\$ -	\$ 9,205	\$ 9,205	Employee Entered Drop
51290	PEHP	\$ 8,244	\$ 6,429	\$ 7,197	\$ 768	
Total Personnel		\$ 1,012,824	\$ 1,010,818	\$ 1,080,864	\$ 70,046	
52110	Office Supplies	\$ 84	\$ -		\$ -	
52120	Printing & Duplicating	\$ 11	\$ 1,200	\$ 500	\$ (700)	Aligned to Actual
52139	Operational Equipment	\$ 17,307	\$ 25,000	\$ 25,000	\$ -	
52140	Operational Supplies	\$ 296	\$ 14,500	\$ 14,500	\$ -	
52141	Uniforms	\$ 5,541	\$ -	\$ -	\$ -	
52142	Propane Gas	\$ 2,736	\$ 6,500	\$ 6,500	\$ -	
52150	Postage & Mailings	\$ 200	\$ -	\$ -	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 3,090	\$ 3,000	\$ 800	\$ (2,200)	New Division Chief Request
52161	Blue Card Subscription/Training	\$ 5,608	\$ 20,000	\$ 20,000	\$ -	
52170	Travel & Per Diem	\$ 5,201	\$ 12,000	\$ 9,500	\$ (2,500)	New Division Chief Request
52171	Training Materials	\$ 1,753	\$ 5,700	\$ 5,700	\$ -	
52172	SFMO Certifications	\$ 3,282	\$ -	\$ 2,820	\$ 2,820	Academy Recruits FY24-25
52175	Family Night & Graduation	\$ 1,420	\$ -	\$ 1,000	\$ 1,000	Academy FY24-25

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
52177	Meals & Entertainment	\$ 2,153	\$ 1,700	\$ 3,000	\$ 1,300	New Officer Refresher Prog.
52180	Training	\$ 200	\$ 8,000	\$ 12,100	\$ 4,100	New Division Chief Request
52184	Training - Recertification	\$ -	\$ 47,200	\$ 49,525	\$ 2,325	Banner Increase
52186	Training - Suppression	\$ 7,198	\$ 13,000	\$ 13,000	\$ -	
52190	EMT Program	\$ 624	\$ -	\$ 1,500	\$ 1,500	Academy Recruits FY24-25
52191	Tuition Reimbursement	\$ 30,253	\$ 35,000	\$ -	\$ (35,000)	Moved to HR - 1240
52198	Books & Periodicals	\$ 7,813	\$ 7,000	\$ 7,000	\$ -	
52540	Building Services	\$ -	\$ 1,000		\$ (1,000)	Budget in 4230
52620	Equipment Rental	\$ 392	\$ 1,000	\$ 1,000	\$ -	
Total Non-Personnel		\$ 95,161	\$ 201,800	\$ 173,445	\$ (28,355)	
Total Training Services 3100		\$ 1,107,985	\$ 1,212,618	\$ 1,254,309	\$ 41,691	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
3200 - Special Operations Services						
52139	Operational Equipment	\$ 11,446	\$ 20,500	\$ 11,250	\$ (9,250)	Reduced to fund PPE & Travel
52140	Operational Supplies	\$ 707	\$ 1,000	\$ 650	\$ (350)	
52146	Protective Equipment	\$ 2,284	\$ 2,500	\$ 7,900	\$ 5,400	Hazmat Level A Suits
52148	Small Tools & Instruments	\$ 880	\$ 1,500	\$ 1,425	\$ (75)	
52170	Travel & Per Diem	\$ -	\$ 4,000	\$ 7,100	\$ 3,100	Non-Grant Funded Travel
52180	Training	\$ 515	\$ 4,000	\$ 3,890	\$ (110)	
52198	Books & Periodicals	\$ -	\$ 500	\$ 735	\$ 235	
52560	Equipment Services	\$ 2,561	\$ 2,000	\$ 3,000	\$ 1,000	Calibration Gas
Total Special Operations Services 3200		\$ 18,393	\$ 36,000	\$ 35,950	\$ (50)	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
3300 - Fire/Rescue Services						
51110	Salaries	\$ 859,796	\$ 649,479	\$ -	\$ (649,479)	Battalion Chiefs to Hourly
51120	Hourly	\$ 11,733,904	\$ 13,344,725	\$ 15,022,160	\$ 1,677,435	BC's, Mrkt. Adj. & Step Incr.
51140	Holiday Pay	\$ 315,254	\$ 381,000	\$ 423,157	\$ 42,157	Market Adj. & Step Increase
51150	Overtime	\$ 2,115,766	\$ 1,855,000	\$ 1,937,437	\$ 82,437	Market Adj. & Step Increase
51190	PTO Paid Out	\$ 518,372	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 1,745,825	\$ 1,872,617	\$ 2,386,653	\$ 514,036	Premium Increase
51212	Dental Insurance	\$ 57,415	\$ 70,900	\$ 92,718	\$ 21,818	Premium Increase
51213	Vision Insurance	\$ 14,051	\$ 17,427	\$ 21,889	\$ 4,462	Premium Increase
51215	PSPRS-Cancer Insurance	\$ 8,600	\$ 9,650	\$ 9,600	\$ (50)	
51216	Life Insurance	\$ 6,251	\$ 8,106	\$ 8,064	\$ (42)	
51218	STD Insurance	\$ 37,920	\$ 41,445	\$ 42,390	\$ 945	
51230	Social Security	\$ 20,668	\$ -	\$ -	\$ -	
51231	Medicare	\$ 215,125	\$ 236,303	\$ 248,970	\$ 12,667	Market Adj. & Step Increase
51250	PSPRS	\$ 4,998,718	\$ 6,378,664	\$ 7,200,694	\$ 822,030	Market Adj. & Step Increase
51251	ASRS	\$ 40,770	\$ -	\$ -	\$ -	
51270	Workers Compensation	\$ (34,987)	\$ -	\$ -	\$ -	
51280	Deferred Compensation	\$ 130,307	\$ 145,387	\$ 154,706	\$ 9,319	Market Adj. & Step Increase
51290	PEHP	\$ 147,192	\$ 162,968	\$ 171,703	\$ 8,735	Market Adj. & Step Increase
Total Personnel		\$ 22,930,948	\$ 25,173,671	\$ 27,720,141	\$ 2,546,470	
52139	Operational Equipment	\$ 3,789	\$ 5,650	\$ 5,100	\$ (550)	
52145	Consumable Rehab Goods	\$ -	\$ -	\$ 500	\$ 500	
52170	Travel & Per Diem	\$ 2,664	\$ 10,200	\$ 10,400	\$ 200	
52177	Meals & Entertainment	\$ 338	\$ -	\$ 500	\$ 500	
52180	Training	\$ 3,367	\$ 6,100	\$ 4,300	\$ (1,800)	Aligned to Actual
52183	Rover Mileage	\$ 103	\$ 1,500	\$ 1,000	\$ (500)	
52227	Contract Labor	\$ 30,965	\$ 49,800	\$ 49,800	\$ -	
Total Non-Personnel		\$ 41,226	\$ 73,250	\$ 71,600	\$ (1,650)	
Total Fire/Rescue Services 3300		\$ 22,972,173	\$ 25,246,921	\$ 27,791,741	\$ 2,544,820	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
3400 - EMS Services						
51110	Salaries	\$ 293,192	\$ 113,506	\$ 197,101	\$ 83,595	Addl. Position, Mrk. Adj, Step
51120	Hourly	\$ 253,649	\$ 200,838	\$ 208,776	\$ 7,938	Market Adj. & Step Increase
51150	Overtime	\$ 1,180	\$ -	\$ -	\$ -	
51190	PTO Paid Out	\$ 24,149	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 79,000	\$ 37,899	\$ 49,719	\$ 11,820	Premium Increase
51212	Dental Insurance	\$ 2,671	\$ 1,152	\$ 1,932	\$ 780	
51213	Vision Insurance	\$ 561	\$ 321	\$ 456	\$ 135	
51215	PSPRS-Cancer Insurance	\$ 550	\$ 150	\$ 150	\$ -	
51216	Life Insurance	\$ 198	\$ 126	\$ 168	\$ 42	
51218	STD Insurance	\$ 1,650	\$ 1,650	\$ 991	\$ (659)	
51230	Social Security	\$ 3,777	\$ -	\$ 4,760	\$ 4,760	Addl. Position, Mrk. Adj, Step
51231	Medicare	\$ 7,900	\$ 4,558	\$ 5,885	\$ 1,327	Addl. Position, Mrk. Adj, Step
51250	PSPRS	\$ 185,484	\$ 131,962	\$ 136,018	\$ 4,056	Market Adj. & Step Increase
51251	ASRS	\$ 8,020	\$ -	\$ 9,420	\$ 9,420	Addl. Position, Mrk. Adj, Step
51290	PEHP	\$ 8,516	\$ 3,143	\$ 4,059	\$ 916	
Total Personnel		\$ 870,498	\$ 495,305	\$ 619,435	\$ 124,130	
52139	Operational Equipment	\$ 5,982	\$ 7,500	\$ 7,500	\$ -	
52140	Operational Supplies	\$ 738	\$ 4,000	\$ 4,000	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 1,940	\$ 1,600	\$ 1,600	\$ -	
52162	AZDHS & Federal Licensure	\$ 5,940	\$ 6,440	\$ 7,328	\$ 888	
52170	Travel & Per Diem	\$ 12,408	\$ 10,000	\$ 16,900	\$ 6,900	Additional Requests
52177	Meals & Entertainment	\$ 1,153	\$ 300	\$ 500	\$ 200	
52180	Training	\$ 3,549	\$ 7,500	\$ 8,450	\$ 950	
52181	Training-Paramedic School	\$ 46,356	\$ 56,000	\$ 56,000	\$ -	
52184	Training - Recertification	\$ 47,922	\$ 2,700	\$ -	\$ (2,700)	HandTevy Budgeted in 4100
52220	Software	\$ (480)	\$ -	\$ -	\$ -	
52225	Medical Direction	\$ 124,586	\$ 131,200	\$ 137,600	\$ 6,400	Price Increase
52550	Equipment Supplies	\$ 73	\$ -	\$ -	\$ -	
Total Non-Personnel		\$ 250,167	\$ 227,240	\$ 239,878	\$ 12,638	
Total EMS Services 3400		\$ 1,120,664	\$ 722,545	\$ 859,313	\$ 136,768	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
4100 - Technical Services						
51110	Salaries	\$ 353,641	\$ 373,104	\$ 398,450	\$ 25,346	Market Adj. & Step Increase
51120	Hourly	\$ 47,695	\$ 57,376	\$ 65,548	\$ 8,172	Market Adj. & Step Increase
51150	Overtime	\$ 1,150	\$ 848	\$ 1,285	\$ 437	
51190	PTO Paid Out	\$ 6,071	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 51,605	\$ 41,867	\$ 62,149	\$ 20,282	Premium Increase
51212	Dental Insurance	\$ 1,920	\$ 1,920	\$ 2,414	\$ 494	
51213	Vision Insurance	\$ 480	\$ 526	\$ 570	\$ 44	
51216	Life Insurance	\$ 185	\$ 210	\$ 210	\$ -	
51218	STD Insurance	\$ 929	\$ 1,022	\$ 1,192	\$ 170	
51230	Social Security	\$ 24,478	\$ 26,935	\$ 28,419	\$ 1,484	Market Adj. & Step Increase
51231	Medicare	\$ 5,725	\$ 6,299	\$ 6,747	\$ 448	
51251	ASRS	\$ 48,999	\$ 53,393	\$ 57,090	\$ 3,697	Market Adj. & Step Increase
51290	PEHP	\$ 4,114	\$ 4,344	\$ 4,653	\$ 309	
Total Personnel		\$ 546,992	\$ 567,844	\$ 628,727	\$ 60,883	
52130	Computer Supplies	\$ 92,406	\$ 99,152	\$ 99,989	\$ 837	
52160	Dues, Memberships & Subscriptions	\$ 1,287	\$ 125	\$ 1,700	\$ 1,575	Web Host Certification
52170	Travel & Per Diem	\$ 250	\$ 2,000	\$ 1,750	\$ (250)	
52180	Training	\$ 3,995	\$ 13,000	\$ 14,500	\$ 1,500	AssetWorks Class - Sr. Eng.
52198	Books & Periodicals	\$ -	\$ 300	\$ -	\$ (300)	
52220	Software	\$ 603,608	\$ 786,225	\$ 798,474	\$ 12,249	Price Increase/Addl. Services
52223	Consultants-General	\$ 35,399	\$ 53,462	\$ 52,000	\$ (1,462)	Based on Actual
52310	Cell Phones & Pagers	\$ 101,255	\$ 127,200	\$ 128,400	\$ 1,200	Price Increase
52350	Telephone	\$ 497	\$ 504	\$ 600	\$ 96	
52351	Internet Service Provider	\$ 217,126	\$ 222,000	\$ 228,000	\$ 6,000	Price Increase
52381	Radio Parts	\$ -	\$ 8,000	\$ 8,000	\$ -	
52382	Radio Maintenance	\$ 7,186	\$ 10,000	\$ 10,000	\$ -	
52385	Transmitter Fees	\$ 28,375	\$ 28,800	\$ 14,400	\$ (14,400)	American Tower Lease End
52389	Network Services	\$ -	\$ 103,564	\$ 69,440	\$ (34,124)	PCWIN Subscript. Reduced
52560	Equipment Services	\$ 75	\$ -	\$ 10,000	\$ 10,000	Microwave Equip. Repairs
52620	Equipment Rental	\$ 36,519	\$ 42,100	\$ 42,500	\$ 400	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
54138	Computers & Software	\$ 23,416	\$ 22,000	\$ 21,000	\$ (1,000)	
Total Non-Personnel		\$ 1,151,393	\$ 1,518,432	\$ 1,500,753	\$ (17,679)	
Total Technical Services 4100		\$ 1,698,386	\$ 2,086,276	\$ 2,129,480	\$ 43,204	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
4150 - Dispatch Services						
51110	Salaries	\$ 2,189	\$ 72,843	\$ 80,432	\$ 7,589	Market Adj. & Step Increase
51120	Hourly	\$ 89,017	\$ 90,770	\$ 102,496	\$ 11,726	Market Adj. & Step Increase
51140	Holiday Pay	\$ 1,370	\$ -	\$ 2,105	\$ 2,105	Market Adj. & Step Increase
51150	Overtime	\$ 6,141	\$ 6,360	\$ 9,360	\$ 3,000	
51190	PTO Paid Out	\$ 5,480	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 7,917	\$ 20,550	\$ 24,860	\$ 4,310	Premium Increase
51212	Dental Insurance	\$ 384	\$ 768	\$ 966	\$ 198	
51213	Vision Insurance	\$ 96	\$ 214	\$ 228	\$ 14	
51215	PSPRS-Cancer Insurance	\$ 50	\$ 50	\$ 50	\$ -	
51216	Life Insurance	\$ 37	\$ 84	\$ 84	\$ -	
51218	STD Insurance	\$ 216	\$ 476	\$ 465	\$ (11)	
51230	Social Security	\$ 121	\$ 4,516	\$ 4,987	\$ 471	
51231	Medicare	\$ 1,499	\$ 2,464	\$ 2,819	\$ 355	
51250	PSPRS	\$ 37,157	\$ 40,775	\$ 47,100	\$ 6,325	Market Adj. & Step Increase
51251	ASRS	\$ 269	\$ 8,952	\$ 9,869	\$ 917	
51290	PEHP	\$ 1,020	\$ 1,700	\$ 1,944	\$ 244	
Total Personnel		\$ 152,962	\$ 250,522	\$ 287,765	\$ 37,243	
52140	Operational Supplies	\$ -	\$ 1,575	\$ 1,575	\$ -	
52170	Travel & Per Diem	\$ 788	\$ 7,500	\$ 5,100	\$ (2,400)	Aligned to Actual
52180	Training	\$ 400	\$ -	\$ 3,400	\$ 3,400	Aligned to Actual
52389	Network Services	\$ 102,897	\$ -		\$ -	
52390	Dispatch Services	\$ 472,347	\$ 656,370	\$ 656,879	\$ 509	
Total Non-Personnel		\$ 576,432	\$ 665,445	\$ 666,954	\$ 1,509	
Total Dispatch Services 4150		\$ 729,394	\$ 915,967	\$ 954,719	\$ 38,752	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
4200 - Fleet Services						
51110	Salaries	\$ 95,744	\$ 101,382	\$ 107,564	\$ 6,182	Market Adj. & Step Increase
51120	Hourly	\$ 395,249	\$ 424,264	\$ 469,851	\$ 45,587	Market Adj. & Step Increase
51150	Overtime	\$ 7,034	\$ 6,678	\$ 7,605	\$ 927	
51190	PTO Paid Out	\$ 4,046	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 79,765	\$ 67,133	\$ 99,439	\$ 32,306	Premium Increase
51212	Dental Insurance	\$ 3,051	\$ 2,702	\$ 3,863	\$ 1,161	Premium Increase
51213	Vision Insurance	\$ 753	\$ 726	\$ 912	\$ 186	
51216	Life Insurance	\$ 305	\$ 336	\$ 336	\$ -	
51218	STD Insurance	\$ 1,266	\$ 1,393	\$ 1,440	\$ 47	
51230	Social Security	\$ 29,534	\$ 33,004	\$ 34,347	\$ 1,343	Market Adj. & Step Increase
51231	Medicare	\$ 6,907	\$ 7,719	\$ 8,483	\$ 764	
51251	ASRS	\$ 55,941	\$ 65,423	\$ 66,330	\$ 907	
51290	PEHP	\$ 4,629	\$ 5,324	\$ 5,850	\$ 526	
Total Personnel		\$ 684,224	\$ 716,084	\$ 806,020	\$ 89,936	
52115	Fees	\$ 76	\$ -	\$ -	\$ -	
52148	Small Tools & Instruments	\$ 2,634	\$ 6,500	\$ 6,500	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 2,073	\$ 2,195	\$ 800	\$ (1,395)	Aligned to Actuals
52170	Travel & Per Diem	\$ 168	\$ 7,500	\$ 7,500	\$ -	
52180	Training	\$ 4,669	\$ 5,000	\$ 5,000	\$ -	
52198	Books & Periodicals	\$ 332	\$ 600	\$ 595	\$ (5)	
52511	Fuel	\$ 247,556	\$ 273,300	\$ 260,700	\$ (12,600)	Estimated Fuel Prices
52512	Oil, Lubricants, Etc.	\$ 16,496	\$ 26,000	\$ 21,866	\$ (4,134)	Aligned to Actuals
52513	Vehicle Parts	\$ 202,793	\$ 195,296	\$ 287,520	\$ 92,224	Inflation & Requirements Adj.
52514	Tires & Repairs	\$ 54,740	\$ 45,558	\$ 51,290	\$ 5,732	Inflation & Requirements Adj.
52515	Batteries	\$ 18,370	\$ 22,489	\$ 24,160	\$ 1,671	Inflation & Requirements Adj.
52519	Shop Supplies	\$ 22,280	\$ 23,696	\$ 27,764	\$ 4,068	Inflation & Requirements Adj.
52520	Vehicle Services	\$ 111,392	\$ 137,911	\$ 164,712	\$ 26,801	Inflation & Requirements Adj.
52522	Aerial Ladder Testing	\$ 6,470	\$ 8,011	\$ 9,800	\$ 1,789	Additional Equipment
52560	Equipment Services	\$ 4,841	\$ 14,125	\$ 10,875	\$ (3,250)	Additional Equipment
52622	Vehicle Lease	\$ 8,512	\$ 212,177	\$ 207,840	\$ (4,337)	Aligned to Actuals

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
53000	Lease Interest	\$ 13,707	\$ -	\$ -	\$ -	
53001	Lease Principal	\$ 146,913	\$ -	\$ -	\$ -	
54130	Furniture & Equipment	\$ 8,606	\$ -	\$ -	\$ -	
54140	Vehicles	\$ 60,911	\$ -	\$ -	\$ -	
Total Non-Personnel		\$ 933,538	\$ 980,358	\$ 1,086,922	\$ 106,564	
Total Fleet Services 4200		\$ 1,617,763	\$ 1,696,442	\$ 1,892,942	\$ 196,500	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
4230 - Facilities Services						
51110	Salaries	\$ 88,358	\$ 94,721	\$ 100,493	\$ 5,772	Market Adj. & Step Increase
51120	Hourly	\$ 203,806	\$ 268,746	\$ 303,194	\$ 34,448	Market Adj. & Step Increase
51150	Overtime	\$ 2,017	\$ 1,484	\$ 1,955	\$ 471	
51190	PTO Paid Out	\$ 1,403	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 46,889	\$ 65,292	\$ 74,579	\$ 9,287	Premium Increase
51212	Dental Insurance	\$ 1,784	\$ 2,102	\$ 2,897	\$ 795	
51213	Vision Insurance	\$ 465	\$ 627	\$ 684	\$ 57	
51216	Life Insurance	\$ 181	\$ 252	\$ 252	\$ -	
51218	STD Insurance	\$ 714	\$ 766	\$ 990	\$ 224	
51230	Social Security	\$ 17,849	\$ 22,628	\$ 23,609	\$ 981	
51231	Medicare	\$ 4,174	\$ 5,292	\$ 5,882	\$ 590	
51251	ASRS	\$ 35,814	\$ 44,852	\$ 49,772	\$ 4,920	Market Adj. & Step Increase
51290	PEHP	\$ 2,692	\$ 3,649	\$ 4,056	\$ 407	
Total Personnel		\$ 406,147	\$ 510,411	\$ 568,363	\$ 57,952	
52115	Fees	\$ 432	\$ -	\$ -	\$ -	
52139	Operational Equipment	\$ 5,224	\$ 5,000	\$ 5,000	\$ -	
52142	Propane	\$ -	\$ 400	\$ -	\$ (400)	
52148	Small Tools & Instruments	\$ 5,105	\$ 3,000	\$ 8,000	\$ 5,000	Specialized Equip. for Trades
52149	Small Fitness Equip & Supplies	\$ 1,234	\$ 1,500	\$ 1,000	\$ (500)	
52160	Dues, Memberships & Subscriptions	\$ -	\$ 875	\$ 4,824	\$ 3,949	HVAC Remote Monitoring
52170	Travel & Per Diem	\$ 790	\$ -	\$ -	\$ -	
52177	Meals & Entertainment	\$ -	\$ 500	\$ -	\$ (500)	
52180	Training	\$ -	\$ 3,000	\$ 3,000	\$ -	
52223	Consultants-General	\$ 4,700	\$ 15,000	\$ 5,000	\$ (10,000)	Aligned to Actuals
52320	Electric	\$ 333,611	\$ 386,585	\$ 365,687	\$ (20,898)	Aligned to Actuals
52330	Natural Gas	\$ 32,186	\$ 35,414	\$ 31,783	\$ (3,631)	Aligned to Actuals
52340	Refuse Removal	\$ 27,567	\$ 27,680	\$ 31,549	\$ 3,869	Price Increase
52350	Telephone	\$ 6,232	\$ 6,243	\$ 6,720	\$ 477	
52360	Television	\$ 8,346	\$ 8,566	\$ 9,449	\$ 883	
52370	Water & Sewer	\$ 76,068	\$ 86,820	\$ 83,370	\$ (3,450)	Aligned to Actuals

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
52380	Hydrant Fees	\$ 2,241	\$ 2,400	\$ 2,400	\$ -	
52530	Building Supplies	\$ 53,686	\$ 65,000	\$ 60,000	\$ (5,000)	Budget Requested
52540	Building Services	\$ 193,825	\$ 220,000	\$ 710,000	\$ 490,000	Non-Capital Funded Services
52541	Pest Control	\$ 13,226	\$ 15,050	\$ 15,060	\$ 10	
52542	Janitorial Services	\$ 51,430	\$ 66,600	\$ 63,504	\$ (3,096)	New Vendor
52543	Emergency Bldg. Maint.	\$ -	\$ 6,600	\$ -	\$ (6,600)	Budget Requested
52544	Preventive Maintenance	\$ 149,314	\$ 186,223	\$ 188,742	\$ 2,519	Price Increases
52545	Furnishings & Appliances	\$ 28,257	\$ 31,184	\$ 32,800	\$ 1,616	Price Increases
52549	Hydrant Maintenance	\$ -	\$ 16,800	\$ 10,000	\$ (6,800)	Aligned to Actuals
52560	Equipment Services	\$ 13,369	\$ 29,000	\$ 49,042	\$ 20,042	I.T. Room Surge Supression
52563	Fire Sprinkler Insp/Maint	\$ 59,774	\$ 64,600	\$ 65,600	\$ 1,000	Price Increases
52620	Equipment Rental	\$ -	\$ 2,000	\$ 1,000	\$ (1,000)	Aligned to Actuals
54120	Buildings & Improvements	\$ 48,870	\$ -	\$ 25,000	\$ 25,000	Small Renovations
54122	Utilities	\$ 27,790	\$ -	\$ -	\$ -	
54130	Furniture & Equipment	\$ 23,900	\$ 38,000	\$ 15,000	\$ (23,000)	Aligned to Actuals
Total Non-Personnel		\$ 1,167,176	\$ 1,324,040	\$ 1,793,530	\$ 469,490	
Total Facilities Services 4230		\$ 1,573,323	\$ 1,834,451	\$ 2,361,893	\$ 527,442	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
4260 - Warehouse Services						
51110	Salaries	\$ 88,454	\$ 94,792	\$ 100,568	\$ 5,776	Market Adj. & Step Increase
51120	Hourly	\$ 231,403	\$ 236,043	\$ 251,243	\$ 15,200	Market Adj. & Step Increase
51150	Overtime	\$ 369	\$ 530	\$ 411	\$ (119)	
51190	PTO Paid Out	\$ 1,830	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 62,288	\$ 42,921	\$ 74,579	\$ 31,658	Premium Increase
51212	Dental Insurance	\$ 2,688	\$ 2,291	\$ 2,897	\$ 606	
51213	Vision Insurance	\$ 672	\$ 624	\$ 684	\$ 60	
51216	Life Insurance	\$ 238	\$ 252	\$ 252	\$ -	
51218	STD Insurance	\$ 789	\$ 907	\$ 852	\$ (55)	
51230	Social Security	\$ 19,683	\$ 20,545	\$ 20,314	\$ (231)	
51231	Medicare	\$ 4,603	\$ 4,806	\$ 5,107	\$ 301	
51251	ASRS	\$ 38,983	\$ 40,725	\$ 43,218	\$ 2,493	Market Adj. & Step Increase
51290	PEHP	\$ 2,628	\$ 3,314	\$ 3,522	\$ 208	
Total Personnel		\$ 454,629	\$ 447,750	\$ 503,647	\$ 55,897	
52110	Office Supplies	\$ 13,910	\$ 18,500	\$ 18,500	\$ -	
52115	Fees	\$ 34	\$ -	\$ -	\$ -	
52120	Printing & Duplicating	\$ 2,086	\$ 3,500	\$ 3,000	\$ (500)	
52139	Operational Equipment	\$ 82,218	\$ 112,000	\$ 107,000	\$ (5,000)	Aligned to Actual
52140	Operational Supplies	\$ 17,777	\$ 37,000	\$ 25,000	\$ (12,000)	Aligned to Actual
52141	Uniforms	\$ 230,994	\$ 221,000	\$ 284,000	\$ 63,000	Academy FY24-25
52142	Propane	\$ 375	\$ 1,000	\$ 1,000	\$ -	
52143	Station Supplies	\$ 6,351	\$ 8,000	\$ 8,000	\$ -	
52144	Medical Supplies	\$ 373,029	\$ 348,048	\$ 410,569	\$ 62,521	Inflation, Increased Demand
52145	Consumable Rehab Goods	\$ 3,614	\$ 5,000	\$ 8,000	\$ 3,000	Academy FY24-25
52146	Protective Equipment	\$ 316,642	\$ 209,300	\$ 342,000	\$ 132,700	Academy FY24-25
52150	Postage & Mailings	\$ 2,826	\$ -	\$ -	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 263	\$ 500	\$ 500	\$ -	
52170	Travel & Per Diem	\$ 1,626	\$ 6,000	\$ 6,000	\$ -	
52177	Meals & Entertainment	\$ 72	\$ 500	\$ 500	\$ -	
52180	Training	\$ 82	\$ 2,500	\$ 4,000	\$ 1,500	Division Request

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
52198	Books & Periodicals	\$ -	\$ -	\$ 500	\$ 500	
52325	Environmental Disposal	\$ 1,468	\$ 2,000	\$ 2,000	\$ -	
52515	Batteries	\$ 1,107	\$ 3,000	\$ 2,500	\$ (500)	
52521	Ground Ladder Testing	\$ -	\$ 3,500	\$ 4,000	\$ 500	
52535	Janitorial Supplies	\$ 48,561	\$ 50,000	\$ 60,000	\$ 10,000	Inflation, Increased Demand
52551	SCBA Supplies	\$ 13,365	\$ 10,000	\$ 21,000	\$ 11,000	Aligned to Actual
52552	SCBA Services	\$ 1,300	\$ 2,500	\$ 3,000	\$ 500	
52560	Equipment Services	\$ 10,154	\$ 2,500	\$ 13,000	\$ 10,500	AED Annual Calibration
52562	Fire Extinguisher Insp/Maint	\$ -	\$ 1,800	\$ -	\$ (1,800)	Aligned to Actual
52620	Equipment Rental	\$ 104	\$ -	\$ -	\$ -	
54130	Furniture & Equipment	\$ 65,467	\$ -	\$ -	\$ -	
Total Non-Personnel		\$ 1,193,424	\$ 1,048,148	\$ 1,324,069	\$ 275,921	
Total Warehouse Services 4260		\$ 1,648,053	\$ 1,495,898	\$ 1,827,716	\$ 331,818	

GENERAL FUND EXPENSES BY DEPARTMENT

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
9000 - Non-Departmental						
54000	Right of Use Asset - Capital	\$ 159,110	\$ -	\$ -	\$ -	
58000	Interfund Transfers	\$ 2,786,488	\$ 2,400,000	\$ 2,385,568	\$ (14,432)	Decrease Transfer to Capital
5900	Contingency	\$ -	\$ -	\$ -	\$ -	
Total Non-Departmental 9000		\$ 2,945,598	\$ 2,400,000	\$ 2,385,568	\$ (14,432)	

Exhibit A

NORTHWEST FIRE DISTRICT



Office of the Fire Chief

Program Appraisal

for the upcoming 2024-2025 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): **1B.1**, 1B.2, **9C.3**

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EXECUTIVE SUMMARY

The Fire Chief is charged with upholding the mission and programs of the District while ensuring compliance with laws and regulations and providing stability and continuity to the agency. He is tasked with leading, planning, and controlling daily activities including recruitment of personnel, purchase of equipment, control of expenditures, preparation of budget estimates, and the assignment of personnel and equipment. The Fire Chief keeps the Governing Board informed on all matters affecting the agency and delivery of emergency services to the public.

DIVISION PURPOSE

The purpose of the Office of the Fire Chief is to direct and manage all firefighting, fire prevention, and fire service activities of the Northwest Fire District. The Fire Chief is responsible, through study and consultation with the Governing Board, for developing recommendations for the protection of life and property in the District. Administrative duties include leading, planning, and controlling daily activities including recruitment of personnel, purchase of equipment, control of expenditures, preparation of budget estimates, and the assignment of personnel and equipment. The Fire Chief provides staff with leadership in developing policy proposals for the Governing Board, so those officials can take action to implement public policy based upon knowledgeable input from public safety leadership. He consults with the Governing Board on problems of policy and planning but works independently in supervising technical operations. The Fire Chief keeps the Governing Board informed on all matters affecting the agency and delivery of emergency services to the public. He is entrusted with the assets of the District and charged to uphold its mission and programs, to ensure compliance with laws and regulations, and to provide stability and continuity to the agency.

DIVISION ADMINISTRATION

The Office of the Fire Chief is administered by the Fire Chief with administrative support from the Administration Services Manager.

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

The Northwest Fire District, under the direction of the Fire Chief, complies with the legal requirements of local, state, and the federal government.

INTERNAL PROGRAMS

N/A

CURRENT AND NEEDED MEASURES

CURRENT PERFORMANCE MEASURES:

Evaluation and modification of the organizational chart should continue to provide the Fire Chief with an optimal number of direct reports as well as to provide for the most effective distribution of human capital and organizational structure.

The Fire Chief's performance is appraised annually by the members of the Governing Board. Results of the performance appraisal are reviewed with the Fire Chief during an Executive Session of a regularly scheduled Governing Board meeting in April or May each year.

PERFORMANCE MEASURES IN DEVELOPMENT:

The Fire Chief meets regularly with Executive Staff to discuss the evolving performance measures being developed in each area of the organization. Annually, the Fire Chief reviews the metrics tracked by each Division for inclusion in the Annual Report and accreditation Self-Assessment Manual.

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

The Fire Chief strives to set a standard for open and effective communication. To facilitate this, in FY23/24 the Fire Chief met individually with each Division to discuss questions, concerns, and general feedback. These meetings were well-received and proved valuable to all involved. The Fire Chief will schedule similar meetings in FY24/25. In FY23/24, the Fire Chief periodically released Fire Chief Update videos to all members of the organization. The videos served as an additional tool for communication of District news, upcoming events, and strategic decisions.

The Operational Leadership Guide was revised and rebranded as the Organizational Leadership Guide to be inclusive of all District leadership, including civilian positions. The revised guide was distributed to all personnel in early 2024.

STRATEGIC PLAN RELATED GOALS/OBJECTIVES DISCUSSION

Goal 3: Maximize collaboration with outside partners and stakeholders

Objective A: Utilize the U of A & JTED for internships and research studies.

In the summer of 2023, NWFD hosted four Joint Technical Education District (JTED) interns who worked in the areas of Warehouse Services, Technical Services, Finance and Human Resource Services, and Community Relations. NWFD continued to participate in the Pediatric Dose Optimization for Seizures in Emergency Medical Services (PediDOSE) study with the University of Arizona.

Objective B: Collaborate with surrounding municipalities (Town of Marana, Town of Oro Valley, City of Tucson, & Pima County) to ensure consistent and uninterrupted service.

This objective is ongoing and includes a number of intergovernmental agreements with surrounding municipalities and agencies.

Objective C: Collaborate through auto aid (with Golder Ranch Fire District & Tucson Fire Department) to build a dependable region-wide response system while reducing redundancies.

On July 1, 2023, NWFD, GRFD, and TFD went live with automatic aid for a select number of EMS call types.

Objective D: Reduce duplicate expenditures through agreements, specifically with Marana Unified School District, Golder Ranch Fire District, Rincon Valley Fire District, and Southern Arizona Fire and Emergency Response Consortium members.

In late 2023, the 5th Amended IGA for fire marshal, fire inspection, fire investigation, code consultation, and plans review services between Rincon Valley Fire District and NWFD was approved. The revised agreement provides NWFD with the ability to recuperate revenue associated with increased volume of requests for planning and permitting services.

CURRENT ISSUES

N/A

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

The Fire Chief will continue to focus on clear and effective communication, continuing divisional meetings and period video updates.

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

The Fire Chief attended the July 2023 and January 202 Arizona Fire District Association (AFDA) conferences. Due to scheduling conflicts, the Fire Chief was unable to attend the second session of the Arizona Fire Chiefs Association (AFCA) Chief Executive Officer Program but plans to attend in October 2024. The program is a comprehensive educational opportunity for current Fire Chiefs or those senior chief officers who aspire to become a Fire Chief. The Fire Chief attended the Western Fire

Chiefs Association Fire Officer and Ranking Chief Executive (FORCE) Conference. He also took part in regularly scheduled EMS hands-on skills training facilitated by the NWFD Training Staff.

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

N/A

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

The Fire Chief plans to take part in the following job task related training opportunities in FY24/25: Pinnacle EMS Leadership Conference, the Arizona Fire District Association (AFDA) Conferences, the Western Fire Chiefs Association (WFCA) Fire Officer and Ranking Chief Executive (FORCE) Conference, the Southwest Regional Trauma Conference, the Arizona Ambulance Association Annual Conference, the second session of the AFCA Chief Executive Officer Program, and regularly scheduled hands-on EMS skills training.

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 1: Governance and Administration

For purposes of this category, governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the agency from undesirable external interference, determines basic policies for providing services, and interprets the agency's activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization carries out the day-to-day operations.

The legal entity and governing authority define the duties and responsibilities of the agency in an official policy statement. An organization's charter or local or state/province general statutes likely contain an agency's official policy statement.

The chief executive or chief fire officer should provide staff leadership in developing policy proposals for the legal civil authority having jurisdiction so those officials can take action to implement public policy based upon knowledgeable input from public safety leadership. Keeping an elected Governing Board and/or high-ranking individual informed on all matters affecting the agency and delivery of emergency services is the primary responsibility of agency leadership.

It must be recognized that other organizations participate in the governance of the agency, such as the state/provincial and federal governments through legislation, regulations, and funding procedures, and other organizations through associations and bargaining units. The Governing Board coordinates all of these diverse interests to set the direction of the agency.

The agency administration exercises responsibility for the quality of the agency through an organized system of planning, staffing, directing, coordinating, and evaluating. The agency administration is entrusted with the assets and is charged to uphold its mission and

programs, to ensure compliance with laws and regulations, and to provide stability and continuity.

For many volunteer fire service organizations, the Governing Board is within the municipal or county government and is the executive/legislative body for municipal or county governance, some elected directly by the public, such as special Districts. In the absence of a municipally appointed Fire Chief or chief executive officer, for purposes of accreditation, the duly elected or appointed volunteer Fire Chief shall be the individual responsible for the criteria and performance indicators.

In many city or county municipal organizations a separation of powers exists that give the governing body legislative responsibility while giving administrative responsibility to a strong mayor or city manager. The chief fire officer/chief executive officer in such organizations generally reports directly to the mayor, manager, or designee. It is vital that the leadership of every agency understands who sets the policy for the government structure they are working in and their role in implementing that policy.

Criterion 1B: Agency Administration

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies and objectives.

Summary

The District's Fire Chief serves as the Chief Executive Officer (CEO) for the District and is responsible for the overall management and direction of planning, policy making, and operations. The organizational structure provides for the delegation of administrative responsibility through three Assistant Chiefs and one Director who oversee work performed by Operational Services, Essential Services, Administration Services, and Business Services.

The District's Strategic Plan and Standards of Cover (SOC) provide the framework that ensures the District's Divisions, as outlined above, continually work to support the agency's mission, purpose, goals, strategies, and objectives. The District's Governing Board reviews and provides input on the Strategic Plan and SOC; thus, ensuring the organizational structure aligns with and supports these goals.

The District will continue to review and update the organizational structure to ensure support of the District's strategic plan and SOC.

CC 1B.1 The administrative structure and allocation of financial, equipment and personnel resources reflect the agency's mission, goals, objectives, size and complexity.

Description:

Under the direction of the Fire Chief, the Northwest Fire District creates the Strategic Plan and the Standards of Cover (SOC) to outline the mission of the District. These two documents provide justification for its size and the complexities of the District when meeting its essential functions. The organizational structure reflects the District's mission, goals, objectives, size, and complexity and is organized to include the following senior management positions:

- * Assistant Fire Chief – Essential Services
- * Assistant Fire Chief – Operational Services
- * Assistant Fire Chief – Administration Services
- * Business Services Director
- * Deputy Chief – Preparedness
- * Deputy Chief – Response

Equipment, financial, and personnel resources are allocated based on the mission, goals, and objectives established by the District's strategic plan and the SOC. The

strategic plan and the SOC provide data which guides resource deployment models and are primary factors influencing the District's budget. The Strategic Plan is updated each quarter as part of the status update process and the SOC is updated every five years. The updates utilize input from Executive Staff, Division Managers, and the Governing Board to ensure that funding priorities and deployment analysis are in line with the mission, goals, and objectives of the District.

Appraisal:

The District's administrative structure met the District's needs. An evaluation of the District's organizational structure took place during the strategic planning process. The structure was reviewed and updated as needed. The Fire Chief and Executive Staff reviewed the updates and made changes to meet the District's immediate needs. The District's goal was to provide a structure that enabled achievement of the mission and successful execution of the goals and objectives of the District.

The strategic planning process and the budget process ensured that funding was allocated to programs, equipment, and personnel that achieved the District's mission and met the goals and objectives identified in the District's Strategic Plan and SOC. Program Appraisal documents were submitted by each Division during the budget process to provide detailed information on all budgetary needs, including how they relate to the mission, strategic plan, and SOC.

Plan:

This structure will be evaluated regularly and revised as additional needs are identified or changes are made to the strategic plan and to the SOC. The Fire Chief and Executive Staff will continue to review and update the organizational chart at least monthly, so iterations that reflect the District's structure are captured with each adjustment. The District's Strategic Plan and SOC will continue to be updated to show changes in population size, distribution, and new or updated response needs. The District's organizational structure will be adapted as indicated to ensure the District continues to achieve the stated goals and objectives.

Quarterly Strategic Plan status meetings will continue to ensure that goals and objectives are relevant, are being met, and that associated expenditures align with budget allocations. With the adoption of the District's updated Standards of Coverage (SOC) document, emphasis will be placed on the goals and objectives contained in this Standard and will formally become a part of the planning and budgetary process.

References:

Arizona Revised Statute § 48-805

Northwest Fire District Bylaws

NWFD Organizational Chart

NWFD Strategic Plan 2020-2024

NWFD CRA-SOC

Fire Chief's Employment Agreement

Fire Chief Job Description

FY23/24 Adopted Budget

1B.2 Personnel functions, roles and responsibilities are defined in writing and a current organizational chart exists that includes the agency's relationship to the governing body.

Description

Job descriptions are continually updated and made available to each position in the fire District. The job descriptions contain essential functions, knowledge, skills, abilities, and minimum qualification requirements. The District's organizational chart depicts each position and reporting relationship within the organization. The organizational chart represents the Governing Board as the ultimate reporting authority.

Appraisal

The District accurately portrayed the expected functions, roles, and responsibilities in writing for each position and made these descriptions available to all personnel. The District reviewed job descriptions at least annually during the performance appraisal process and as part of each employee recruitment process. The District's organizational chart accurately depicted active positions within the District, their relationship to each other, and to the Governing Board. The organizational chart was reviewed and revised, as necessary, at least monthly by the Fire Chief and members of Executive Staff. The organizational chart was available to all staff on the District's intranet, SharePoint. A version of the organizational chart that does not contain names and contact information was available on the District's external facing website.

Plan

The Human Resource Services Division will continue to monitor job descriptions and ensure they accurately reflect the position and any legal requirements. Employees will continue to review their job description with their supervisor as part of the annual performance appraisal process. Job descriptions will also be reviewed before the recruitment process begins for any vacancies. The organizational chart will continue to be reviewed and revised as changes occur, at least monthly.

References

NWFD Organizational Chart

NWFD Job Descriptions (Available on Human Resource Services SharePoint)

Category 9

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), procedures, standard operating guidelines, and manuals (reviewed at least every three years and updated as needed), are reviewed and up to 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 contract with Lexipol was to ensure policy and procedure reviews are completed on the CPSE models review schedule.

Appraisal

The District's 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 staff is bringing batches of policies through the monthly Fire Board meetings for approval. The Knowledge Management System (KMS) 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

2019 Essential Records Listing

Sample of Lexipol policy review and revision

FINANCE BUDGET DEPARTMENT ID:

Department Finance ID #	Department(s)
1200	Fire Chief

ANNUAL OPERATING BUDGET REQUEST

\$590,220

PROGRAM ECONOMIC EFFICIENCIES IDENTIFIED DURING PREPARATION OF PROPOSED BUDGET

N/A

CAPITAL ITEM REQUEST DISCUSSION

N/A

LINE-ITEM DISCUSSION

\$7,500 was added to line item 100-1200-52196-000 Employee Recognition for the initial retirement brick project at the NWFD Training Center. The budget for retirement bricks in subsequent years will be substantially lower.

PROPOSED FISCAL YEAR 2024-2025 BUDGET

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1200 - Fire Chief						
51110	Salaries	\$ 197,380	\$ 202,847	\$ 202,847	\$ -	
51190	PTO Paid Out	\$ 12,361	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 12,633	\$ 12,633	\$ 12,430	\$ (203)	
51212	Dental Insurance	\$ 384	\$ 384	\$ 478	\$ 94	
51213	Vision Insurance	\$ 96	\$ 107	\$ 114	\$ 7	
51215	PSPRS-Cancer Insurance	\$ 50	\$ 50	\$ 50	\$ -	
51216	Life Insurance	\$ 39	\$ 45	\$ 42	\$ (3)	
51218	STD Insurance	\$ 216	\$ 248	\$ 527	\$ 279	
51231	Medicare	\$ 2,965	\$ 2,941	\$ 2,941	\$ -	
51250	PSPRS	\$ 76,779	\$ 85,155	\$ 83,834	\$ (1,321)	
51290	PEHP	\$ 1,857	\$ 2,028	\$ 2,028	\$ -	
Total Personnel		\$ 304,760	\$ 306,438	\$ 305,291	\$ (1,147)	
52160	Dues, Memberships & Subscriptions	\$ 3,605	\$ 4,575	\$ 4,575	\$ -	
52170	Travel & Per Diem	\$ 15,231	\$ 13,000	\$ 13,000	\$ -	
52177	Meals & Entertainment	\$ 2,582	\$ 2,500	\$ 2,500	\$ -	
52180	Training	\$ 4,611	\$ 27,000	\$ 28,000	\$ 1,000	Inflation
52196	Employee Recognition	\$ 20,373	\$ 19,500	\$ 27,000	\$ 7,500	Retirement Bricks
52260	Legal	\$ 38,707	\$ 30,000	\$ 45,000	\$ 15,000	Higher Use & Incr. Rate
52540	Building Services	\$ -	\$ -	\$ 164,854	\$ 164,854	.01 Tax Incr. for O&M
Total Non-Personnel		\$ 85,109	\$ 96,575	\$ 284,929	\$ 188,354	
Total Fire Chief 1200		\$ 389,869	\$ 403,013	\$ 590,220	\$ 187,207	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A

Exhibit B

NORTHWEST FIRE DISTRICT



Governing Board

Program Appraisal

for the upcoming 2024-2025 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): **1A.1**, **1A.2**, 1A.3, 1A.4, 1A.5, 1A.6, 1A.7, **9C.3**

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EXECUTIVE SUMMARY

The Governing Board of the Northwest Fire District is legally established to provide governance and oversight of the District specifically as it relates to policy, approved programs and services, and appropriated financial resources. The Board achieves this through resolution or via the budget process. The Governing Board is comprised of five non-partisan members who are elected by registered voters who reside within the District. The five-member Board complies with Arizona Revised Statute § 48-803, which provides for a Governing Board to manage a fire District, and Arizona Revised Statutes § 48-805 and 48-805.02 which require the Governing Board to meet monthly and as part of its duties to prepare an annual budget.

DIVISION PURPOSE

The Governing Board serves the District's mission to "save lives, protect property, and care for our community" by providing sound, ethical, and legal governance and oversight of programs and financial resources in support of a sustainable future for the District.

DIVISION ADMINISTRATION

The Governing Board is comprised of five Northwest Fire District residents who are elected or appointed pursuant to Arizona Revised Statutes § 48-802, 48-803, and 48-805. Board members are elected for a term of four years. Governing Board officers must include a Chairman and a Clerk and may include a Vice-Chairman. Current Board members include Chairman George Carter, Vice-Chair Cyndell Chanek, Clerk Peg Green, Member David Talas, and Member Bruce Kaplan. Administrative support is provided to the Governing Board by the Administration Services Manager.

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

The Governing Board strives to maintain compliance with legal requirements in local, state, and the federal government. To ensure compliance with Open Meeting Laws, legal counsel is present at every Governing Board meeting. Open Meeting Law (OML) training is provided to the Governing Board, Executive Staff (Fire Chief, Assistant Chiefs, and Business Services Director), and select Administration Services staff members to ensure compliance.

INTERNAL PROGRAMS

The Governing Board periodically reviews and approves programs and services at regularly scheduled monthly Governing Board meetings. At these meetings, staff may present items for review, discussion, and possible approval of new or updated policies and programs. The Governing Board generally indicates its endorsement of

programs by approving a resolution affirming their acceptance of the program and/or by providing funding to the programs. This oversight is continuous and appropriate for reviewing programs and ensuring compliance with District policies.

CURRENT AND NEEDED MEASURES

CURRENT PERFORMANCE MEASURES:

N/A

PERFORMANCE MEASURES IN DEVELOPMENT:

N/A

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

N/A

STRATEGIC PLAN RELATED GOALS/OBJECTIVES DISCUSSION

N/A

CURRENT ISSUES

N/A

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

Three Governing Board members' terms expire in 2024 (Carter, Chanek, and Green). Should more than three candidates run for the three open seats, an election will be necessary. Administration Services staff is tasked with compliance with all associated election laws.

Should a bond election be necessary, the costs associated with the election would be charged to this Division's budget.

The final months of FY23/24 will be dedicated to development of the agency's next multi-year strategic plan. The Governing Board will participate in the development of the plan and is ultimately responsible for approval of the plan prior to implementation. The Board is scheduled to approve the new plan at the June 25, 2024, regularly schedule Board meeting, with implementation of the plan effective July 1, 2024.

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

Board Members Kaplan and Talas were re-elected in 2022 and therefore required by Arizona Revised Statute § 48-803 to complete at least six (6) hours of specific professional development training within one year after the date of election or appointment. Kaplan and Talas completed the required training in the first half of FY23/24.

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

The three Governing Board members who are newly elected, re-elected, or appointed in 2024 will be required by Arizona Revised Statute § 48-803 to complete at least six (6) hours of specific professional development training within one year after the date of election or appointment. The training that must include training on open meeting laws, finance and budget matters, and laws relating to fire District governance and other matters that are reasonably necessary for the effective administration of a fire district. The training must be compliant with Arizona Revised Statute § 48-803(I). This training is offered by the Arizona Fire District Association. Training funds are included in the FY24/25 budget to comply with this requirement.

In 2021, legislation was adopted requiring newly elected or appointed Public Safety Personnel Retirement System (PSPRS) Local Pension Board members complete local board training as prescribed by the board of trustees, including open meeting laws, ethics, legal review and fiduciary responsibilities and duties within 180 days after appointment or election [Arizona Revised Statute § 38-847(C)]. Training funds are included in the FY24/25 budget to comply with this requirement.

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

Governing Board members may elect to attend semi-annual conferences hosted by the Arizona Fire District Association which provide professional development opportunities that align with Governing Board member roles and responsibilities. Local Pension Board members may elect to participate in various online and in-person training opportunities offered by PSPRS.

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 1: Governance and Administration

For purposes of this category, governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the agency from undesirable external interference, determines basic policies for providing services, and interprets the agency's activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization carries out the day-to-day operations.

The legal entity and governing authority define the duties and responsibilities of the agency in an official policy statement. An organization's charter or local or state/province general statutes likely contain an agency's official policy statement.

The chief executive or chief fire officer should provide staff leadership in developing policy proposals for the legal civil authority having jurisdiction so those officials can take action to implement public policy based upon knowledgeable input from public safety leadership. Keeping an elected Governing Board and/or high-ranking individual informed on all matters affecting the agency and delivery of emergency services is the primary responsibility of agency leadership.

It must be recognized that other organizations participate in the governance of the agency, such as the state/provincial and federal governments through legislation, regulations, and funding procedures, and other organizations through associations and bargaining units. The Governing Board coordinates all of these diverse interests to set the direction of the agency.

The agency administration exercises responsibility for the quality of the agency through an organized system of planning, staffing, directing, coordinating, and evaluating. The agency administration is entrusted with the assets and is charged to uphold its mission and

programs, to ensure compliance with laws and regulations, and to provide stability and continuity.

For many volunteer fire service organizations, the Governing Board is within the municipal or county government and is the executive/legislative body for municipal or county governance, some elected directly by the public, such as special Districts.

In the absence of a municipally appointed Fire Chief or chief executive officer, for purposes of accreditation, the duly elected or appointed volunteer Fire Chief shall be the individual responsible for the criteria and performance indicators.

In many city or county municipal organizations a separation of powers exists that give the governing body legislative responsibility while giving administrative responsibility to a strong mayor or city manager. The chief fire officer/chief executive officer in such organizations generally reports directly to the mayor, manager, or designee. It is vital that the leadership of every agency understands who sets the policy for the government structure they are working in and their role in implementing that policy.

Criterion 1A: Governing Body

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources.

Summary

On October 18, 1983, the Pima County Board of Supervisors passed Resolution No. 1983-244, which recognized the five members who made up the Northwest Fire District's original Governing Board. Arizona Revised Statute § 48-803 provides for a Governing Board to manage a fire District. Arizona Revised Statutes § 48-805 and 48-805.02 require the Governing Board to meet monthly and as part of its duties to prepare an annual budget. The Governing Board, through resolution or via the budget process, reviews and approves policies or services provided by the District.

CC 1A.1 The agency is legally established.

Description:

On August 23, 1983, an election pursuant to Arizona Revised Statute § 48-261 was held for the purpose of creating the Northwest Fire District (NWFD). On October 18, 1983, the Pima County Board of Supervisors passed Resolution No. 1983-244, which declared that a majority of the votes cast in the election were in favor of forming the Northwest Fire District; and that the Northwest Fire District was duly organized and legally established; and furthermore, recognizing the boundary as described in the resolution.

Appraisal:

ARS § 48-261 provides the requirements for the legal formation of a fire District in the State of Arizona and charges the Board of Supervisors of the County with the responsibility to verify compliance with this statute, which they did, in the affirmative, with Pima County Resolution No. 1983-244.

Plan:

Based on the action taken by the Pima County Board of Supervisors, the Northwest Fire District's plan is to continue exercising the District's authority to exist and operate.

References:

Arizona Revised Statute § 48-261

Pima County Board of Supervisors Resolution No. 1983-244

CC 1A.2 The agency has a methodology in place for recognizing and reacting to changes in legal requirements of local, state/provincial and federal governments (i.e., inspection reports, regulatory references, meeting minutes and legal opinions).

Description:

The District's methodology for recognition and compliance with the ever-changing legal requirements of local, state, and federal government includes education, utilization of subject matter experts, industry-specific associations, and a vendor agreement for legal updates that impact District policies. Locally, the District is partnered with various organizations such as the Pima County Fire Chiefs Association (PCFCA) which allows state and county officials to address fire districts and relay changes in county requirements or state law requirements and the Arizona Fire District Association (AFDA), which provides weekly legal and legislative updates applicable to the District. These legislative updates are reviewed and discussed weekly by Executive Staff and archived in the office of the Fire Chief. The District also retains the services of legal counsel whose scope of work includes staying abreast and informing the Fire Chief and Executive Staff of legislative issues that may affect the District. In FY22/23, the District onboarded Lexipol and completed a new policy manual, thereby formalizing the inclusion of current legal requirements in all District policies in the Lexipol platform which allows for tracking and versioning.

Appraisal:

The District's methodology for recognizing and reacting to changes in legal requirements included a multi-pronged approach. The District partnered with various

subject matter experts and industry-specific associations to maintain awareness regarding impactful changes in legal requirements. All members of Executive Staff receive a weekly fire service bill tracking list from AFDA. The list of pending legislation is discussed at least weekly in formal scheduled Executive Staff meetings, action items regarding the pending legislation are assigned by the Fire Chief as needed and documented on a follow-up list to be reviewed at each subsequent meeting, and a hard copy of the list is archived in the Fire Chief's office. The Fire Chief attended monthly meetings of the PCFCA during which impactful legislation and rule changes were presented and discussed. He then conveyed pertinent information from those meetings in the weekly Executive Staff meetings.

To ensure the District complied with open meeting laws, legal counsel reviewed all Governing Board and Pension Board agenda packets prior to publication and was present at every Governing Board and Pension Board meeting. Open meeting law training was provided to the Governing Board and Pension Board members, Executive Staff (Fire Chief, Assistant Chiefs, and Directors), and select administration services staff members to ensure compliance with meeting minutes and other legal requirements. AFDA tracks education compliance by elected Governing Board members and Fire Chiefs and provides the District with confirmation of educational requirement satisfaction.

The District onboarded Lexipol and completed a new policy manual. These policies are being approved and implemented incrementally each month. One of the most attractive features of the Lexipol product is that state and federal legal requirements are monitored by their legal team and District policies are updated as these changes occur. The system is version controlled and tracked through audit logs, reducing the chance that the organization could miss a legislative change, fail to revise a policy, or fall short notifying all employees within the organization of a change.

Plan:

The District will continue to ensure compliance with open meeting laws by having legal counsel review all Governing Board and Pension Board agenda packets prior to publication, having legal counsel present at every Governing Board and Pension Board meeting, and providing open meeting law training to Governing Board members, Pension Board members, Executive Staff, and select administration services staff. The Fire Chief will continue his membership and participation in the PCFCA, and the District will continue its membership with AFDA. Executive Staff (including the Fire Chief and Medical Director) will continue to meet weekly to discuss impactful legal changes and develop plans for addressing such changes. The District will maintain its relationship with Lexipol, incorporating legal requirements into policies as they are released.

References:

Arizona Revised Statute § 38-431.01

Pima County Fire Chiefs' Association (PCFCA) Invoice

Arizona Fire District Association (AFDA) Invoice

Confirmation of Governing Board members' completion of required education

AFDA Fire Service Bill Tracking List Example

1A.3 The governing body of the agency periodically reviews and approves services and programs.

Description

In alignment with the District's bylaws, the Northwest Fire District's Governing Board meets on the fourth Tuesday of every month. At these meetings, staff may present items for review, discussion, and possible approval of new or updated policies and programs.

If there is a change in federal or state law that affects a District personnel policy or requires a policy to be created, the document is presented to the Governing Board in a timely manner to ensure compliance. The Governing Board generally indicates its endorsement of programs by adopting a resolution affirming their acceptance of the program and/or by providing funding to the program. The Board is provided with ongoing updates of programs in formal presentations to the Board and through monthly reports included in the agenda packet.

Appraisal

The oversight provided by the District's Governing Board was continuous and appropriate for reviewing and approving services and programs and ensuring compliance with agency policies. Legal counsel was present at every meeting and the Governing Board had the option, in certain circumstances, to meet in an executive session to seek legal advice or discuss confidential matters. Regular updates of programs and services were given to the Board in the form of written reports and formal presentations.

Plan

The District has no current plans to change its monthly meeting schedule with its elected officials and will continue to look for best practices to improve Governing Board meetings. District staff will continue to provide regular reports on programs and services to the Board and Board approval for new programs will continue to be required for implementation.

References

2024 Governing Board Meeting Schedule

Northwest Fire District Bylaws

Governing Board Agenda Packet example

1A.4 The role and composition of various policymaking, planning and special purpose bodies are defined by the governing body in an organizational chart.

Description

The Governing Board has transferred the authority and responsibility of policy making, planning, and oversight of special purpose bodies to the Fire Chief. The District's organizational chart illustrates direct reports to the Governing Board, which includes legal services, the Fire Chief, and the Bond Committee (when one is in service). An organizational chart depicting the reporting relationship of the Labor-Management Committee, and all associated Work Groups is included in the Labor-Management Committee Standard Operating Guideline (SOG).

Appraisal

The District's organizational chart represented the various bodies and roles that were defined through contract agreements, job description(s), and the Governing Board bylaws. The organizational chart was updated as changes occurred by the District's Administration Services staff. The organizational chart was reviewed for accuracy by the Fire Chief and direct reports to the Fire Chief at least monthly. Validation of the organizational chart and structure takes place during the strategic planning process with other strategic documents such as the Annual Comprehensive Financial Report (ACFR) and Standards of Cover (SOC). During the strategic planning process, updates were made to the organizational chart to represent any changes that had occurred. In March 2022, the Leadership Team was rebranded as the Labor-Management Committee and a revised SOG was developed which included an organizational chart depicting the reporting relationship of all District Work Groups and the Committee.

Plan

The District will continue to revise and maintain the personnel and Labor-Management Committee organizational charts as updates occur. The Administration Services Manager will remain responsible for making day-to-day updates and the Fire Chief and his direct reports will review the organizational charts for accuracy at least monthly.

References

NWFD Organizational Chart

Northwest Fire District Bylaws

SOG 1102 Labor-Management Committee

1A.5 The governing body or designated authority approves the organizational structure that carries out the agency's mission.

Description

Under Arizona Revised Statute § 48-805, the District's Governing Board may employ personnel to provide services deemed appropriate by the District. The Board delegates authority to the Fire Chief including the responsibility of managing the organizational structure through the Northwest Fire District's bylaws and the Fire Chief's job description. Hence, reviewing, updating, and staffing to meet the needs of the organizational structure of the District is one of the functional responsibilities of the Fire Chief as stated in the Fire Chief's job description. Approval of structural organizational changes lies with the Fire Chief.

Appraisal

The District's organizational chart reflected the organizational structure of the District. Governing Board approval of the District's organizational structure was manifested in the District's Strategic Plan and annual budget submittal. As positions and needs changed within the District, the Fire Chief had the authority and responsibility to revise the organizational structure. If the change had a significant impact on the budget, the Fire Chief provided the Governing Board with justification for the change and sought their approval for the change and subsequent funding.

Plan

The organizational chart will be kept current to reflect the organizational structure of the District. Governing Board approval of the District's organizational structure will continue to be manifested in the District's Strategic Plan and annual budget

submittal. As positions and needs change within the District, the Fire Chief will exercise the authority and responsibility to revise the organizational structure. If the change has a significant impact on the budget, the Fire Chief will provide the Governing Board with justification for the change and seek their approval for the change and subsequent funding.

References

Arizona Revised Statute § 48-805

Northwest Fire District Bylaws

Fire Chief Job Description

NWFD Organizational Chart

NWFD Strategic Plan 2020-2024

1A.6 The governing body adheres to an approved conflict of interest policy that is applicable to the Governing Board members and staff.

Description

Article 8 “Conflict of Interest of Officers & Employees” of the Arizona Revised Statutes, Title 38, and the Northwest Fire District policy 7.8 “Conflict of Interest/Outside Employment” both prohibits and defines courses of action for conflict-of-interest concerns. Newly elected Governing Board members are required to attend an orientation meeting during which they are educated on statutes that govern elected officials, including conflict of interest training.

Additionally, legal counsel is present at all Governing Board meetings and can advise Board members of potential conflicts of interest issues. For employees, there is a District personnel policy that covers conflicts of interest. Staff is required to complete a conflict-of-interest disclosure upon employment and must review and update the form at least annually.

Appraisal

The Northwest Fire District took the steps necessary to educate and provide annual review, as appropriate, of professional activity outside the District for its Governing Board, officers, and employees to prevent engagement in actions that may expose them to any conflict of interest with their public service.

Plan

The Northwest Fire District will continue to monitor changes in state law and, per policy and procedure, will continue to provide direction and evaluate the actions of all elected officials and employees to ensure there are no errant or willful conflicts of interest. Newly elected Noard members will continue to receive education pertaining specifically to conflict of interest. Newly hired staff members will continue to be required to complete a conflict-of-interest disclosure. All District staff will continue to be required to review and update their conflict-of-interest disclosure at least annually.

References

Arizona Revised Statutes § 38, Conflict of Interest of Officers and Employees

NWFD Policy Manual, Conflict of Interest

Performance Appraisal page exhibiting Review of Conflict of Interest

Conflict of Interest Form

1A.7 A communication process is in place between the governing body and the administrative structure of the agency.

Description

Article 5, Section 4, of the Northwest Fire District's bylaws requires the Governing Board to meet monthly. If events require, the District's bylaws allow for special or emergency meetings to be called. The purpose of these regularly scheduled monthly meetings is to share information between the elected officials, the District's administration, and the public. Regular contact was made between members of the Governing Board, the Fire Chief, and Executive Staff. Discussions often took place regarding upcoming Board meetings, governance issues, and other items of substantial public interest (i.e., taxation, bond elections, annexations). Communication took place regularly between members of the Governing Board, NWFD administrative staff, and NWFD Labor representatives outside of scheduled Board meetings, as well as regular communications with the public that were fielded by NWFD's Community Relations and Public Education Services Manager.

Appraisal

Each Board meeting followed an agenda, and an agenda packet was prepared and delivered to the Board members three days prior to the Board meeting. The Board packets were posted to the District's website and the agenda was posted in four

public locations (Station 31, Station 34, the Nanini Library, and Northwest Fire District's Administration Building). Included in the Board packets were reports from the Fire Chief and each of the District's Division heads to keep the elected officials abreast of programs, activities, and current projects occurring in the District. All meetings were open to the public and provided opportunities for members of the public to address the Board. Special committees formed by the Governing Board could also communicate activities, progress, or concerns to the board at this time. Governing Board members were free to contact, by phone or email, the Fire Chief and District staff at any time to ask questions. The Governing Board met 100% of the time. Special meetings were also held when urgent matters arose. Special meetings were often scheduled during the budgeting process.

Plan

The Fire Chief will continue to informally check in with each Board member to ensure he/she is receiving sufficient information and communication from him and his staff utilizing the current process. Additionally, District employees will provide feedback and suggestions on the process through their chain of command. Members of the public will continue to be offered an opportunity to provide input at Board meetings or by contacting the Northwest Fire District. Improving the communication processes within the District is a primary focus of the current Strategic Plan, and efforts to meet specific communications related objectives listed in the Plan will continue to garner the attention and effort of District staff. If there are any signs the process is not working, internally or externally, the process will be reviewed and modified by legal counsel, District staff, and the Fire Chief with input from the Governing Board.

References

Northwest Fire District Bylaws

2024 Governing Board Meeting Schedule

Governing Board Agenda Packet example

Category 9

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), procedures, standard operating guidelines, and manuals (reviewed at least every three years and updated as needed), are reviewed and up to 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 contract with Lexipol was to ensure policy and procedure reviews are completed on the Center for Public Safety Excellence (CPSE) models review schedule.

Appraisal

The District's 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 staff is bringing batches of policies through the monthly Fire Board meetings for approval. The Knowledge Management System (KMS) 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 within Lexipol and will evaluate once the project is complete.

References

2019 Essential Records Listing

Sample of Lexipol policy review and revision

FINANCE BUDGET DEPARMENT ID:

Department Finance ID #	Department(s)
1215	Governing and Pension Board

ANNUAL OPERATING BUDGET REQUEST

\$69,090

PROGRAM ECONOMIC EFFICIENCIES IDENTIFIED DURING PREPARATION OF PROPOSED BUDGET

N/A

CAPITAL ITEM REQUEST DISCUSSION

N/A

LINE-ITEM DISCUSSION

See comments provided in following budget comparison table.

PROPOSED FISCAL YEAR 2024-2025 BUDGET

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1215 - Governing & Pension Board						
52139	Operational Equipment	\$ 1,085	\$ 1,000	\$ 1,000	\$ -	
52140	Operational Supplies	\$ 67	\$ 250	\$ 250	\$ -	
52141	Uniforms	\$ -	\$ 750	\$ 750	\$ -	
52170	Travel & Per Diem	\$ 1,803	\$ 5,000	\$ 3,000	\$ (2,000)	Aligned to Actuals
52177	Meals & Entertainment	\$ 727	\$ 600	\$ 440	\$ (160)	
52180	Training	\$ 675	\$ 2,750	\$ 1,650	\$ (1,100)	Aligned to Actuals
52195	Election Costs	\$ -	\$ 52,000	\$ 52,000	\$ -	
52260	Legal	\$ -	\$ 10,000	\$ 10,000	\$ -	
Total Governing & Pension Board 1215		\$ 4,357	\$ 72,350	\$ 69,090	\$ (3,260)	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A

Exhibit C

NORTHWEST FIRE DISTRICT



Human Resource Services

Program Appraisal

for the upcoming 2024-2025 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): Category 7 Criterion A, B, C, D, & E and **9C.3**

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EXECUTIVE SUMMARY

Human Resource Services (HRS) is responsible for the following personnel activities: recruitment, selection and retention, employee relations, benefit administration, legal compliance, records maintenance, and development, review and application of policies and associated procedures. Currently Human Resource Services supports 286 full-time employees (FTE). The support by HRS professional personnel represents all administrative and operational functions of the HRS area which is specifically addressed in Category VII. The HRS Manager supports the Specialists, Analyst and Generalist with operational duties, as needed, and is responsible for strategic level duties. Training is the responsibility of the Training Division under the Preparedness Branch.

The heart of any organization is its people, and this category is designed to appraise the importance and results of the HRS Division. It is recognized that the completion of this HRS Division may involve partnerships with employees outside of the HRS Division, other governing entities, or other business partners within the community.

DIVISION PURPOSE

The purpose of the Human Resource Services Division is to support the organization's mission to, "save lives, protect property, and care for our community" through administrative, operational, and strategic guidance to employees, management, and executive personnel who partner to attain the goals defined in the Strategic Plan.

DIVISION ADMINISTRATION

The Human Resource Services Division is currently comprised of the following positions and personnel:

Human Resource Services Division Manager (1) - responsible for direct oversight of all Human Resource functions and NWFD Personnel and manages the employee life cycle. The position supervises staff who directly work and advise personnel in a range of Human Resource functions.

Analyst (1) - responsible for all employee benefits and leaves.

Generalist (1) - responsible for administering policies and procedures, maintaining Job Descriptions, recruitment processes and metrics.

Specialist (1) - responsible for coordinating, assisting, and supporting personnel services through the employee lifecycle. In addition, responsible for all HRS related document record retention, and District bulletin boards.

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

The Human Resource Services (HRS) Division complies and adheres to all federal and state labor laws, and timely and accurate posting of labor law posters and Occupational Safety and Health Administration (OSHA) Form 300. Some of the prominent regulations include, Fair Labor Standards Act (FLSA), Affordable Care Act (ACA), Family and Medical Leave Act, Title VII of the Civil Rights Act, Occupational Safety and Health Act (OSHA), Equal Pay Act (EPQ) and Americans with Disabilities Act (ADA). HRS also reviews and references federal and state law to include pending legislation to ensure District policies and procedures are compliant.

INTERNAL PROGRAMS

Employee Benefits

The Division is responsible for managing and processing all employee benefits to include:

- Workers' Compensation
- Leave Administration
- Short Term Disability
- Active Employee Insurances: Medical, Dental, Vision and Voluntary Insurance
- Retiree Insurances: Medical, Dental, and Vision
- Retiree Insurance Premium Administration
- Process Retirements and Deferred Retirement Option Plan (DROP)
- Open Enrollment
- Insurance Renewals
- COBRA Administration

Performance Management

Supervisors monitor and evaluate the employee's work and align it to the District's goals. Performance Appraisals are then sent to Human Resource Services (HRS) for processing. The HRS Manager provides guidance if necessary and assists with investigations if needed.

Personnel Records and Record Retention

The Division is responsible for all Personnel Records and Record retention within the department according to state and federal laws.

New Hire Orientation

The Division provides new employees on their first day the basic organizational information they need to navigate the organization, complete essential paperwork, and communicates District policies and expectations.

Offboarding

The Division processes formal separation between the employee and the District through resignation, termination, and retirement. It encompasses all the decisions and processes that take place when an employee leaves. This may include:

- Discussing benefit information
- Preparing paperwork
- Deactivating access rights and passwords
- Discussing retirement information
- Scheduling exit interview with the Fire Chief

Classification and Compensation

The HRS Manager along with the Business Services Director and the Administration Services Manager work together to analyze workforce changes and labor and market trends to determine compensation and determine appropriate placement within the pay plan. Human Resource Services reviews and establishes job descriptions for new positions and reviews existing ones to determine appropriate placement within the pay plan, in addition to creating and defining work types and determining Compensation.

- Pay Plan
- Job Descriptions
- Market Study Survey

Policies and Procedures Compliance

The HRS Division is responsible for creating and maintaining all District policies and procedures in accordance with federal, state, and local laws.

Recruitment and Selection

The Division oversees attracting qualified candidates for a job position and working collectively with the hiring manager in identifying and selecting the right candidate. This also includes keeping an eye on staffing.

Northwest Fire District Local Pension Board (PSPRS)

The HRS Manager serves as the Local Pension Board Secretary and serves as the liaison between the contributing member, the local Board members, and the PSPRS Administrative Office. The Secretary oversees setting up and facilitating meetings.

CURRENT AND NEEDED MEASURES

CURRENT PERFORMANCE MEASURES:

Human Resource metrics are key data points that help us track our human capital and measure how effective our Human Resource initiatives are. Over the past year the Human Resource Services Division (HRS) and Finance Division have worked

together to evaluate the capabilities of our current software system, Incode. The Division found the system to be capable of some metrics such as employee demographics, and anniversary dates to name a few, however not all. The Division is still determining if it is possible that the needs of the HRS Division and the District have grown to need a true human resources information system (HRIS). This will continue to be evaluated and researched this fiscal year (FY24/25).

Currently HRS is keeping track of demographics, average tenure, average age, and various recruitment metrics such as time to hire, selection ratio, and application completion rate. Current metrics are being kept using Microsoft excel spreadsheets.

PERFORMANCE MEASURES IN DEVELOPMENT:

For FY24/25 Human Resource Services would like to start measuring employee referral rate which will measure the percentage of new hires that come from employee referrals and retention rates.

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

The primary focus of Human Resource Services (HRS) for FY23/24 is to provide exemplary customer service to the community and to identify and implement efficiencies and internal processes that effectively meet the needs of the District's internal and external communities. During this fiscal year HRS has implemented various internal processes to ensure internal efficiency to include creating and implementing an annual review schedule for all policies, procedures, and job descriptions to ensure they are current and reflect regulatory changes if needed. Job descriptions are still currently being reviewed and worked to ensure they include NFPA requirements, and minimum requirements are consistent across the organization. In FY 22/23 the HRS team grew and became a team of four, each hired to take on a different task within the HRS Division. Currently the Division is working on cross training amongst the team to provide even greater customer service to our community.

STRATEGIC PLAN RELATED GOALS/OBJECTIVES DISCUSSION

Goal 6: Support and reinforce the critical functions of personnel related services.

Objective A: Explore and implement regularly scheduled professional development for all non-uniformed members to include Executive Staff members.

To be completed by April 2024

Objective B: Research and implement proven recruitment techniques to obtain quality staff.

Complete

Objective C: Design, develop, and implement procedures to record and report staffing numbers and locations, assure accuracy and consistency with compensation, and develop triggers related to hiring needs.

Complete

Objective D: Design, develop, and implement a procedure for onboarding of new personnel.

Complete

Objective E: Design, develop, and implement a procedure for offboarding of existing personnel.

Complete

Objective F: Design, develop, and implement succession planning processes for all civilian level positions.

To be completed April 2024

Objective G: Design, develop, and implement a procedure to audit all PCAs; conduct an annual audit of all policies, procedures, and job descriptions; and implement an annual review schedule.

Complete

CURRENT ISSUES

The Human Resource Services (HRS) Division is comprised of four (4) HRS team members. Three individuals have been with the District only a year or less and came with little to no Human Resources background. The HRS Division is consistently being evaluated to improve efficiencies and employee relations. The HRS Manager oversees the strategic operations of the Division. The HRS Analyst is responsible for the benefits and leave management for the District. The HRS Generalist is responsible for the day-to-day management of staffing, recruitment, retention, and employment transition. The HRS Specialist is responsible for the day-to-day management of performing administrative tasks, overseeing records, and managing employee changes in the ERP Payroll system.

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

The Human Resource Services (HRS) Strategic Plan Goals for FY23/24 involve designing, developing, and implementing succession planning process for all civilian

level positions. Human Resource Services will work with Division Managers to update all job descriptions to fully outline career tracks. Fully outlined career tracks will increase member job satisfaction, and retain quality members, the District will ensure that each member understands his/her career track and the opportunity for career advancement.

In addition, the HRS team and Division Managers will work to explore and implement regularly scheduled professional development for all non-uniformed members to include Executive Staff. Professional development is an important aspect of continuing career goals and striving to reach personal goals.

HRS will continue to work on efficiencies within the Division. This will include finding different ways to streamline current processes, such as moving to electronic data files, so that the Division can better serve its employees (the community).

TRAINING

The Human Resource Services (HRS) Division will attend various educational offerings related to employee relations, labor law, leave management, and benefits. Each HRS team member will attend trainings or complete certifications that work towards their current role and goals they may have for professional development.

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

The HRS Manager attended Fair Labor Standards Act (FLSA) for Fire Departments presented by Fire Service Legal Training Institute, Inc. and the HRS Specialist and HRS Generalist attended Contemporary Human Resource Issues for Fire Departments presented by the Arizona Fire Chiefs Association.

Staff also participated in various webinars related to benefits, and software.

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

To aid in the development and application of compliant policies, procedures, and member training, the entire Human Resource Service (HRS) Division will participate in training covering the following topics: harassment, workplace violence, Equal Employment Opportunity Commission (EEOC), discrimination, diversity, recruitment, retention, and Fair Labor Standards Act (FLSA).

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

The entire Human Resource Services (HRS) Division will participate in training covering the following HRS functional areas:

- Federal laws, such as Family and Medical Leave Act (FMLA), Consolidated Omnibus Budget Reconciliation Act (COBRA), and OSHA
- Data analytics
- Market study analysis for creating job descriptions
- Policies and procedures
- Investigations
- Classification and compensation
- Performance management
- Recruitment and selection

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 continue to explore various recruitment and marketing strategies to attract a qualified, diverse candidate pool. (7B.4)

It is recommended that the agency consider additional types of preference points to help attract and hire a more diverse workforce that reflects the makeup of the community. (7B.4)

Category 7: Human Resources

Human resources are defined as all aspects of personnel administration, except those of training and competency (addressed in Category 8) and health and safety (addressed in Category 11). The heart of any organization is its people, and this category is designed to appraise the importance and results of the human resources program. Completing the human resources section may involve members from other governing entities or other elements of the community.

Criterion 7A: Human Resources Administration

General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements.

Summary

Human Resource Services (HRS) administrative practices remain compliant with local, state, and federal statutory and regulatory requirements due to the leadership and

competence of the HRS staff, input from District personnel, and advice from legal counsel.

The District has minimized the chance for litigation due to human resource administrative practices and consultation with legal, as needed, to include the HRS staff's exceptional job-related knowledge, skills, and abilities.

CC 7A.1 A human resources manager is designated.

Description

The Human Resource Services (HRS) Manager oversees the HRS Division for Northwest Fire District. This employee meets the minimum and preferred qualifications of the HRS Manager job description. The HRS Manager is responsible for the operational, administrative, and strategic levels of the HRS Division.

Appraisal

The minimum and preferred requirements for the Human Resource Services Manager position ensure that the District is provided with a qualified executive team member who can lead the HRS staff and partner with management.

Plan

The Human Resource Services (HRS) Manager will continue to oversee the HRS Division.

References:

[Human Resource Services Manager Job Description](#)

7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

Description

The Northwest Fire District Human Resource Services (HRS) Division is staffed with a team of four employees: one (1) HRS Manager, one (1) HRS Analyst, one (1) HRS Generalist, one (1) HRS Specialist. The HRS Manager oversees the strategic and daily operations of the Division. The HRS Analyst is responsible for benefits and leave management. The HRS Generalist will assist with HRS projects, policies and procedures review, and recruitment and retention. The HRS Specialist is responsible for data entry, tracking of metrics, and accurate payroll administration in collaboration

with the Finance Division. The HRS team works together to ensure that time sensitive and/or large projects are completed. These team projects are accomplished through group participation in planning and scheduling of priorities.

Appraisal

When reviewing the HRS staffing level, the HR-to-employee ratio is slightly higher than the national average for the type and size of the District. The HRS Division's staffing ratio is 1.45 and the average for a medium-sized organization is 1.22. This difference can be explained because the HRS staff handles all internal programs which helps save on the cost of outsourcing.

Plan

The HRS Division will continue with a team of four employees: one (1) HRS Manager, one (1) HRS Analyst, one (1) HRS Generalist, and one (1) HRS Specialist. The HRS Manager will oversee the strategic and daily operations of the Division. The HRS Division will provide excellent customer service to our members by ensuring accurate and efficient data with our programs.

References

[Human Resource Services Manager Job Description](#)

[Human Resource Services Analyst Job Description](#)

[Human Resource Services Generalist Job Description](#)

[Human Resource Services Specialist Job Description](#)

7A.3 Policies are established to direct the human resources administrative practices in accordance with local, state/provincial and federal requirements. The policies are reviewed annually and updated as needed.

Description

In 2006, the District released its first complete policy manual. Prior to that time, the District had been provided policies on an ad hoc basis. Until 2018, the policy manual received slight modifications as time and need allowed. In 2018, following a deferred recommendation from the Commission on Fire Accreditation International (CFAI), the District reviewed the policy manual, resulting in the procedure section of the policy

manual being removed with the principal policy statements and scope remaining, and the creation of a separate procedure manual. Between 2018-2022, the District began working to institutionalize the process of an annual policy review. Following the same process as the District's current Standard Operating Guideline (SOG) review, policies were reviewed and taken to the Leadership Team for approval then vetted by the District's attorney and approved by the Fire Board. In 2022 the District entered into a contract with Lexipol a third-party company that:

Provides fully developed, state-specific policies researched and written by subject matter experts and vetted by attorneys. District policies are based on nationwide standards and best practices while also incorporating state and federal laws and regulations where appropriate.

The District held weekly meetings with Lexipol during the development stage to review and update the policies and procedure manual. Current policies are stored and available to all employees through the District's intranet site (SharePoint). The District's current policy manual in place has been under review for updates and revisions if necessary due to federal, state, and local law changes, or fire service best practices and new updated policies are housed in Lexipol.

Any updates to policies are reviewed by HRS, the legal counsel, the Labor-Management Committee, and then brought before the Governing Board for approval. All employees are updated on policy changes through Lexipol.

Appraisal

The District has struggled to maintain a current policy manual while allowing for annual review. The process instituted in 2018 was the first time in the District's history that the policy manual began to have a proactive and positive trajectory, but the need for an organizational baseline could not be met in a reasonable timeframe with other competing priorities. Contracting with the Lexipol service has built capacity for agency personnel to complete their assigned responsibilities while having input into the policy review process with the third-party (Lexipol) completing much of the administrative policy work as it relates to compliance, review, and tracking.

Plan

In FY23/24, the District will work to fully implement the Lexipol Policy and Procedures Software platform to help meet the District's Strategic Plan goal of an audit of all policies and procedures and create an annual review schedule to ensure policies are compliant with local, state, and federal law. The Lexipol online platform is continuously updated to address legislative changes, training requirements, and

evolving best practices. This will help reduce risk and liability associated with outdated or incomplete policies and will enhance organizational effectiveness through improved policy management and training.

References

[NWFD Policy Manual](#)

[Lexipol Policy Manual](#)

Criterion 7B: Recruitment, Selection, Retention, and Promotion

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements.

Summary

Human Resource Services (HRS) recruits from a diversified pool of applicants and conducts a validated selection process. New hires are introduced to the organization through an orientation program. The progress of the new hire is measured through continuous evaluation of performance. Throughout an employee's career, official recognition is provided, and promotional opportunities exist. Should an employee separate employment for any reason, mechanisms are in place to solicit feedback.

The Human Resource Services (HRS) Division collaborates with other Divisions and members of leadership to continue to improve the District's Orientation Program and experience for all new hires. Improving this process will greatly impact the District's overall culture and ensure that all members understand the importance of the District's core values, mission, and vision of the District, and policies and procedures.

7B.1 A mechanism is in place to identify and announce potential entry-level, lateral and promotional positions.

Description

The method used by the District for identifying available positions is confirmed through an annual District evaluation of business needs while revisiting the Strategic Plan and confirming Budget capacity. Once identified, the communication of new positions or vacancies is accomplished through the Human Resource Services (HRS) initiated internal job posting and/or external job ad, as applicable. The internal job

posting is uploaded to the District Intranet site, SharePoint, and emailed to all employees.

External recruitment begins with an ad on our website that is run concurrently with the internal job posting and contains the same information as the job posting. The ad with the position's information may be disseminated using any combination of electronic, print, social media, and/or mail.

Appraisal

The Strategic Plan and budgeting processes are successfully utilized as mechanisms to assist with providing insight for Human Resource Services (HRS) to plan for the following fiscal year. This allows ample time for workforce planning and marketing of positions through job announcements (i.e., job posting and/or ad), social media, or outsourcing, if necessary.

Plan

The District will ensure that Human Resource Services (HRS) continues to play an intricate role in the development of the Strategic Plan and annual budget by soliciting continuous input and feedback regarding what is feasible for the organization to move forward with its workforce planning. The HRS team will continue to work closely with management in identifying changing personnel needs and explore new and varying methods to attract a diverse pool of applicants.

The Northwest Fire District 2020-2024 Strategic Plan, Goal 6, Objective A focuses on professional development for all non-uniform personnel and the Executive Team. This objective is meant to establish ways in which opportunities for development and upward mobility within the organization can be accomplished on a continuous basis.

References

[2020-2024 Strategic Plan](#)

[Sample Internal Job Posting \(IAR/IOR\)](#)

[Sample External Job Ad](#)

[Lexipol Policy Manual](#)

7B.2 The agency's administration and its members are part of the recruiting process.

Description

The Human Resource Services (HRS) Manager partners with Division Managers and Executive Staff (agency administration) for strategic planning of internal and external recruitment and selection, to analyze the level of participation from Division personnel in these processes. HRS staff coordinates the recruitment with employees actively involved through groups or on an individual basis, when asked to participate.

Appraisal

The methodology of involving organizational members with recruitment has proven to be successful. During the District's most recent academy recruitment, Class 2023-01, the District implemented the use of Wonscore and Spark Hire which are recruitment tools that increased engagement of members in the recruitment and selection process. The quantity of raters participating in initial interviews in the selection process increased from a panel of eight (8) members, to a panel of 20 members. The successful implementation of these recruitment tools in the academy recruitment process prompted the District to implement these tools for civilian recruitments. This change also resulted in an average of 30 days from posting a civilian employment opportunity to job offer, compared to 120 to 180 days in past civilian recruitments. In addition to involvement during planning, every recruitment process included members of executive staff on an interview panel.

Plan

It is critical to continue the involvement of employees in the recruiting process. HRS will continue to offer opportunities for employees to be a part of interview panels who are responsible for recommending the most qualified candidates to the hiring manager. The agency will continue its use of Wonscore to increase member engagement in the recruitment process. Every recruitment will continue to include members of executive staff on interview panels.

References

[Example Score Sheet- Chief's Interview Panel](#)

CC 7B.3 Processes and screening/qualifying devices used for recruitment and selection of initial, lateral and promotional candidates are job-related and comply

with all local, state/provincial and federal requirements, including equal opportunity and discriminations statutes.

Description

Human Resource Services (HRS) follows the Uniform Guidelines on employee selection procedures and engages legal consultation to assure that processes and screening devices are job related, valid, reliable, and compliant with associated law(s) before application. Second, HRS partners with hiring managers in the recruitment and selection processes to fill the vacant position(s) with the most qualified candidate(s). This methodology ensures that the laws enforced by the Equal Employment Opportunity Commission (EEOC), such as Title VII of the Civil Rights Act of 1964, is complied with by the District for each recruitment and selection process. Prior to the recruitment, HRS teams with the manager and subject matter expert(s) to complete a job analysis ensuring that the job description is a true reflection of the position. This approach assists with attracting only the most qualified applicants in the sourcing process of meeting the “Minimum and/or Preferred Requirements” of the job.

The District’s selection process begins with the candidate completing the job application through the District’s website. Should the candidate meet the minimum qualifications established for the position the candidate is sent two links via email. The first link is to complete a pre-employment assessment by Wonderlic, a web-based platform that measures the candidate’s cognitive ability, motivation, and personality. The cognitive ability portion allows us to determine whether the candidate can do the job. The motivation portion determines whether the candidates’ specific interests align with the demands of the position, and the personality portion helps to determine whether the candidate’s personality matches with their potential responsibilities in the position in which they are applying for. The second link is for the candidate to complete a video interview through Spark Hire. Spark Hire is a video software platform that provides candidates with the flexibility to answer interview questions on their own time in a pre-recorded video interview. Once the video interview is complete, HRS staff send a link to the interview to hiring managers (for civilian recruitments) and a panel of agency members to view and rate the candidate’s interview using a one-to-five-star rating. For civilian recruitments, candidates are ranked based on their Wonscore and Spark Hire scores and the hiring manager decides how many candidates to move forward to an in-person interview with the hiring manager, Assistant Chief or Director of the hiring section, and up to two additional panel members from the agency.

Firefighter recruit applicants must submit an application, complete a Wonscore assessment, and complete a Spark Hire interview to begin the recruitment process.

Scores are weighted and ranked, and those that score above a determined threshold then must pass a Candidate Physical Ability Test (CPAT) in order to be invited to participate in a panel interview with the Assistant Chiefs and Fire Chief.

Internal promotions and assignments which require a competitive selection process are published through an internal job or assignment opportunity posting. Once eligibility has been confirmed by the employee, their immediate supervisor, and Human Resource Services a member of HRS provides a complete list of eligible applicants to the hiring manager and coordinates scheduling interviews and job-specific assessments, if any.

For uniformed promotional or assignment processes, the Preparedness Division is responsible for establishing applicable assessment center activities, although close coordination with HRS is required to ensure legal compliance and fairness associated with all processes, uniform or civilian.

Through these processes and team collaboration the District avoids potential legal issues. Per Arizona Revised Statute and District policy, preference points are awarded, per specified criteria, to external applicants who are veterans or surviving spouses in the recruitment process for entry-level positions. A veteran who participates in the employment process with the District, shall be given five (5) preference points to their final rating over persons other than veterans.

Appraisal

The District has not experienced litigation involving internal/external recruitment and selection processes. Due to Human Resource Services (HRS) remaining up to date on federal and Ninth District Court Case decisions affecting employment law, and that subject matter experts continue to be cognizant of new standards in the profession, the recruitment and selection processes continue to remain compliant with law.

Plan

The agency will continue the partnership between HRS, hiring managers, and subject matter experts, with involvement and feedback from employees in similar positions. HRS staff will continue to stay abreast of impactful employment law and ensure that internal and external recruitments comply with laws and regulations, and that all assessments are job related.

References:

References

[Applicant Required Notices-NWFD Website](#)

[NWFD Policy Manual, Section 4.1, 4.2](#)

[Example Training Opportunity Request \(TOR\)](#)

[Example Internal Opportunity Request \(IOR\)](#)

[NWFD 2018 Policy Manual](#)

7B.4 The agency's workforce composition is reflective of the service area demographics, or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.

Description

The District puts forth a concerted effort to provide a workforce that is reflective of the demographics of its community. The Human Resource Services (HRS) Division's recruiting process pursues minorities through specific professional websites and organizations. Community outreach is accomplished to make the District's presence known locally and beyond the borders of its response area, such as nationally through utilization of social media. The composition of the District's workforce is documented and submitted every other year to Equal Employment Opportunity on an EEO4 Form.

Appraisal

The majority of candidates who are successful in being hired do not represent the minority based on the EEO4 form. The Division is targeted with its community outreach efforts to encourage applicants that are reflective of the District's service area and have had some success. When launching recruitment, the Division considers and discusses ways in which we can attract an applicant in the District's service area. HRS and Community Relations staff partnered to develop innovative methods for recruitment, including partnering with local media outlets. NWFD partnered with Tucson Local Media to run a series of articles focused on women in the fire service to highlight the various opportunities for women within the organization.

Plan

The plan is to develop a proactive and innovative strategy to market the District in preparation of a recruitment for attracting a diverse pool of applicants that reflects District community members. The HRS staff will partner with other agencies for best

practices and continue to reach out to the community for the best way to reach them. HRS staff will work closely with the Community Relations Division to develop innovative recruitment strategies. HRS and Community Relations will hold focus group meetings in FY23/24 to harvest information for current members in an effort to improve targeted recruitment strategies.

References

[NWFD Policy Manual, Section 4.1, 4.2](#)

[Lexipol Policy Manual](#)

Northwest Fire on Twitter_ Join our Team!

<https://azfireDistricts.org/information-center/job-announcements/>

<https://dashboards.mysidewalk.com/northwest-fire-District-craig-plus/>

[Tucson Local Media Article](#)

7B.5 A new-member orientation program is in place.

Description

On the first day of employment, all new hires participate in orientation. As part of orientation, Human Resource Services (HRS) assists the employee with completing paperwork required for payroll and benefits processing. Once this work is completed, the orientation includes the District's expectations of the new hire as an employee, such as the Loyalty Oath, District policies/procedures, and a HIPAA test. Upon completion of the orientation, the new employee's supervisor/manager will introduce him/her to co-workers and review details of the job and expectations of the Division. HRS will informally inquire with new employees regarding their acclimation to the position, address any questions, and ask for feedback on what was helpful or could improve about orientation.

New hires are given insight into some of the processes in the organization to include the opportunity to attend an Executive Team meeting, an invitation for the new employee and their family to attend a Governing Board Meeting, and a tour of the District with one of the District's Chiefs.

Appraisal

The orientation process contains a tremendous amount of information and proves to be challenging to retain all the information in a short period of time. The new employee does have a new hire packet which serves as a reminder of what they learned on their first day during orientation. The new hires who had the opportunity to attend the Executive Team and Governing Board meetings found it very helpful in understanding how the organization operates as a governmental entity. District tours serve to help the new hire understand the history of the organization and the vast community in which it serves.

Plan

The Northwest Fire District 2020-2024 Strategic Plan, Goal 6, Objective D. focuses on designing, developing, and implementing a procedure for onboarding new personnel. The Human Resource Services (HRS) Division plans to collaborate with other Divisions and members of leadership to continue to improve the District's Orientation Program and experience for its new hires. Adding information regarding the District's core values, mission, and vision of the District, and policies and procedures to the new Orientation Program will positively impact the new hire experience and overall culture of the District. The new Orientation Program is expected to be complete in FY23/24.

References

[OnBoarding Checklist Template](#)

CC 7B.6 A supervised probationary process is used by the agency to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills and abilities.

Description

The Performance Appraisal (PA) is based on the employee's job description and organizational dimensions/competencies and serves as an evaluation tool for all probationary employees, whether uniform or non-uniform, exempt or non-exempt. A PA is completed at one (1) year, and the supervisor determines if the employee "meets" job requirements and if they satisfied their probationary period, the probation should be extended, or the employee should be separated from employment. Probationary Firefighters must complete a Probationary Firefighter Manual to successfully complete their probationary period.

Appraisal

Supervisors of new hire and promotional probationary employees were tasked with providing continuous, real-time feedback regarding performance throughout the probationary period. The annual Performance Appraisal can be subjective, and at times was the only time the employee was formally evaluated for their performance. There are times when a probationary employee receives a “needs improvement” or “does not meet” rating on the performance appraisal, which would trigger the implementation of a performance improvement plan (PIP). A supervisor may place an employee on a PIP to outline specific steps the employee can take to make improvements to job performance. Annual Performance Appraisals were tied to pay increases for employees, and in the event an employee did not receive a “meets” rating, the member's pay increase was delayed, and the member was placed on a PIP until such time they could improve performance as detailed in the PIP. During a Probationary Firefighter's first year, they were required to complete a Firefighter's Manual, which included evaluations of performance of job duties. The current job description and Performance Appraisal were necessary tools for measuring progress and for providing constructive feedback to probationary employees. The probationary period allowed employees to fully acclimate to the position, receive feedback from their supervisor, and if necessary, support a supervisor's recommendation for separation of employment for members who do not successfully complete their probationary period. The District formed a task group with representatives from all areas of the organization to review and revise the performance appraisal and PIP forms.

Plan

Human Resource Services (HRS) will partner with managers to assist and support them in the performance appraisal process. The District will continue to have the supervisor provide continual feedback to members during their probationary period and to conduct annual performance appraisals. The District will continue to periodically evaluate the performance appraisal and PIP tools to ensure they remain relevant and effective. The HRS Division will partner with managers and District leadership to examine opportunities to improve this process, research current best practices being utilized by other agencies, and continue to analyze the current performance appraisal process.

References:

[Sample Performance Appraisal](#)

[Probationary Employees Policy](#)

[Performance Appraisal Task Group Chart](#)

[Probationary Firefighter Program SOG](#)

[Probationary Firefighter Evaluation Forms](#)

7B.7 The agency has an employee/member recognition program.

Description

The District has an Employee Recognition Program designed to acknowledge extraordinary efforts of its employees. An Awards Committee was established through the Labor-Management Committee to encourage organizational participation in recognizing fellow employees or volunteers.

In October each year, a memorandum is sent to all employees requesting nominations. The District also recognizes each employee for seniority with service pins, certificates, and/or plaques.

Appraisal

The Awards Committee has encouraged more employee involvement and interest to participate in the voting process to recognize other employees for their performance.

Plan

Maintain the Awards Committee dedicated to managing the recognition program.

References:

[MASTER_NWFD Awards Guideline](#)

7B.8 The agency's working conditions and environment accommodate diverse and qualified applicants and retain a tenured workforce that is reflective of its community.

Description

Human Resource Services (HRS) ensures that statements referencing District policies are included on the application placing the applicant on notice that the District does not discriminate against race, gender, ethnicity, religion, age, disability; or tolerate harassment, sexual harassment, workplace violence, or drug and alcohol use in the

workplace. The applicant must sign off reading and understanding these statements that describe the District's working conditions and environment.

Because the employee's safety, health, and well-being are taken seriously by the District, the organization has proven longevity within its workforce. The workforce has experienced minimal turnover, and still maintains employees with five (5) years to 30 years of seniority.

Appraisal

As reflected in the Equal Employment Opportunity Report (EEO4), there is room for improvement as it relates to diversity within the uniform employee pool.

Plan

HRS will continue to include District members in the recruitment process to assist in creating and maintaining a workforce reflective of the community. HRS will also continue to coordinate efforts with the Community Relations Division to partner with local media outlets, high schools holding job fairs, and community partners such as Pima Joint Technical Education District (JTED) to enhance recruitment efforts and to educate potential applicants about the District's working conditions and inclusive environment. These efforts supplement the information on the District's website and social media accounts.

References

[NWFD Policy Manual, Section 2](#)

[Discriminatory Harassment Policy](#)

[Workplace Violence Policy](#)

[Americans with Disabilities Act Policy](#)

[Recruitment Policy](#)

7B.9 The agency conducts exit interviews, periodic employee surveys or other mechanisms to acquire feedback for improving policies and procedures.

Description

Through the Strategic Plan, Work Groups, and Committees, participating employees voice their feedback and provide input to improve organizational policies. Other optional tools for feedback are available to employees such as the local Union's Meet and Confer. The Meet and Confer process allows Union members to voice concerns relative to working conditions, compensation, and benefits. In addition, exit interviews are in place and are optional for the exiting employee to participate in his/her last day of employment; or the employee may meet with the Fire Chief for an exit interview.

The Open Door Policy is available to all employees, after the employee goes through the Chain of Command, if appropriate. If any recommendation is made that will impact policies or procedures, it must be presented to the Labor-Management Committee, comprised of Labor and Management, for consideration.

Appraisal

It has proven to be successful in offering the active and separating employees' options in how they can provide feedback to the organization.

Plan

The District will continue to solicit feedback through all the mechanisms already in place.

References

[Open Door Policy](#)

7B.10 The agency conducts workforce assessments and has a plan to address projected personnel resource needs, including retention and attrition of tenured and experienced employees.

Description

During the budget planning process, including consideration of future grant opportunities, and in alignment with strategic planning, a projection of human resource needs is conducted by staff and recommended for the Governing Fire Board's discussion and approval. The Training Division evaluates the bench strength of the organization and determines the education necessary for career development in preparation of anticipated attrition.

Human Resource Services and the Finance Division provide data for budgeted positions and potential/confirmed retirements, and research the market to ensure

competitive compensation and benefits. The Public Safety Personnel Retirement System (PSPRS) implemented a Deferred Retirement Option Plan (DROP), which allows members to project and commit to retirement in a five (5) year span. PSPRS, by statute, offers disability retirement and normal retirements. Normal retirements may begin at 20 years but will allow a member to remain in the system until 35 years of service. The retirement system for non-uniform personnel, Arizona State Retirement System (ASRS), is based on a point system, but a member can choose to retire at five (5) years.

Appraisal

With all the factors mentioned above, it is still not a soundproof method of forecasting workforce needs. With systems (i.e., DROP) in place for members to be more definite about when retirement will take place, these programs have proven helpful in planning for future workforce needs.

Currently, the Division is experiencing more than usual requests from the District's suppression members to go into the Deferred Retirement Option Program (DROP). The District's Tier 1 suppression members become eligible for DROP or retirement after 20 years of service.

Plan

Human Resource Services will contact other like agencies on an annual basis to explore what they have in place for more definite workforce planning and provide feedback to the Executive Team for discussion.

We continuously evaluate our current members tenure to strive to stay ahead of those that are eligible to retire or DROP.

References

Staffing and Analysis

Criterion 7C: Personnel Policies and Procedures

Documented personnel policies and procedures are in place to guide both administrative and personnel behavior.

Summary

Policies are in place accompanied by guidelines or separate procedures, which support administrative practices. As part of the onboarding packet for new hire

orientation, all District personnel review the organization's values, policies, and guidelines/procedures, which state expectations regarding employee conduct. This is reinforced through the annual performance appraisal and modeled by leadership personnel.

CC 7C.1 Personnel policies, procedures and rules are current, documented and communicated to all personnel.

Description

Policies are dynamic documents for the District. This means they are under constant review and update. Human Resource Services (HRS) strives to ensure that policies affected by laws are updated on a timely basis. These policies, and those that may need to be enhanced, are presented to the Labor-Management Committee for review and discussion. Prior to implementation, approval is attained from the Governing Board. Employees then receive notification through the Lexipol KMS system that a new policy has been assigned to them and they must read and acknowledge.

Appraisal

District Policies are in place and accessible to all employees through the Lexipol KMS system, and older policies currently on the District's Intranet site, SharePoint. The Policies and Procedures have proven to be helpful for supervisors and employees for procedural assistance. Communication through the Lexipol KMS system, managers and supervisors works well for a review of the District policies and procedures for all employees.

Plan

Business Services will continue the process of updating the District policies and procedures through the implementation of the Lexipol Policy and Procedure Software Solution in FY23/24.

References

[NWFD Policy Manual](#)

[Lexipol Policy Acknowledgement by User](#)

CC 7C.2 The agency has a policy that defines and prohibits harassment, bias and unlawful discrimination of employees/members based on sex, race, disability or other legally protected characteristics, and describes the related reporting procedures. The policy and organizational expectations specific to employee

behavior are communicated formally to all members/employees and are enforced.

Description

The District does not have just one policy that discusses District expectations of employee/member behavior but has several established policies with reporting guidelines to ensure that applicants, volunteers, and employees are aware of what conduct is expected and what conduct is not tolerated by the organization.

Formal communication begins regarding policies in a written statement on the online employment application which requires confirmation by the applicant with his/her signature of review and understanding. These policies are reinforced through the orientation process with the new hire.

Appraisal

The tools used to ensure review of policies by District employees are the Lexipol KMS Policy Solution, and the formerly used Vector Solutions. The Lexipol KMS Policy solution the District implemented to review all District policies, requires employee acknowledgement that they have read and understand the policy. This assists in tracking any employees who may need to be followed up with regarding policies that still require acknowledgement.

Plan

Continue to have the employees review these policies during onboarding and within their first 30 days. Any updates to any policy or procedure are reviewed and acknowledged by all employees through Lexipol once approved by the Governing Board (policies) and Labor-Management Committee (policies and procedures).

References:

[NWFD Policy Manual](#)

[Lexipol Policy Manual](#)

[Performance Appraisal](#)

[Sample Lexipol Policy Acknowledgement by User Report](#)

7C.3 A corrective actions system, which ensures accountability, is in place.

Description

There is a disciplinary system in place, as described in the District 2018 Personnel Policy Manual, Section 8.1 Disciplinary Action, which describes the purpose, scope, and policy. Within the policy, the types of disciplinary action steps are defined. On the District's Intranet site, SharePoint, under Human Resource Services, supervisors/managers have interaction and Performance Improvement Plan templates. The Employee Relations Toolkit defines each of the disciplinary steps, provides directions on how to complete the interaction notice, and how to administer a disciplinary action. This is a progressive disciplinary process with options to escalate depending upon the severity of the infraction.

A supplement to the Disciplinary Policy and Employee Relations Toolkit for Supervisors is a Disciplinary Matrix Guide. The matrix exhibits the types of disciplinary action that may be recommended for a specific District Personnel Policy violation. The action taken will be dependent on other factors involved with the infraction and a review of the employee's employment history with the District.

Appraisal

The Disciplinary Policy is easily accessible and available on the District's Intranet site, SharePoint, to all employees. Communication begins with the introduction to the policies during New Hire Orientation and throughout as policies are newly created or updated.

The introduction of the Employee Relations Toolkit, which contains a Disciplinary Matrix, has helped guide employees, supervisors, and managers in what could be expected when there is a violation of policy. This matrix has been helpful for supervisors/managers when addressing disciplinary issues.

Plan

Human Resource Services (HRS) will continue to counsel, advise, and guide supervisors/managers, so that the disciplinary process remains consistent.

References

[NWFD Policy Manual](#)

[Interaction Notice](#)

[Notice of Performance Improvement Plan](#)

CC 7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members. workplace ethics

Description

The District has published and adopted policies on workplace ethics also called Standards of Conduct and Conflict of Interest, which serve as guidelines for employee behavior. All policies are reviewed by new hires and available to employees on Lexipol. The Conflict-of-Interest Form is updated annually.

Appraisal

The Workplace Ethics and the Conflict-of-Interest Policies clearly describe conduct that is expected of all District employees.

There has not been any disciplinary action administered for violation of these policies, so the current communication approach is working for the District and employees.

Plan

The Human Resource Services (HRS) Division will continue to update the above-mentioned policies as the staff deems necessary and inform the employees of any changes.

References

[Standards of Conduct Policy](#)

[Conflict of Interest Form](#)

7C.5 An employee/member grievance/complaint process is published and communicated to employees/members.

Description

The District has a Grievance Policy in place that was adopted to resolve those questions that the employee was not able to resolve through the Open-Door policy. It must pertain to alleged misapplication of District Policy, Administrative Directives, Administrative Procedures or Standard Operating Guidelines (SOG) to an employee. The Grievance Procedure details which actions that are not valid under this procedure as well. The process walks employees through the points of contact and timeline(s).

Appraisal

This Grievance Procedure clearly outlines the process in which employees may grieve alleged misapplication of District policies, directives, procedures or SOG's. These concerns receive careful consideration and a prompt resolution.

Plan

Human Resource Services will continue to monitor feedback and discuss any recommendations with the Leadership Team or assigned committee.

References

[Grievance Policy](#)

[Open Door Policy](#)

Criterion 7D: Use of Human Resources

Human resources development and utilization is consistent with the agency's established mission, goals, and objectives.

Summary

The Human Resource Services (HRS) Division consistently evolves with each organizational Strategic Plan to ensure alliance, support, and partnership with other Divisions. The development and utilization of HRS is accomplished through recruitment and assessment centers, technology driven streamlining of processes, and transparency of operations and administration.

Partnerships, education by subject matter experts, and employee support are critical to the success of the District's mission, goals, and objectives. For this reason, the District has an open-door policy and committees in place for employees to communicate ideas about improving service delivery, performance, and public relations.

CC 7D.1 A position classification system and a process by which jobs are audited and modified are in place.

Description

The District's position classification system is based on benchmark positions, the market, and value to the organization. The decision as to whether a position should be exempt or non-exempt is based on the Department of Labor's FLSA guidelines. Benchmark positions are those jobs that have similar responsibilities and are common to most organizations, such as Administrative Assistant or Firefighter. The market reveals what these common positions are paid and then the internal value to the organization is determined.

Human Resource Services (HRS) conducts a process of updating jobs by reviewing the job description with the manager for any changes (e.g., essential functions and minimum requirements) prior to recruitment when filling a vacancy. At the time of the annual compensation survey, all positions are compared to surveyed organizational positions for essential functions and minimum qualification requirements. Changes to position description and/or minimum requirements are then made per the manager's approval.

On an annual basis, HRS participates in surveys with other fire service agencies to assure that District pay remains at 95% to 100% of the market for both suppression and non-suppression personnel. In addition, HRS analyzes the Tucson market relative to the private sector for confirmation of competitive wages for non-suppression personnel.

Appraisal

The District's non-suppression wages remain competitive with other private companies and public sector agencies. The District's position classification system/process has retained the integrity of where each position fits in the organization, proper wage, and assigned pay range. If in question, HRS consults with legal counsel, otherwise, there is no history of litigation for incorrect classification of position(s).

Plan

Human Resources will work with managers and employees to review job descriptions and update them upon a vacancy and on an annual basis.

References:

[Human Resource Generalist Job Description](#)

7D.2 Current documented job descriptions exist for all positions and incumbent personnel have input into revisions.

Description

Human Resource Services (HRS) conducts annual reviews of job descriptions with the respective manager for any changes (e.g., essential functions and minimum requirements). At the time of an annual compensation survey, all positions are compared to surveyed organizational positions for essential functions and minimum qualification requirements, also known as a Job Analysis. Changes to position description and/or minimum requirements are then made per the Division manager's approval.

Another opportunity to review the job description transpires each time there is a vacancy. The job description is reviewed prior to beginning the recruitment process to fill a vacancy. This informal review by HRS, the hiring manager, and any employee in the current position, ensures that the position description and classification is accurate. Job descriptions reflect the essential functions and physical activities required of the employee and applicants. The job descriptions are available on the District's Intranet site, SharePoint.

Plan

Continue to review the job descriptions with the supervisor/manager (to include employee input) on an on-going basis. Conduct an annual review of all job descriptions to ensure there is a consistent format and up to date essential functions, knowledge, skills, and abilities, as well as minimum qualifications.

7D.3 A personnel appraisal system is in place.

Description

An annual Performance Appraisal and the employee's anniversary date is maintained by Human Resource Services (HRS) and updated when there is a change to the employee's employment status. The supervisor/manager is sent a reminder through Fire Rescue 1 and notified by the HRS Generalist to ensure timely performance appraisals and increases for employees, if budget allows, and is approved by the Governing Board.

This is the only appraisal utilized for uniform and non-uniform employees, including exempt and non-exempt employees.

The performance dimensions form the basis of the Performance Appraisal for all employees. Supervisors and managers are also evaluated on competencies for leadership, conflict management, and performance management.

The performance rating scale and final overall dimension selection is meets standards, needs improvement, and unsatisfactory.

Appraisal

The District's new Performance Appraisal eliminates the concern and attention to "points," streamlines the subjectivity, and interjects objectivity into determining the employee's overall rating. The new Performance Appraisal (PA) is in a user-friendly format for ease of completing the PA.

Based on feedback from the supervisors/managers, the PA was streamlined, and goals were removed. In addition, comments are not required unless a performance dimension is rated as a need improvement or a does not meet standards.

Plan

Continue to explore ways to improve the current process and show the value of this tool in fostering open communication between employees and their supervisors.

References

[Sample Performance Appraisal](#)

7D.4 The agency has a policy or program for receiving employee/member input or suggestions.

Description

Currently, the District receives suggestions through standing committees, task groups, and teams. In the process, the employee can partner with the appropriate Division impacted by the recommendation. The recommendations are brought forward to the Labor-Management Committee. The Labor-Management Committee reviews policy change recommendations, seeks advice of legal counsel, and would take a vote for approval to move forward to the Governing Board for adoption. There is a final review by legal counsel prior to official adoption by the Governing Board consistent with all agenda items going before the board.

Appraisal

The Labor-Management Committee guidelines provide the organization with rules and a process which assist members in successfully presenting and implementing suggestions.

Plan

The District will continue committees, task groups, and leadership to ensure that our members are able to provide input and make suggestions.

References

[SOG#1102 Labor-Management Committee](#)

7D.5 Career and professional development programs are in place for all members and encourage the pursuit of professional credentialing.

Description

The Professional Development Education Incentives Policy outlines the District's process for employees pursuing their career goals. In addition, the District's Training Division holds in-house training at no cost to District employees who may be interested in enriching their current knowledge, skills, and abilities in preparation for promotional opportunities. The District encourages cross-training to fill in for other employees and expand their knowledge base for any future opportunities.

Fire Rescue 1 is another tool that is utilized for enrichment and enhancement of employees' knowledge, skills, and abilities. Arizona Governmental Training Service (AGTS) offers from technical to professional types of training for support personnel. We partner with the local colleges, University of Arizona Eller School, and Pima Community College, to allow for a broader spectrum of professional development opportunities.

Appraisal

The District has made progress in establishing various levels of increased responsibility, experience, and qualifications within a position, such as Fire Inspector, Administrative Assistant, Building Maintenance Worker, and Fire Equipment Service Worker. Employees now have more opportunities for advancement and cross-training.

Plan

Human Resources will continue to research and partner with other agencies to explore options in creating opportunities for non-suppression positions regarding promotions and further enhancement within the employee's current position.

References

7D.6 The agency has a succession plan that incorporates mentoring.

Description

The District has implemented Leadership Development Programs for Captain and Battalion Chief levels preparing them for leadership positions. There are succession plans for uniform, non-uniform, and for the Fire Chief position that were implemented to assist employees in determining their career paths.

Appraisal

Employees who take advantage of the professional programs come out with a better understanding of the organization as reflected in promotional testing results. The Division has had some success in developing career paths for Emergency Vehicle Technician (EVT) Mechanics and Fire Inspectors, for example. There is more work needed in the succession planning for the non-suppression personnel.

Plan

Continue to develop specific career steps for non-suppression personnel, through the revision of job descriptions and career steps clearly outlined in them. In the 2020-2024 Strategic Plan, the revision and development of a succession plan is currently listed as a goal to complete by April 2024

Resources

[2020-2024 Strategic Plan](#)

Criterion 7E: Personnel Compensation

A system and practices for providing employee/member compensation are in place.

Summary

A step plan for all personnel is available and accessible on the District's Intranet site, SharePoint. There is a Performance Management System in place to award employees on an annual basis for performance, based on budget approval by the Governing Board. The employee's compensation package includes District paid benefits.

CC 7E.1 Rates of pay and compensation are published and available to all employees/members.

Description

The most recent pay plan was approved May 26, 2020, by the Governing Board, effective July 01, 2020, and communicated to employees via MEMO 20-107 2020-2025 District Pay Plan. The new pay plan was uploaded to the District Intranet site, SharePoint.

Appraisal

This pay plan was developed and reviewed by Management and Labor. This was a huge undertaking as it established a pay plan for the next five (5) years, through 2025. The market analysis included several like agencies, to include the Town of Marana. This project was an example of all involved working together to provide the best pay plan for our employees.

Plan

Maintain the format and communication to employees of any changes.

References

[2020-2025 Pay Plan](#)

7E.2 Member benefits are defined, published, and communicated to all employees/members.

Description

Member benefits and the Summary Plan Descriptions are located on the District Intranet site, SharePoint and communicated via District memo.

As a part of the pre-enrollment process and during open enrollment, the Human Resource Services (HRS) team is available to meet and answer any questions and assist with benefit enrollment. During Open Enrollment historically, the Division would hold an in-person Benefit Fair, however due to a decline in employee participants the District did not hold one for plan years 2023 and 2024. After Open Enrollment, access to the benefits and documents related to our benefits are available on the District's Intranet site, SharePoint.

Appraisal

As part of the District's annual benefits renewal process, the District received competitive packages for voluntary benefits for Plan Year (PY) 2024. The options for voluntary benefits carriers were presented at the September 6, 2023, Labor-Management Committee meeting, and The Standard was chosen as the new carrier for voluntary benefits. On Tuesday, September 26, 2023, the Governing Board approved all group insurance benefits, which included the addition of The Standard for voluntary benefits. This change to voluntary benefits meant that the District would no longer process payroll deductions for any of the following voluntary benefits:

- AFLAC
- UNUM
- TransAmerica, Legal Club
- Humana (UNIQ) Term Life
- Universal Life and Combined Life with Long-Term Care

Although the District would no longer process the payroll deductions for these voluntary benefits, the benefits are portable, so employees had the option to work directly with the carriers to continue and pay for those benefits privately if they desired.

For the benefit year 2024, HRS, in conjunction with the NWFD Finance Manager, and CBIZ, the District's benefits broker, implemented Employee Navigator for Open Enrollment. Employee Navigator is a free benefits and HR platform that was provided to us by the District's broker. Implementation did not come without challenges as the Division had to make Employee Navigator work with the District's Enterprise resource planning (ERP) system, Incode. We continue to work on the back end of things, however the transition to Employee Navigator made open enrollment a much smoother process for District employees, and they are now able to log in and make changes should they have a qualifying event throughout the year as well as see their current benefits and any plan documents.

Plan

Continue to keep employees and their families informed through the various modes of communication.

References

[PY 2024 Benefit Guide](#)

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 models 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

FINANCE BUDGET DEPARTMENT ID:

Department Finance ID #	Department(s)
1240	Human Resource Services

ANNUAL OPERATING BUDGET REQUEST

\$ 2,074,667

PROGRAM ECONOMIC EFFICIENCIES IDENTIFIED DURING PREPARATION OF PROPOSED BUDGET

Provide an efficient way in which we handle our payroll processes to minimize errors, to include an audit of the process to further reduce any errors.

Continue to improve the online benefit enrollment system to minimize errors and discontinue double entry of the employees benefit information.

We plan to utilize the tools and resources already available to us through InCode for greater efficiencies in our processes. However, Finance and the HRS Division do plan to do research this year to see if InCode is the best system to utilize.

Provide an efficient means of scanning our paper documents utilizing our current printer/copier workflow process.

CAPITAL ITEM REQUEST DISCUSSION

None

LINE-ITEM DISCUSSION

Arizona Police Psychology increased their pricing to \$250.00 per person.

FF Recruit 1582 Cancer Screenings increased to \$200.00 per person.

FF Recruit Physicals now with 1582 for \$825.00 per person, this is a decrease from \$1496.00 a person.

SHRM Greater Tucson \$150.00 per person Budgeted for HRS Manager and Business Services Director only.

SHRM National Increased Units to cover HRS Team and Business Services Director increase of \$732.00 from last budget.

SHRM National Conference \$2300.00 cost increased by \$300.00.

Drug Screening \$40.00 increased by \$5.00.

Fingerprint Background Testing \$31.00, cost increased by \$0.44.

PROPOSED FISCAL YEAR 2024-2025 BUDGET

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1240 - Human Resource Services						
51110	Salaries	\$ 110,174	\$ 140,553	\$ 151,511	\$ 10,958	Market Adj. & Step Increase
51120	Hourly	\$ 66,959	\$ 101,920	\$ 109,264	\$ 7,344	Market Adj. & Step Increase
51190	PTO Paid Out	\$ 5,350	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 37,151	\$ 28,486	\$ 49,719	\$ 21,233	Premium Increase
51212	Dental Insurance	\$ 1,139	\$ 1,510	\$ 1,932	\$ 422	
51213	Vision Insurance	\$ 273	\$ 385	\$ 456	\$ 71	
51216	Life Insurance	\$ 111	\$ 168	\$ 168	\$ -	
51217	AD&D Insurance	\$ 8,287	\$ 8,287	\$ 8,287	\$ -	
51218	STD Insurance	\$ 478	\$ 526	\$ 678	\$ 152	
51230	Social Security	\$ 11,235	\$ 15,033	\$ 16,168	\$ 1,135	Market Adj. & Step Increase
51231	Medicare	\$ 2,628	\$ 3,516	\$ 3,781	\$ 265	
51251	ASRS	\$ 17,976	\$ 29,800	\$ 31,997	\$ 2,197	Market Adj. & Step Increase
51270	Workers Compensation	\$ 1,622,998	\$ 1,440,151	\$ 1,484,123	\$ 43,972	Rate Adj. & YE Trueup
51290	PEHP	\$ (4,954)	\$ 2,425	\$ 2,608	\$ 183	
Total Personnel		\$ 1,879,805	\$ 1,772,760	\$ 1,860,692	\$ 87,932	
52120	Printing & Duplicating	\$ 619	\$ 700	\$ 830	\$ 130	
52160	Dues, Memberships & Subscriptions	\$ 4,640	\$ 1,088	\$ 1,520	\$ 432	
52170	Travel & Per Diem	\$ -	\$ 2,800	\$ 2,800	\$ -	
52177	Meals & Entertainment	\$ 433	\$ 1,000	\$ 1,000	\$ -	
52180	Training	\$ 1,807	\$ 8,940	\$ 9,240	\$ 300	
52191	Tuition Reimbursement	\$ -	\$ -	\$ 35,000	\$ 35,000	Moved from 3100
52198	Books & Periodicals	\$ 623	\$ 628	\$ 635	\$ 7	
52223	Consultants-General	\$ 45,530	\$ -	\$ -	\$ -	
52227	Contract Labor	\$ 3,007	\$ 10,000	\$ 10,000	\$ -	
52240	Health Services	\$ 50,320	\$ 98,650	\$ 90,125	\$ (8,525)	Smaller Academy (10 less)
52270	Organizational Development	\$ 11,300	\$ 27,250	\$ 27,250	\$ -	
52280	Recruitment	\$ 4,315	\$ 10,000	\$ 10,000	\$ -	
52290	Testing & Background Services	\$ 36,121	\$ 26,604	\$ 25,575	\$ (1,029)	Smaller Academy (10 less)
Total Non-Personnel		\$ 158,715	\$ 187,660	\$ 213,975	\$ 26,315	
Total Human Resource Services 1240		\$ 2,038,519	\$ 1,960,420	\$ 2,074,667	\$ 114,247	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

See References

REFERENCES

https://shrmgt.org/Join_or_Renew_Membership

<https://www.shrm.org/membership>

[1582 Physicals and Cancer Screening Proposal](#)

Exhibit D

NORTHWEST FIRE DISTRICT



Finance Services Division

Program Appraisal

for the upcoming 2024-2025 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): Category 4, Category 10 Criterion B, & **9C.3**

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EXECUTIVE SUMMARY

The Finance Services Division is responsible for maintaining the financial system of the District. The system includes budgeting, payroll, accounts payable, accounts receivable, procurement, and general ledger. The Division is also responsible for debt issuance administration, capital planning & Capital Improvement Program (CIP) preparation, property & casualty insurance renewals, risk management & internal controls. Finance Services ensures the District's budget development and financial reporting are following the requirements outlined in Arizona Revised Statutes, Title 48. The Division also has the responsibility of ensuring the District is compliant with all Federal and State regulations regarding financial reporting.

DIVISION PURPOSE

The purpose of the Finance Services Division is to provide internal financial, procurement, and contract support to all District Divisions, and to provide excellent customer service to all stakeholders - both internal and external. Finance Services accomplishes this by stewarding public resources efficiently and effectively with due professional care and ensuring transparency with the Governing Board and citizens. This includes planning, budgeting, procuring, organizing, auditing, accounting for, and reporting on the finances of the District.

DIVISION ADMINISTRATION

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

Finance Services Division Manager (1) - responsible for managing the Finance Services team and coordinating, preparing, and responding to all audits. The Manager assures compliance with all regulatory requirements, including District policies.

Principal Accountant (1) - responsible for processing deposits, reconciling bank accounts, and preparing monthly and quarterly reports.

Senior Accounting Specialist (1) - responsible for processing payroll and all related functions.

Accounting Specialist (1) - responsible for processing of accounts payable and all related functions.

Procurement and Contract Specialist (1) - responsible for managing contracts and assuring purchases are in compliance with all regulatory requirements, including District policies.

Buyer (1) - responsible for assuring purchases are in compliance with all regulatory requirements, including District policies. Acts as a liaison between the vendor and internal team members

Grants Manager (1) - responsible for researching all grant related processes and coordination and management of the budget process-

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

The Finance Services Division complies with all related Arizona Revised Statutes, SEC Rule 15c2-12, the Internal Revenue Code, specific issuance and regulatory bond requirements, and all awarded grant agreement terms and conditions.

INTERNAL PROGRAMS

- Billings for Services (i.e., Dispatch, Wildland, Grant, etc.)
- Accounts Payable
- Payroll
- Purchasing Cards
- Financial Reporting
- Budget Administration, Compliance, & Reporting
- Debt Issuance Compliance & Administration
- Manage Reporting and Compliance Related to Ambulance Billings
- Annual Comprehensive Financial Report
- Audit Coordination
- Long-term Financial Planning & Forecasting
- Capital Planning & Capital Improvement Program (CIP) Preparation and Management
- Property & Casualty, Cyber, and Nurse Practitioner Insurance Management and Renewals
- Risk Management & Internal Controls
- Requisition Processing, Research, and Compliance
- Purchase Order Issuance
- Vendor Management/Relations
- Strategic Sourcing
- Contracts Management
- Grant Writing and Management
- RFP/RFQ Compliance, Issuance, and Management
- Procurement Year-End Process

CURRENT AND NEEDED MEASURES

CURRENT PERFORMANCE MEASURES:

- Unmodified (“Clean”) audit opinion
- Balanced budget
- General Fund Unassigned Fund Balance target met per Policy 1202
- Procurement compliance
- Grant compliance

PERFORMANCE MEASURES IN DEVELOPMENT:

- Compilation of past data and future estimates related to rollover purchase orders to assist with the budgeting process
- Paid Time Off payout estimates for budgeting purposes
- Tower lease contract payment schedules
- Accounts Payable volume data

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

It is a continual goal for the Division to be constantly looking for ways to either increase service levels or find efficiencies to streamline processes while producing high quality work. With the addition of the Buyer in Procurement, the Division will establish trainings to assist with better understanding of Procurement processes and requirements as well as creating additional opportunities to have one-on-one meetings with Divisions, as needed.

The Division aims to create more public information and internal documents related to Procurement similar to other agencies for additional transparency and ease of access of information. The Finance Services Division will review and update departmental procedures and policies, as needed. The Division aims to build and implement a new contract management system and all related procedures that will store all District awarded contracts and electronically notify respective Division Managers of renewal or review dates.

Over the next couple years, the Grants Manager will work towards submission and achieving the Distinguished Budget Presentation Award through the Government Finance Officers Association. The Division plans to continue achieving the Government Finance Officers Association (GFOA) Certificate of Achievement Award for Excellence in Financial Reporting and receive a clean audit opinion on both the financial audit and single audit. This year was the 16th consecutive year of receiving the GFOA award and the Division also received another clean audit opinion on both its financial audit and single audit.

STRATEGIC PLAN RELATED GOALS/OBJECTIVES DISCUSSION

Goal 1: Develop and document administrative processes to foster communication, collaboration, involvement, transparency, fiscal responsibility, and succession.

Objective F: Identify, purchase, and implement a Contract Management System that integrates with other critical reporting platforms.

Complete

Goal 4: Establish systems to maintain compliance with regulating and certifying authorities.

Objective D: Maintain annual recognition from the Government Finance Officers Association.

Annual recognition has been obtained each year during this current Strategic Plan. To be completed April 2024

Goal 5: Create greater financial efficiencies and ensure financial sustainability and responsibility.

Objective A: Develop a structured internal review to ensure the procurement process takes advantage of the changing marketplace.

Complete

Objective B: Create a centralized inventory/procurement system.

This Goal is being restructured and reassigned to another Division. Depending on the final statement of the goal, the Finance Services Division will continue to support the other Division with applicable procedures between their solution and the current Financial Software.

Objective G: Design, develop, and implement a scope and schedule document for the utilization of the remaining bond capacity.

Complete

Objective J: Develop and implement a strategic funding strategy to manage long term pension rate increases.

Complete

CURRENT ISSUES

As an ongoing priority, the District continually needs to strategically work on managing and forecasting all Division budgets throughout the fiscal year and during

the budget process each year. The current economy and inflation continue to present challenges in all aspects of not only purchasing but also availability of goods and services. Being able to conservatively budget and balance recurring revenues with recurring expenses to include these price increases while keeping within the parameters set forth by the Governing Board. In relation to the current economy, vendors continue to struggle with having and receiving goods in a timely manner. Along with managing budgets, Procurement will need to maintain clear communication with District team members regarding lack of vendor responses, backordered items, and vendor notifications on delayed order completion.

For the couple years that the Procurement functions have been located within the Finance Services Division, it has become apparent that there is an unintended lack of understanding of the requirements and processes or procedures related to procurement and the purchasing process. The one-on-one meetings will also allow for more in-depth conversations regarding Division needs and discussions on how it can work together on meeting those needs. By working towards creating additional trainings, public facing information, additional procedural documents, and one-on-one Division meetings the connections to Goal 4 and Goal 5 of the 2020-2024 Strategic Plan are strengthened.

As the District continues to grow by adding new facilities, employees, programs, and systems the Accounts Payable load will continue to increase. Currently, the Accounting Specialist that is processing accounts payable and all related tasks, has other essential functions that they are also responsible for. At this time, the essential functions are manageable with proper time management, but as the District continues to expand and grow there may need to be a shift in duties or another position added to cover the other essential functions. This situation will need to be continually assessed and eventually remedied to prevent work overload resulting in team member burnout and essential functions becoming behind.

Currently, the District ties in Accreditation and has the Strategic Plan drive the budgeting process, but in the past, it has not worked towards aligning with guidelines and submitting for the Distinguished Budget Presentation Award. The Grants Manager and Division Managers will work towards documenting and aligning information with the requirements to submit for the award in the next few years.

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

Goal 4 of the 2020-2024 District Strategic Plan is to establish systems to maintain compliance with regulating and certifying authorities.

- Finance Services Division will obtain an unmodified (“clean”) audit opinion.

- The Division will submit the District's Annual Comprehensive Financial Report to the Government Finance Officers Association (GFOA) for recognition of Excellence in Financial Reporting.
- The Business Services Director will continue to monitor legislative changes that impact the District.
- The Business Services Director and Finance Manager will attend Governmental Accounting Standards Board (GASB) webinar trainings to ensure compliance in financial reporting.
- Grant management responsibilities in the Division provide fiscal oversight and monitors compliance with Federal, State and District grant regulations and policies.
- The Finance Services Division will review and update departmental procedures and policies as needed.

Goal 5 of the 2020-2024 District Strategic Plan is to create greater financial efficiencies and ensure financial sustainability and responsibility.

- The Finance Services Division will continue to explore and implement new tools, methods and procedures directed by Goal 5 of the District's current strategic plan.
- For both Goal 4 and Goal 5, the Finance Services Division will create additional trainings, training opportunities, and continue with one-on-one meetings with divisions to provide a deeper understanding of governmental purchasing and the procurement process. The one-on-one meetings will also allow for more in depth conversations regarding Division needs and discussions on how it can work together on meeting those needs.

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

- The Business Services Director, Finance Services Manager, Grants Manager, and Principal Accountant participated in Governmental Accounting Standards Board (GASB) webinars.
- The Finance Services Manager, Grants Manager, and Senior Accounting Specialist attended training on Grants Management and Compliance.
- The Finance Services Manager attended the GFOA Annual Conference.
- The Procurement and Contract Specialist, Buyer, and Finance Services Manager virtually attended the National Institute of Governmental Purchasing (NIGP) conference.

- The Procurement and Contract Specialist and Buyer attended NIGP webinars: From Roadblock to Trusted Advisor, Tips to Future-Proof Your Procurement, Exploring The Value of Procurement, and on Job Order Contracting.
- The Finance Services Manager, Principal Accountant, and Senior Accounting Specialist attended webinars for Understanding Final Paycheck Rules and Payroll Law.
- The Grants Manager attended FEMA Emergency Management Institute and the Federal Grants Management Update.

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

- The Grants Manager will attend Federal Emergency Management Agency (FEMA) virtual trainings as needed to ensure compliance with Federal grant awards.
- GASB and generally accepted accounting principles (GAAP) update virtual trainings as needed by staff.
- GFOA trainings for the Business Service Director, Finance Services Manager, Principal Accountant, and Grants Manager.
- Continuing education credits for the Procurement and Contract Specialist Certified Professional Public Buyer (CPPB) certification.

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

- Tyler Technologies and GFOA virtual trainings as needed by staff to strengthen, streamline, and monitor financial information and financial reporting.
- The Procurement & Contract Specialist and Buyer will attend the (NIGP) yearly national and monthly local seminars.
- The Finance Services Manager will attend the Tyler Technologies Annual Conference as a financial software systems administrator.

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 include financial cost(s) related to achieve all goals and objectives published in the strategic plan. (PI 4A.5)

Category 4: Financial Resources

This category evaluates an agency's financial condition to determine its ability to fund operational priorities and its prognosis for long-range quality of service. Resources must be adequate to maintain the various programs to which an agency made a commitment. Whether the agency is public or private, stability of revenues (demonstrated by a consistent history through at least the past three years) is fundamental.

The chief fire officer or chief executive officer, professional staff and governing board share responsibility for planning, management, and stability of financial resources. Since the budget is the financial expression of agency programs and priorities, it should be developed through appropriate consultation with the governing board of the authority having jurisdiction (AHJ), departments, divisions, and other units.

Financial policies covering financial planning, revenue and expenditures should be developed by the professional staff and adopted by the governing board. Financial policies should be reviewed and revised on at least an annual basis to ensure continued relevance and address any gaps.

In approving the budget, the governing board approves the acquisition and allocation of resources consistent with agency goals, objectives, and stated priorities.

NOTE: An agency that received the Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada for its Budget and Annual Comprehensive Financial Report may submit those certificates and reports as prima facie compliance with criterion 4B and therefore does not need to address performance indicators 4B.1 through 4B.9.

Criterion 4A: Financial Planning

Agency planning involves broad staff and community participation in financial planning and resource allocation. The agency's financial planning and budget process reflects sound strategic planning and a commitment to its stated goals and objectives. The agency prepares a balanced budget, which adequately maintains levels of service and personnel resources.

Summary

Northwest Fire District maintains an active Strategic Plan in which the goals and objectives are formalized. This document along with the Standards of Cover (SOC) is

used to help determine the staffing necessary to meet the stated goals and objectives of the District and provide a high quality of service to District residents. The Strategic Plan is utilized to drive the annual budget process with participation from multiple levels of staff input and in accordance with the financial policies approved by the Governing Board. In addition, capital needs are addressed through a five-year Capital Improvement Program that monitors and projects current and future significant capital needs. The staffing and equipment requirements as projected in these documents are principal references for District financial planning. Each year the budget is fundamentally balanced between recurring revenues and recurring operational expenditures.

4A.1 The governing body and regulatory agencies give the agency appropriate direction in budget and planning matters within the agency's scope of services.

Description

Each year, the Northwest Fire District Governing Board has provided appropriate direction concerning the annual budget and financial planning. Historically, the budget process has begun with a staff report that has provided an update of various economic factors impacting the District and provided the Governing Board with projections and estimates of where the District is projected to be economically. The Governing Board utilizes this information to set a levy and associated estimated tax rate. Arizona State Statutes provide general guidelines for the budget process and a summary budget document is required to be sent to the State after budget adoption. Each year, District staff enters the budget information and requests directly into the financial software for the upcoming fiscal year by early February. The Board reviews the budget and proposes changes through regular and special Governing Board meetings until final adoption in June.

Appraisal

During the special Budget Study Session with the Governing Board members, budget documents and any of their requested scenarios are reviewed. The Board provides guidance on what is important to the citizens to assist with how the budget is structured. This valuable information either confirms what is in the presentation or allows the Divisions to make updates before it is presented at a regular Governing Board meeting. Each budget and planning process the Governing Board and regulatory agencies provide adequate direction which is easily reflected in the adoption of the final budget for each fiscal year.

Plan

Continue to monitor and present information related to economic and political indicators to assist the Governing Board with providing the District members with appropriate direction for the budgeting and planning process. As deemed necessary, incorporate additional performance indicators to drive Governing Board strategic discussion and to assist in prioritization of resource allocation.

References

[FY 23-24 Adopted Budget](#)

[Governing Board Minutes 06.27.2023](#)

[Governing Board Packet 06.27.2023](#)

[Arizona Revised Statute 48-805.02](#)

4A.2 The agency has formally adopted financial policies that address: general fund reserves, reserves in other funds, fund balances, grants, debt, investment, accounting and financial reporting, risk management and internal controls, procurement, long-term financial planning, structurally balanced budgets, capital, revenues, expenditures, operating budgets, and charges/fees. The agency reviews financial policies at least every three years and updates as needed.

Description

Northwest Fire District reviews the full set of financial policies on an annual basis and makes updates as needed. Historically, the policies that were implemented have been effective in protecting the District during economic downturns. The process of having referred to best practices and policy suggestions that are presented by other agencies and authorities, such as the Government Finance Officers Association (GFOA), has assisted in keeping those policies relevant to, at the time, current situations. The Division utilizes those best practices but modifies them to match the District's requirements since the District is a slightly different type of agency from other government entities. Towards the end of fiscal year 2022, the District purchased a software solution to better manage and communicate policy updates. All policies are first presented in the Labor-Management Committee meetings for updates and suggestions by staff and the labor union. After they are approved in Labor-Management, it goes before the Governing Board for final review and approval. Only after approval by the Governing Board, are policies updated in the new software program and released for review to all District team members.

Appraisal

A revised set of financial policies were adopted at the 06/27/2023 Governing Board meeting. These policies were modified to include recent suggestions and best practices released by regulatory agencies, such as GFOA. Not only does the District annually review these policies, but its current auditors do as well. The auditors not only review them, but also test different processes and internal controls to confirm that they are being utilized and followed. Receiving an unmodified (“clean”) opinion from our auditors each year on our Annual Comprehensive Financial Reports (ACFR) continues to show that the policies are being adhered to and contain the current regulatory requirements.

Plan

NWFD will continue to annually review all financial policies of the District, taking into account other local governments, and GFOA recommendations to ensure all financial policies are current and appropriate. The agency will continue working with the auditors on any regulatory updates, review, and testing to allow for transparency and accountability, resulting in an unmodified (“clean”) opinion on its ACFR.

References

[Financial Policies](#)

[Governing Board Minutes 06.27.2023](#)

[Governing Board Packet 06.27.2023](#)

[2023 0630 ACFR, starting on pg.11](#)

[Governing Board Minutes and Packet 12.12.2023](#)

4A.3 Guidelines and processes for developing the operating and capital budgets are defined and followed.

Description

The Northwest Fire District Governing Board reviews and approves all policies of the District, to include the Financial Policies. Included in the policies are specifically, Policy 1206 Budget Process and Policy 1209 Capital Expenditures and Improvements. Within the Budget Process policy, it has fully communicated the budget process and dealing with matters such as (a) operating budget and capital improvements projects (CIP),

(b) budget deadlines, (c) balanced budget, (d) current funding basis, (e) use of non-recurring revenues, (f) budget management, (g) level of budget adoption, and (h) appropriations. The District utilizes this policy, as well as other financial policies, in developing and adopting its annual budget.

Appraisal

Midway through a fiscal year, typically in January, the Grants Manager will set up the budget entry system in the financial software. An email is sent out to all responsible parties regarding the budgeting process opening, expectations, and any required documents, past data, or instructions. This budget process is completed by entering the budget requests directly into the financial software. Each expense account has detail entered on what is anticipated to be expensed there and the cost. By having users enter this information directly into the financial software it not only allows for an efficient and accurate loading of the budget, but also allows the saved detail to be accessible to all users creating more transparency and easily tracked past data.

Another indication for the assessment of the appropriateness and effectiveness of the applicable policies, guidelines, and processes takes place on an annual basis when the District budget is approved and adopted in June before the beginning of the new fiscal year.

Plan

Northwest Fire District will continue to annually review all Financial Policies, other local government policies, and GFOA recommendations and best practices to ensure budget and capital policies are current and appropriate. Having a budget that is approved by the Governing Board and is fundamentally balanced between recurring revenues and recurring expenses will prove that all provided guidelines are effective.

References

[Policy 1206 Budget Process](#)

[Policy 1209 Capital Expenditures and Improvements](#)

[2024-2025 Budget Kickoff Email](#)

[FY 23-24 Adopted Budget](#)

4A.4 The financial planning/budget adoption process provides internal and external transparency for all expenditures and revenues for the agency.

Description

At the regular and special Governing Board meetings, all Governing Board members review all budget and planning documents to provide input and appropriate direction. All Governing Board meetings and special budget meetings are publicly posted, and notice is provided in accordance with Arizona State Law and Statute to allow for public input. Northwest Fire District's website also has posted the current and past financial information, to include the budget documents. Budgets are prepared for each line item, including revenues and expenditures.

Appraisal

Each year the budget is properly noticed and communicated to the public per Arizona Revised Statutes. This includes posting regular and special Governing Board minutes and finance related documents on the District's website. With the continued use of entering the budget details directly into the financial software each expense account has stated what is anticipated to be expensed and the cost. This creates greater transparency and easily tracked current and past data for internal users. This transparency allows for more accurately charged expenditures since users can verify the details of what anticipated costs are and where they belong.

Plan

The Governing Board and District staff will continue to abide by Arizona State Statute for proper notice and publication of the budget and required Governing Board and Financial information postings. The District will continue to require the entry of budget data directly into the financial software to consistently track and provide past details and data.

References

[Governing Board Minutes 06.27.2023](#)

[Governing Board Packet 06.27.2023](#)

[FY 23-24 Adopted Budget](#)

[Governing Board Minutes 03.28.2023](#)

[Governing Board Packet 03.28.2023](#)

[Governing Board Special Meeting 03.08.2023](#)

[Governing Board Special Meeting Packet 03.08.2023](#)

<http://nwfdaz.gov/public-info/finance-department/>

4A.5 The agency's operating and capital budgets serve as policy documents, operations guides, financial plans, and communication devices.

Description

In compliance with Arizona Revised Statutes Title 48, the Northwest Fire District Fiscal Year 2023-24 Budget and Operational Plan represents the District's financial projections for the next fiscal year outlining the forecasted expenditure requirements and the proposed means for financing these requirements. The Annual Budget & Operational Plan represents the most significant policy document that the District and its Governing Board approve each year. This document sets the framework and the service levels for the operating battalions and divisions of the District. The budget process is driven by and tied to the District's Strategic Plan. These outlined goals and objectives contained in the Annual Budget & Operational Plan were established through the Strategic and Capital Improvement Plan processes. The Annual Budget & Operational Plan is balanced and typifies the District's commitment to maintaining expenditures at necessary and reasonable levels.

Appraisal

Throughout a fiscal year the operating and capital budgets are utilized by all areas of the District for a variety of purposes. Each month at the Governing Board meetings, the financial reports are submitted, reviewed, and disbursements are approved. In accordance with Arizona Revised Statutes, all Governing Board meetings minutes and packets are publicly posted to our website. These documents provide a current look at the District's status, but also forecasts where we anticipate ending the fiscal year. The Executive Team and Division Heads review these documents monthly to assist them with their purchasing needs. When Procurement assists other team members with purchases, they refer to these documents and the information in the financial software to guide them with the anticipated costs and where expenditures belong.

Plan

The District's Strategic Plan connects with the budget planning process each year and is closely aligned with the financial policies established by the District's Governing Board. These policies serve to strengthen the current and long-term financial health of the District and are visited, at a minimum, on an annual basis to ensure they represent the most current and realistic framework for decision-making. A balanced budget is the foundation of the District's financial policies. The District's Governing Board and staff define a balanced budget by the required expenditures necessary to maintain established service levels equaling the available, sustainable resources. The Governing Board and staff detail expenditures and identify and verify the revenue sources that are available to support those expenditures. As revenues fluctuate, so must expenditures. However, the Governing Board and staff will strive to ensure that these fluctuations do not negatively impact emergency service levels.

References

[FY 23-24 Adopted Budget](#)

[NWFD 2020-2024 Strategic Plan](#)

[Financial Policies](#)

[5 Year Capital Improvement Program 2024-2028](#)

4A.6 The agency considers internal and external stakeholders' input in the budget process.

Description

All Division Heads are required to participate in the budget process. This process includes participation in a review of the Strategic Goals and Objectives, attendance at presentations of financial forecasts and process overviews, and development of individual budget requests for each program and division in the organization. The individual budgets are reviewed throughout the hierarchy of the organization and submitted to internal budget staff for analysis and review. Each year, staff prioritizes programs to achieve a balanced budget and submits it for review, discussion, and amendment to the Governing Board. All Governing Board information is publicly posted to the District website and all meetings, including the budget adoption, allow for the public to speak during the allotted timeframe. The District also meets with its local labor union through a Meet and Confer process which produces a Memorandum of Understanding (MOU) that results in the discussion of the budget in relation to wage, benefit, and working condition concerns.

Appraisal

Northwest Fire District continues to prioritize tying in the Strategic Plan to the budgeting process. Providing relevant economic information and forecasts assists the Governing Board in the budgetary process to make decisions from a strategic, long-term view of the District. All division Heads have input in the budgeting process, as each program, section, branch, or Division have the responsibility of developing their own budget. Overall, this is good, as it encourages a more holistic approach to the organization, with the people who have the most knowledge about an area, prioritizing the needs for that area. The District implemented the Program Appraisal process as a means of efficiently tying Accreditation to Strategic Planning and the Budget process.

Plan

Northwest Fire District will continue to be transparent with the Governing Board and public through all processes related to the budget. It will continue reviewing other similar budget processes to remain consistent with similar fire agencies. With the upcoming planning process for the next Strategic Plan, it will allow all Division input and understanding of the process and its importance. This will also provide more training to Divisions on how to tie their Goals and Objectives in the Strategic Plan to their budget requests.

References

[FY 23-24 Adopted Budget](#)

[NWFD 2020-2024 Strategic Plan](#)

[FY22-24 Memorandum of Understanding](#)

4A.7 The agency's budget, short and long-range financial planning, and capital project plans are consistent with the agency's strategic plan and support achievement of identified goals and objectives.

Description

Providing vital core services to the community, and achieving sustainability are the driving themes of the District's Strategic Plan and its influence on the budget process. The District priorities are re-examined throughout the fiscal year and during each budget cycle and utilized in establishing the budget. For the last four budget cycles, Finance Services has implemented a new process to begin fully utilizing the financial

software for all budget entry which not only assists with other strategic goals but has also created greater efficiencies and consistency on budget requests.

Appraisal

Previous years, the budgeting entry and information was input in Excel spreadsheets, which was not a very efficient process. By fully utilizing the financial software for budget entry allows for better tracking of details in each expense account that automatically totals to the budgeted amount. This change was implemented in attempt to streamline the budget process, provide for better ongoing budget management, allow a simplified way for all employees to access current and past budget detail, and ensure that the budget document is in line with and reflect the strategic plan priorities. The District believes its adopted budgets reflect strategic priorities and adjustments as established in the Strategic Plan.

Plan

Staff and the Governing Board will continue to monitor the District's financial status, external forces, Comprehensive Financial Policies, and systems to ensure that the Strategic Plan guides priorities in the budgeting process.

References

[2023 0630 ACFR](#)

[FY 23-24 Adopted Budget](#)

[NWFD 2020-2024 Strategic Plan](#)

4A.8 The agency maintains a long-term financial operating and capital plan, inclusive of all appropriated funds, for a five to 10-year period. The agency should analyze the financial environment, revenue and expenditure forecasts, debt position and affordability analysis, and strategies for achieving and maintaining financial balance to include plan monitoring mechanisms.

Description

The District and Governing Board recognize the importance of strategic long-term financial planning. Prior to starting the budgeting process, all current and long-term capital requests are compiled, analyzed, and structured to meet the strategic and operating needs of the District. During the budgeting process and throughout the fiscal year, the District tracks economic factors to aid in determining the sustainability

and any required updates to the financial plan and forecasts. During a Special Board Meeting, the District presents this data and detailed budget projections to the Governing Board for transparency and understanding. In FY22/23, the Governing Board approved an operating tax rate increase to support long-term plans and continued sustainability.

Appraisal

The budget and capital planning processes are being analyzed each cycle and are forward-looking according to the data and economic trends at the time. Throughout the fiscal year there is continual analysis on the financial health of the District and plans are adjusted accordingly, which includes any impacted long-term planning. On an annual basis, the Division continues to review the current policies to determine if they need updates or are currently serving and protecting the District appropriately. The Governing Board reviews and approves a comprehensive set of financial policies, as well as a five-year Capital Improvement Plan (CIP). The five-year CIP process provides the District with the ability to plan for its capital needs and allocate short and long-term resources appropriately.

Plan

Continue with current CIP and budget processes and the yearly special governing board meeting to present the compiled data and allow the Governing Board to provide additional direction or redirection on the long-term financial plans and updating them as needed to reflect all considered factors.

References

[5 Year Capital Improvement Program 2024-2028](#)

[Governing Board Special Meeting 03.08.2023](#)

[Governing Board Special Meeting Packet 03.08.2023](#)

[Financial Policies](#)

4A.9 For each budget cycle, the agency prepares balanced operational and capital budgets.

Description

Early in the budget process, Governing Board members are requested to provide input or guidance on the upcoming fiscal year's tax levy based upon economic information provided. With this input/guidance, staff prepares a detailed budget plan and five-year capital improvement program document that falls within the constraints of projected financial resources. Historically, each budget year has been fundamentally balanced between recurring revenues and recurring expenses.

Appraisal

Each budget year is balanced and adopted, then loaded into the financial software for monitoring and analysis throughout the year. To ensure financial resources are in line with expenditures, the Governing Board and staff review monthly financial reports, to include an income statement and expenditure report to determine variances in spending or revenue. As needed, staff makes recommendations to the Governing Board concerning any needed changes in financial methods and processes. This process has been largely successful in ensuring that expenditures are consistent with projected financial resources. The agency's current financial policies outline the requirements for a balanced budget, among other requirements regarding the budget process. Annually best practices and recommendations from other entities are considered and the District's policies are updated as needed.

Plan

District staff and the Governing Board will continue to monitor the District's financial status, complying with the approved financial policies, and systems to ensure fiscal responsibility and sustainability.

References

[2023 0630 ACFR](#)

[FY 23-24 Adopted Budget](#)

[Financial Policies](#)

Criterion 4B: Financial Practices

Agency financial management demonstrates sound budgeting and control, proper recording, reporting, and auditing.

NOTE: An agency that received the Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting from the

Government Finance Officers Association of the United States and Canada for its Budget and Comprehensive Annual Financial Report may submit those certificates and reports as prima facie compliance with criterion 4B and therefore does not need to address performance indicators 4B1 through 4B.9.

Summary

The Northwest Fire District has exhibited sound budgetary and financial reporting by receiving an unmodified (“clean”) opinion on its Annual Comprehensive Financial Reports, as well as receiving a Certificate of Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) each year from 2007-forward. It is a goal in future years to submit budget documents and achieve the GFOA Distinguished Budget Presentation Award.

Reference

[GFOA Certificate of Excellence – 2022](#)

4B.1 Financial resources management adheres to generally accepted accounting practices as used by Government Finance Officers Association of the United States and Canada, National Advisory Council on State and Local Budgeting Practices or authority having jurisdiction (AHJ), and all financial management including: budgeting, accounting, and reporting. Appropriate safeguards are in place for expenditures, fiscal reports are provided for administrative decision-making with sufficient flexibility to meet contingencies.

Description

Northwest Fire District has a comprehensive set of financial policies and procedures that adhere to the generally set provisions of the GFOA and that are reviewed on an annual basis. Policies are assessed to ensure that budgeting, accounting, and reporting management have appropriate safeguards in place and align with state statutes.

The District Governing Board adopts all financial policies that guide agency financial management and comply with Arizona Revised Statute (ARS). ARS requires a monthly financial report that is publicly posted and formally presented to the District Governing Board. Monthly budget to actual reports are distributed to each Division head to track and adjust expenditures to stay within the annual adopted budget.

Appraisal

The District's budgeting, accounting, and reporting processes continue to meet the agency's needs by aligning with the GFOA and complying with the Arizona Revised Statutes.

Plan

The District plans to continue its present processes and will work to add the Distinguished Budget Presentation Award from the GFOA in upcoming budgeting cycles.

References

[ARS 48-807](#)

[2023 0630 ACFR](#)

[FY 23-24 Adopted Budget](#)

[Financial Policies](#)

[Governing Board Packet 06.27.2023, pg.328](#)

4B.2 The agency has established and implemented a comprehensive internal control framework that includes the control environment, risk assessment, control activities, information and communication, monitoring, and reporting.

Description

The District has Policy 1203 Internal Controls and regularly assesses any risk or possibility for risk. During the independent auditor's interim audit work, they review, test, and confirm that all accounting and finance internal controls are appropriate and implemented in day-to-day processes. Along with accounting and finance internal controls, the independent auditors confirm other internal controls are in place. The Technical Services Division completes a detailed questionnaire for the auditors, and they interview the Fire Chief, Business Services Director, and Board Chair on the internal controls for fraud prevention or theft. Monthly updates from all Divisions are provided to the Governing Board for monitoring and transparency purposes, including the required monthly financial reports. Additionally, the Executive Management Team meets weekly to review and discuss financial reports, and other operational areas.

Appraisal

All financial policies and procedures are reviewed annually to ensure they follow Arizona Revised Statutes and reflect best practices of the Government Finance Officers Association. During the independent auditor's interim audit work, the District has not had any recommendations regarding implementing additional controls or any significant changes to our current practices. As the District grows and adds positions, the Finance Services Division's accounting and finance internal controls are assessed and adjusted as needed. The reports provided to the Governing Board and the Executive Management Team are used to provide transparency and accountability for the District.

Plan

The District plans to update its accounting and finance internal controls as needed with a goal of maintaining up-to-date documentation, provide transparency, inform our internal members and independent auditors, and staying up to date with recommendations from external agencies, to include the Government Finance Officers Association.

References

[Policy 1203 Internal Control](#)

[2023 0630 Final Required Communication - NWFD](#)

[2023 0630 IT Risk Assessment Survey](#)

[Audit Internal Control Documents](#)

4B.3 The agency explains projected operating deficit (expenditures exceeding revenues in a budget year) and develops a plan to rectify the deficit.

Description

During the procurement process, when the requesting Division enters a requisition, the District's financial system allows budget notifications to advise the requestor of the budget capacity available for expenditures. If the requestor receives a message that the expense will exceed the budget, the requestor is expected to identify available capacity and submit a request to finance for a budget adjustment between their accounts to prevent any possible deficits. Once the Finance Division validates the budget transfer, the requisition will be processed for the requestor. This has assisted in addressing any issues before the purchase rather than after. Regularly monitoring operating expenditures and forecasting estimated year-end expense

projections, ensures that the Governing Board has a clear and transparent picture of the District's financial status.

Appraisal

The current process of monitoring the budget, processing any necessary budget adjustments within a Division, and forecasting estimated year-end expenditures (and revenues) has prevented and offset any operating deficits throughout the fiscal year. This process has functioned well for the District, but with the recent global pandemic, the challenge of expenditures exceeding revenues was unavoidable. This was a multi-tier situation, between vendor shutdowns, supplier shortages and backordered items, and unanticipated increases in all operating costs. During the global pandemic, the District focused on addressing priority expenses, such as purchasing personal protective equipment to protect its employees, to prevent a decline in the adopted services levels. In the years subsequent to costs exceeding revenues, the District has been able to apply for CARES and ARPA funds to re-coup those expenses directly related to the pandemic response. Strategically approaching these global and/or statewide situations has resulted in never realizing a negative impact to agency emergency service delivery. To continue to ensure financial resources align with expenditures, the Governing Board and staff review monthly income and expenditure reports to determine variances in spending or revenue. Staff recommends to the Governing Board any needed changes in financial methods and processes. This process has been largely successful in ensuring that expenditures are consistent with projected financial resources.

Plan

The District will continue to conservatively project revenues, anticipate and budget for known future expense increases, and monitor budgets throughout the year.

References

[Governing Board Packet 06.27.2023, pg.328](#)

[Governing Board Minutes 06.27.2023](#)

4B.4 The agency reviews its financial position including actual and budgeted expenditures on a monthly basis and reviews overall financial performance with the authority having jurisdiction on an annual basis.

Description

Monthly budget-to-actual reports, such as the Income Statement, are provided to the Governing Board, District Division Heads, and posted publicly to provide regular updates and transparency of the District's financial health. The Executive Management Team also meets regularly to review, discuss, and disseminate information regarding the overall financial performance of the District.

Appraisal

In compliance with Arizona Revised Statute 48-807, monthly financial reports are provided to the Governing Board, District division heads, and posted publicly. The reports that are provided compare expenditures and revenues to the current budget, projecting expenses and revenues through the end of the year, noting the status of fund balances to include dollar amounts and percentages, cash flow projections, check reports, pooled cash reports, all month-end fund balances, bank reconciliations, bank statements, and a balance sheet as of the end of the reconciling month. It is important the District continually assesses its overall financial performance on a regular basis. Should current revenues fall short of budgeted estimates, reductions in current expenditures would occur in those items that are considered discretionary and would not impact service levels.

Plan

The District will continue to conservatively project revenues and periodically monitor budgets throughout the year while providing monthly reports to the Governing Board. District staff and the Governing Board will continue monitoring the District's financial status, policies, and systems to ensure fiscal responsibility and sustainability.

References

[Governing Board Packet 06.27.2023, pg.328](#)

[ARS 48-807](#)

[2023 0630 ACFR](#)

[FY 23-24 Adopted Budget](#)

[Financial Policies](#)

CC 4B.5 Qualified auditors conduct annual independent financial audits for the prior fiscal year. If deficiencies exist, the agency prepares a plan to resolve audit exceptions for approval by the AHJ.

Description

In 2021, the District chose an independent financial audit firm through a competitive Request for Proposal (RFP) process and entered into a three-year contract with the option to extend for an additional two years. BeachFleischman is the District's current contracted independent audit firm that completed the annual and single audits for the 2022/2023 fiscal year.

BeachFleischman communicates with District Finance staff throughout the year in preparation for performing the annual audit at the end of the fiscal year. The interim audit work is typically performed each June in preparation for the annual audit and is in regard to internal controls and reviewing the District's financial policies and procedures. The internal controls are reviewed and tested to confirm they are in place. The annual audit fieldwork is typically in September each year, a few months after the close of the fiscal year. The annual audit fieldwork is when the auditors continue to confirm that internal controls are in place for day-to-day processes and test financial transactions for the fiscal year.

Appraisal

BeachFleischman, at the completion of the fiscal year 2022/2023 audit, expressed an unmodified ("clean") opinion for both the annual financial audit and the single audit. This is the 21st consecutive year an unmodified ("clean") opinion audit letter has been issued with no notated deficiencies.

Plan

The District plans to continue to select independent auditors through a competitive RFP process and provide all the requested documents during the annual audit. If, in a future audit year, any deficiencies were to be identified by the audit firm, the District would take any recommendations made by the audit firm into consideration and implement processes to prevent any identified deficiency in the future.

References

[Governing Board Minutes and Packet 12.12.2023](#)

[2023 0630 ACFR](#)

[2023 0630 Single Audit Report](#)

[2023 0630 IT Risk Assessment Survey](#)

[Audit Internal Control Documents](#)

[21-03-C26 Professional Audit Services](#)

[BeachFleischman PC Proposal](#)

4B.6 The agency and any subsidiary entities or auxiliaries have financial risk management policies and programs that identify and evaluate risks, establish risk management strategies, and evaluate the risk management program to protect the agency, assets, and employees.

Description

Northwest Fire District has adopted comprehensive financial policies, and different risk situations are addressed throughout. The policies are reviewed on an annual basis and updated according to any new legal requirements or best practices and recommendations by GFOA.

Appraisal

The policies adopted and implemented by the District have been effective in protecting the District during normal operations and economic downturns. Technical Services and Finance's internal control documents are also annually reviewed and tested by independent auditors to ensure they are appropriate and follow all processes to mitigate risk and potential fraud. The District also maintains Payment Card Industry (PCI) compliance for the merchant processors associated with processing the District payments to further provide a reduction in risk.

Plan

Northwest Fire District will continue to review all District policies and procedures annually and Government Finance Officer Association (GFOA) internal control recommendations to ensure they are current and appropriate. The District will also continue to complete all required PCI compliance for merchant processors.

References

[Financial Policies](#)

[2023 0630 IT Risk Assessment Survey](#)

[Audit Internal Control Documents](#)

4B.7 Programs designed to solicit financial support from external sources are aligned with the objectives of the agency. Agency policies govern all fund-raising activities, comply with generally accepted accounting practices and other recognized financial principles, and are subject to public disclosure and periodic independent financial audits.

Description

Arizona Revised Statutes will allow fire districts to accept donations; however, the Northwest Fire District does not solicit financial support from external sources. If, in the future, the District makes the decision to solicit financial support from external sources, the Division would put a policy in place to ensure generally accepted accounting practices and financial principles are followed, public disclosures occur, and periodic independent financial audits are performed.

Appraisal

Currently, the agency does not have programs that solicit financial support from external sources.

Plan

If, in the future, the District's Governing Board decides to have programs that would solicit financial support from external sources, a plan to create a policy to ensure generally accepted accounting practices and financial principles are followed, public disclosures occur, and periodic independent financial audits are performed would be created that align with currently established NWFD Finance Policies.

References

[Financial Policies](#)

4B.8 Any revenue producing organizations authorized to use the agency's name and/or reputation comply with agency principles of financial operation.

Description

In the past, NWFD had allowed entities such as its contracted private ground ambulance transport or air ambulance transport companies to use District branding on their apparatus, and authorizations were documented in contracts that required

adherence to agency principles and financial operations. However, those authorizations ended before this accreditation cycle. Currently, the District does not allow revenue-producing organizations to use the agency's name or reputation.

Appraisal

The agency does not currently operate a program that allows revenue-producing organizations to use the District's brand. Additionally, the agency has not had to pursue legal action against any revenue-producing organization for improperly commandeering the agency's name or reputation in the past five-year cycle.

Plan

In the future, if the District allows for revenue-producing organizations to use the agency's brand, those organizations would be required to sign contracts that stipulate that those organizations would comply with District principles of financial operations in alignment with currently established financial policies.

References

[Financial Policies](#)

4B.9 The agency is in compliance with all granting agency requirements.

Description

The Northwest Fire District's (NWFD) grant policy, Policy 1210, has established the mechanism for seeking, applying for, and effectively administering federal, state, and all other grant awards which address the District's current strategic goals and priorities. The agency's Grants Manager position is responsible for grant compliance and adherence to policy 1210.

Additionally, the NWFD Procurement Policy, Policy 1215, outlines the controls and compliance for the agency to solicit supplies, materials, equipment, or services for which awarded grants are used. The agency's Contract Specialist is responsible for adherence to the procurement policy for acquiring the goods and materials of which the grant monies are encumbered.

Appraisal

In fiscal year 2021/2022, the District submitted for three new grants. Throughout that fiscal year, the District managed reporting and compliance for ten grant awards.

The grants being managed in fiscal year 2021/2022 were related to current year submissions, prior year awards, and through regional agencies and partners. Three of the ten grant awards were procurement-related and required to comply with the procurement policy (Policy 1215 Procurement) and any additional grant requirements specific to each award. Compliance with all granting agency requirements is reflected by no findings or deficiencies with the District's Single Audit. Every year, when the District meets the dollar threshold for a Single Audit, the independent auditors will request all grant documents to confirm compliance with all federal, state, and local grant requirements.

Plan

There were no deficiencies found in fiscal year 2022/2023 or prior years. The District plans to continue to follow all Federal, State, and local grant requirements and annually review and update the Grant Policy as required.

References

[Policy 1210 Grants](#)

[Policy 1215 Procurement](#)

[2023 0630 Single Audit Report](#)

[2022 0630 Single Audit Report](#)

Criterion 4C: Resource Allocation

Appropriately allocated financial resources support the organizational mission, stated long-term plan, goals and objectives, and maintain the quality of programs, and services. The agency must ensure that programs and services provided can be supported by adequate fiscal resources using sound budgetary practices.

Summary

The District Strategic Plan identifies that the mission is to save lives, protect property, and care for the community. Financial resources are appropriately allocated to support this mission during the budget process which incorporates input from various levels of the organization. Operating and capital requests are reviewed and prioritized during each budget cycle to ensure the financial resources are utilized in the most efficient and effective manner for the District. The Finance Services Division provides budget-to-actual reports to managers and the Governing Board to assist in decision-making and provide for appropriate fiscal monitoring.

The District relies on its budget policies and industry best practices to achieve financial stability. The Division has specific verbiage in policies which promote financial stability include the utilization of one-time/non-recurring revenues, the fund balance policy, utilization of conservative forecasting techniques, etc.

References

[Financial Policies](#)

4C.1 Given current and forecasted revenues, the agency sustains the levels of service adopted by the AHJ.

Description

Based on current and projected revenues the District can maintain current adopted levels of service as described in the Community Risk Assessment/Standards of Cover. The District budgets by fund, category, and department/division. Budgets are based on current and anticipated revenues utilizing conservative forecasting models. Projections are based on preliminary property assessed value reports from Pima County, incorporating new growth in the District. Monthly Income Statements detail out the budget to actual expenditures and are provided to the Governing Board and District managers to provide regular updates of the financial status of the District. In the event of revenue shortfalls, budgeted expenditure levels are adjusted throughout the year. Future growth projections are slowing after the pandemic, but still anticipated for growth within the Town of Marana, which is indicative that future revenues will continue at a level to sustain current levels of service.

Appraisal

The District has adequately maintained adopted levels of service based on anticipated revenues. Throughout the global pandemic, the challenge the District faced was expenses exceeding revenues. This was a multi-tier situation, between vendor shutdowns, supplier shortages and backordered items, and unanticipated increases in all operating costs. During the global pandemic the District focused on addressing priority expenses, such as purchasing personal protective equipment to protect our employees, to prevent a decline in the adopted levels of service. The District, in years subsequent to expenses exceeding revenues, has been able to apply for Coronavirus Aid, Relief, and Economic Security Act (CARES) and American Rescue Plan (ARPA) funds to re-coup those expenses directly related to the pandemic response. By approaching these global and/or stateside situations strategically it has resulted in emergency service delivery never being negatively impacted.

Plan

The District will continue to conservatively project revenues, anticipate and budget for known future expense increases, and monitor budgets throughout the year. The Division will also continue to work with suppliers on the continued rising costs and adjusting its financial plans accordingly. To remain in compliance with Arizona Revised Statute 48-807, monthly financial reports will continue to be provided to the Governing Board, District Division Heads, and posted publicly.

References

[Pima County – 2023 Abstract of Values](#)

[NWFD CRA/SOC 10th Edition, 2023](#)

[Governing Board Packet 06.27.2023, pg.328](#)

[ARS 48-807](#)

4C.2 Adequate resources are budgeted for the payment of long-term liabilities and debts.

Description

The Northwest Fire District annual budget process incorporates debt service obligations into the calculation of the tax levy. Per Arizona Revised Statutes (48-806), the District may levy a tax to cover the principal and interest payments due for general obligation debt approved by the voters within the District.

Appraisal

The District's policies and plan to pay debt service obligations is adequate. To ensure payment of long-term liabilities and debts, monies derived from the levy of the tax are deposited with the County Treasurer in the Debt Service Fund and shall be applied only to the payment of principal, interest, and fees associated with the bonds. For lease purchase obligations, principal and interest is paid by the operating property tax that flows through the General Fund.

Plan

The plan is to continue to evaluate and monitor long-term obligations and payment plans and follow established guidelines and procedures for repayment.

References

[2023 0630 ACFR](#)

[FY 23-24 Adopted Budget](#)

[Arizona Revised Statute 48-806](#)

4C.3 The agency budgets future asset maintenance and repair costs with related funding plans.

Description

Northwest Fire District has ensured that projected asset maintenance costs are considered with related funding plans. Maintenance costs are assessed and requested during the budget process each year; these maintenance costs include facilities, small tools and equipment, apparatus, and communications/information technology. The District budget includes funding for the Capital Reserve Fund for concrete/asphalt, cardiac monitor replacement, and self-contained breathing apparatus (SCBA) cylinder replacements. In the past, unanticipated large maintenance costs could be funded from contingency funds but must have prior approval by the Governing Board. There has also been a separate budgeted expenditure line item that covers emergency facility repair items such as HVAC replacement, roof repairs, etc.

Appraisal

The current system and budgeting process relies on input from each Division regarding maintenance and anticipated repair costs. Each Division manages and regularly analyzes all related repair and maintenance costs. By utilizing budget entry into the financial software, it allows for detailed tracking and explanation on budget requests or increases. Procurement has also partnered with the Divisions to get the best pricing possible for maintenance costs by either utilizing cooperative contracts or through a competitively bid Request for Proposal (RFP). This also assists with projecting future costs when the contracts span multiple years. Regardless, due to the District's positive financial reserves, mission critical expenditures can be accommodated irrespective of when they are realized in the budget cycle.

Plan

In the budget process, the District will continue to utilize competitively bid contracts and division input to project future costs related to known or anticipated repairs and

expenses. The current process is serving the District well, and the plan is to not deviate from current procedures, but to continually assess and adjust as needed.

References

[FY 23-24 Adopted Budget](#)

4C.4 Budgets avoid the use of one-time funding sources for recurring standard annual operating expenses.

Description

Northwest Fire District's primary revenue source is property tax, which is an ongoing funding source. Every year when analyzing revenue sources and related expenditures the District has ensured that it is in compliance with its financial policies. It is stated in the District's Policy 1206 Budget Process that non-recurring revenue sources should only be used or budgeted to fund non-recurring expenditures.

Appraisal

The District's Governing Board approved budget and comprehensive financial policies ensure appropriate utilization of one-time funding sources. The District does not receive, either in number or amount, a lot of one-time revenues. Many of the one-time revenues the District does receive comes in the form of grants, which are tracked in their own separate fund.

Plan

The District plans to continue following the current policy since it has assisted with keeping the District financially stable. The one-time revenue sources will continue to be tracked appropriately and analyzed to ensure continued compliance with the policy.

References

[Policy 1206 Budget Process](#)

4C.5 The agency maintains contingency funds in accordance with generally accepted accounting practices recommendations and anticipate budgetary restrictions and or shortfalls.

Description

Northwest Fire District has a set of comprehensive financial policies that dictate acceptable fund balance amounts and what happens to excess funds once the acceptable amounts are achieved. These amounts are represented in the annual budget as “Contingency”. The Governing Board-approved policy is based upon GFOA best practice recommendations, and addresses what fund balance may be used for, and what to do should the fund balance fall below the acceptable amounts.

Appraisal

The District’s Policy 1202 Fund Balance meets those recommendations by the Government Finance Officers Association (GFOA). Contingency funds are always available for District use but require prior authorization from the Governing Board. The District has not requested the Governing Board authorize a contingency budget reallocation in the past 13 years. The District analyzes the current budget to actual expenses on a monthly basis and as needed, reallocate from expense lines where there appears to be excess capacity, or a budgeted expense comes in below what was anticipated.

Plan

The District plans to continue to review the financial policies on an annual basis and update as needed. Also, to continue to analyze the budget to actual expenditures monthly and make budget reallocations as needed.

References

[Financial Policies](#)

[FY 23-24 Adopted Budget](#)

Category 9:

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 contract with Lexipol was to ensure policy and procedure reviews are completed on the CPSE models review schedule and in line with legislative updates.

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 Labor Management and Governing Board members, the Business Services Director is bringing sections or batches of policies to meetings for approval. The Knowledge Management System by Lexipol was deployed to membership in January 2023 following the lengthy 2022 policy import 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 review by employees and continued legislative compliance. It provides organizational review/revision reminders to ensure that NWFD has notified the members of all policies and procedures, has continually 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 will continue to present the sections of policy before the Labor Management and Governing Board members until the implementation is complete. As reviews and updates are necessary, they will follow a similar process through final approval by the Governing Board and review by each employee.

References

[Financial Policies, as an example](#)

Criterion 10B: External Agency Agreements

The agency maintains current agreements with those external agencies which support the identified programs. All external agency agreements required to be maintained in support of any program must be current, reviewed, and/or updated within the accreditation period and adopted by the appropriate governing bodies. All agreements should support the agency's effort to take advantage of any

operational and cost-effective benefits. Data reports, at least annually, should reflect the impact of each agreement on the agency.

Summary

As the needs of a particular agreement require, Northwest Fire District maintains current formal agreements with external agencies that support the District's goals and objectives. These agreements are reviewed at an administrative/legal level as well as at a user level to ensure they are still relevant and current in nature. This review process occurs on an annual basis to ensure that the agreements are still valid and of benefit to NWFD. Data is utilized, as appropriate, as part of the review process.

10B.1 External agency agreements are reviewed on an annual basis and revised as necessary to meet objectives.

Description

Northwest Fire District has reviewed external agency agreements on an annual basis and revised them as necessary to ensure they remain relevant to the District's goals and objectives. Intergovernmental agreements, memorandums of understanding, and contracts are logged with commencement and expiration dates and are tracked by staff. The Division Managers overseeing the contract are responsible for ensuring the agreements are current and have transpired in accordance with the agreement's terms. Formal adoption and implementation of these agreements ensures that the terms of the agreement are properly reviewed and incorporated into the District's processes.

Appraisal

The District's current system of recording and tracking agreements has worked in the past, but in December of 2022 an agreement with Laserfiche was approved to utilize their document and contract management system. It will allow for more automated identification of expiration and renewal dates for the District's agreements and contracts. While staff will continue to have a manual review of the contract log and data logged into the contract management system, it will make the process more efficient by providing electronic notifications to the Contract Specialist and each relevant Division Manager. Agreements approaching expiration are "flagged" and an email is automatically sent out to provide a 180-day lead time for the agreement administrator to review and provide a recommendation for continuance.

Plan

Staff will continue utilizing its current recording and tracking process in parallel to the implementation of the new contract management system to ensure there is proper review and notification of contracts.

References

[2020-2024 Strategic Plan](#)

[Laserfiche Agreement](#)

10B.2 The agency has a process by which their agreements are managed, reviewed, and revised.

Description

The contract log is maintained by District administrators. This log tracks the renewal/review dates specified in each agreement. As these renewals or revisions become due, staff contacts the appropriate Division Manager and advises them of the pending expiration or review of agreement. The responsible Division Manager initiates the review of the agreement, submits it for legal review, and obtains approval during a Governing Board meeting.

Appraisal

The current process has provided for the timely review and renewal of all District contracts and agreements, but with new technology is not the most efficient. That is why the Strategic Plan, Goal 1, Objective F, was for the District to procure a contract management system. This goal was deemed completed after the Laserfiche agreement was approved, fully executed, and implementation was underway. Regardless of the agreement with Laserfiche, all agreements are reviewed on an annual basis and Division Managers are responsible, upon notification, to ensure all agreements are up to date. This system not only allows for electronic notification at 180 days prior to agreement expiration, but it also contains searchable electronic versions of the documents with all related backup.

Plan

Due to Laserfiche's customizable structure, the District will continue to streamline and build or change it to meet our needs. As contracts are uploaded or updated, continue to make sure the required metadata is entered on each to ensure proper and timely tracking of all documents.

References

FINANCE BUDGET DEPARTMENT ID:

Department Finance ID #	Department(s)
1250	Finance Services

ANNUAL OPERATING BUDGET REQUEST

\$1,953,718

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

None

CAPITAL ITEM REQUEST DISCUSSION

None

LINE-ITEM DISCUSSION

See comments provided in following budget comparison table.

PROPOSED FISCAL YEAR 2024-2025 BUDGET

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1250 - Business Services						
51110	Salaries	\$ 360,500	\$ 377,801	\$ 480,302	\$ 102,501	Addl. Person, Mrk. Adj, Step
51120	Hourly	\$ 98,801	\$ 139,236	\$ 152,491	\$ 13,255	Market Adj. & Step Increase
51190	PTO Paid Out	\$ -	\$ 745,500	\$ 775,000	\$ 29,500	Market Adj. & Step Increase
51211	Medical Insurance	\$ 63,490	\$ 63,490	\$ 99,439	\$ 35,949	Premium Incr., Addl. Person
51212	Dental Insurance	\$ 2,423	\$ 2,649	\$ 3,863	\$ 1,214	Premium Incr., Addl. Person
51213	Vision Insurance	\$ 628	\$ 675	\$ 912	\$ 237	
51216	Life Insurance	\$ 245	\$ 294	\$ 336	\$ 42	
51218	STD Insurance	\$ 1,077	\$ 1,163	\$ 1,645	\$ 482	
51230	Social Security	\$ 26,939	\$ 32,099	\$ 39,233	\$ 7,134	Addl. Person, Mrk. Adj, Step
51231	Medicare	\$ 6,300	\$ 7,507	\$ 9,175	\$ 1,668	Addl. Person, Mrk. Adj, Step
51251	ASRS	\$ 55,916	\$ 63,628	\$ 77,644	\$ 14,016	Addl. Person, Mrk. Adj, Step
51290	PEHP	\$ 4,359	\$ 5,177	\$ 6,328	\$ 1,151	Addl. Person, Mrk. Adj, Step
Total Personnel		\$ 620,679	\$ 1,439,219	\$ 1,646,368	\$ 207,149	
52115	Fees	\$ 26,376	\$ 29,200	\$ 29,300	\$ 100	
52120	Printing & Duplicating	\$ 363	\$ 550	\$ 550	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 2,129	\$ 3,975	\$ 4,485	\$ 510	
52170	Travel & Per Diem	\$ -	\$ 4,320	\$ 7,125	\$ 2,805	Additional Position
52180	Training	\$ 5,218	\$ 5,075	\$ 7,550	\$ 2,475	Additional Position
52198	Books & Periodicals	\$ 84	\$ 850	\$ 850	\$ -	
52210	Accounting & Auditing	\$ 18,749	\$ 18,750	\$ 19,175	\$ 425	
52250	Job & Legal Advertising	\$ 312	\$ 460	\$ 580	\$ 120	
52430	Gen. Liability & Auto Insurance	\$ 171,850	\$ 212,976	\$ 237,735	\$ 24,759	Premium Increase
Total Non-Personnel		\$ 225,082	\$ 276,156	\$ 307,350	\$ 31,194	
Total Business Services 1250		\$ 845,760	\$ 1,715,375	\$ 1,953,718	\$ 238,343	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A

Exhibit E

NORTHWEST FIRE DISTRICT



Family Care Center

Program Appraisal

for the upcoming 2024-2025 fiscal year

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

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EXECUTIVE SUMMARY

The NWFD Family Care Center (FCC) exists to provide quality, cost-effective, easily accessible care to the members of the District's medical insurance plan.

DIVISION PURPOSE

The purpose of the NWFD Family Care Center is to support the mission of NWFD through caring for our internal customers and their families by providing easily accessible, high quality, low-cost healthcare aimed at improving patient experience.

DIVISION ADMINISTRATION

The Family Care Center is currently comprised of the following position and personnel:

Nurse Practitioner (1) - responsible for day-to-day direction, operation, and clinical oversight of the Family Care Center.

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

- Health Insurance Portability and Accountability Act (HIPAA)
- Occupational Health and Safety Administration (OSHA)
- Clinical Laboratory Improvement Amendments (CLIA)
- AZ State Board of Nursing
- Drug Enforcement Administration (DEA)
- AZ Board of pharmacy

INTERNAL PROGRAMS

Primary healthcare: Provides primary care to members of the District medical insurance plan ages 12 and older. Provides sick visits to eligible members of all ages.

CURRENT AND NEEDED MEASURES

CURRENT PERFORMANCE MEASURES:

Key performance indicators:

- a. Increase in primary care utilization over prior year. This may be evidenced by way of reporting from United HealthCare (UHC) showing:
 - i. Increase in number of primary care physician (PCP) visits over prior year.
 - ii. Decrease in number of urgent care visits.
 - iii. Decrease in number of emergency room visits.
- b. Increase in member engagement month over month. This is tracked by reporting from electronic health record.
 - i. Numerator: employee/spouse/dependent engagement

- ii. Denominator: number of total members on NWFD medical insurance plan

PERFORMANCE MEASURES IN DEVELOPMENT:

Patient satisfaction: goal >90% “would recommend”.

Decrease in pharmacy costs.

Decrease in overall claim costs year over year.

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

- 1 Develop a trusted patient-provider relationship.
 - a. Research has shown that patient trust in the healthcare provider is essential to an effective relationship between the patient and provider. Trust in the healthcare provider results in better patient engagement in their care, improved compliance to treatment regimens, and overall better management of chronic health conditions. Provider trust has been shown to be earned through active listening, caring for the patient as whole, and clinical competency. (Greene & Ramos, 2021).
 - b. Objectives:
 - i. Develop clear procedures that protect the confidentiality of health records.
 - ii. Educate members on the privacy safeguards in place.
 - iii. Actively listen and solicit input from the members on services provided and experiences had.
 - iv. Provide a patient portal to allow direct communication to and from the provider.
- 2 Increase utilization of primary care for the District's members and their families by eliminating barriers to access.
 - a. Having a primary care provider is imperative for maintaining health as well as preventing and managing chronic conditions. In a study conducted by Merritt Hawkins, the average time to appointment for primary care is 20.6 days (AMN Healthcare, 2022).
 - b. Objectives:
 - i. Remove scheduling barriers by allowing online self-scheduling of appointments.
 - ii. Build into schedule same day appointment slots.
 - iii. Utilize telemedicine when appropriate.
 - iv. Keep office stock of commonly used antibiotics for acute conditions to make care more comprehensive

- v. Point of care lab testing to identify minor acute illnesses helping avoid need for urgent care visits.
- 3. Lower the cost of healthcare for NWFD members and their families.
 - a. High Deductible health plans (HDHP) have been shown to deter individuals from seeking care as often thus decreasing opportunities for early detection & management of chronic diseases (Jetty, Petterson, Rabin, & Winston, 2018).
 - b. Objectives
 - i. Set an office visit price structure that is reasonable and affordable.
 - ii. Utilize eConsult technology to better triage specialty visits.
 - iii. Keep sample meds in office (when appropriate) to verify efficacy prior to pharmacy prescription.
 - iv. Provide in office point of care lab testing for common ailments.
 - c. Key performance indicators
 - i. Increase in primary care utilization.

STRATEGIC PLAN RELATED GOALS/OBJECTIVES DISCUSSION

Goal 6: Support and reinforce the critical functions of personnel related services.

Objective H: Establish and operationalize a Family Nurse Practitioner program to provide primary care for members and families, which results in quality care and cost efficiency for the organization and its members.

To be completed April 2024

CURRENT ISSUES

Current issues are staffing. With the volume of patients increasing, there is less time to focus on the logistics of clinic operations. All time is focused on active patient care leaving less time for the personalized follow up and research required to continue finding savings opportunities for patients and the District. There have also been gaps in being able to make direct contact with the FCC due to not having enough resources to help answer phone calls and messages.

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

- 1. Increase staffing at FCC to increase availability of the FCC to members.
 - a. Objectives

- i. Additional staff member will help eliminate unanswered phone calls/messages.
 - ii. Consistent next day follow-up with all sick visits.
 - iii. Follow-up on referrals and testing ordered to assure care was completed and records have been received.
 - iv. Remove barriers to care.
- 2. Aid in timely coordination of follow- up appointments, referrals, and ancillary testing.
 - a. Objectives
 - i. Integrate health maintenance reminders in electronic health record.
 - ii. Schedule the next follow-up at time of visit completion.
 - iii. Network with community specialists and available resources to create a streamlined referral process.
 - iv. Virtual capability to transfer records for continuity of care.
 - b. Key performance indicators
 - i. Increase compliance with blood pressure follow up and control.
 - ii. Increase compliance with colon cancer screening for those over age 45.
 - iii. Increase compliance of breast cancer screening for women over age 40.

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

Procedure manual created for FCC.

Provider education for continued education hours required to maintain Family Nurse Practitioner (FNP) certification: Academy of Preventative & Innovated Medicine, Part 1: Discover the Power of BHRT.

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

HIPAA training

OSHA training

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

New staff member at FCC will require training on FCC procedures, BLS training.

Provider education for continued education hours required to maintain FNP certification: Family Medicine Expo by American Academy of Family Physicians

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:

Category 9: Essential Resources

Essential resources are defined as those mandatory services or systems required for the agency's operational programs to function. They should be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self-analysis to adapt the typical components listed below to the local situation. For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources, such as water lines and fire hydrants, but may include alternative resources, such as tankers (tenders), ponds, streams, lakes, cisterns, etc.

Criterion 9C: Administrative Support Services and Office Systems

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

Summary

Administrative support services are primarily provided by the Administration Services Division. Additional need-based administrative support is provided within individual Divisions. The Administration Services Division duties are broad in nature, and include managing the strategic planning process, serving as the District's custodian of records, facilitation of public records requests, coordination and administration of agency meetings, and project-based work as assigned by the fire chief.

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 NWFD-FCC Procedure Manual (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) models review schedule. The NWFD FCC Procedure manual will follow the same review schedule to streamline review processes.

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 within Lexipol and will evaluate once the project is complete.

References:

AMN Healthcare/Merritt Hawkins. (2022). *2022 Survey of physician appointment wait times and medicare and medicaid acceptance rates*. Dallas: AMN Healthcare. Retrieved from https://www.merrithawkins.com/trends-and-insights/article/surveys/2022-physician-wait-times-survey/?utm_source=Partner&utm_medium=Display_Partner&utm_campaign=Client_Physicians_2022WaitTimeSurvey_PressRelease_Sept2022&LO=Display_Partner

Greene, J., & Ramos, C. (2021, May). A mixed methods examination of health care provider behaviors that build patients' trust. *Patient Education and Counseling*, 1222-1228. doi:10.1016/j.pec.2020.09.003

Jetty, A., Petterson, S., Rabin, D. L., & Winston, L. (2018, June). Privately insured adults in HDHP with higher deductibles reduce rates of primary care and preventative services. *Translational Behavioral Medicine*, 8(3), 375-385. doi:10.1093/tbm/ibx076

Attachments

[NWFD FCC Manual copy](#)

[Patient rights and responsibilities](#)

[Notice of privacy Practices](#)

FINANCE BUDGET DEPARMENT ID:

Department Finance ID #	Department(s)
1260	Family Care Center

ANNUAL OPERATING BUDGET REQUEST

\$344,382

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

N/A

CAPITAL ITEM REQUEST DISCUSSION

N/A

LINE-ITEM DISCUSSION

See comments provided in following budget comparison table.

PROPOSED FISCAL YEAR 2024-2025 BUDGET

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1260 - Family Care Center						
51110	Salaries	\$ -	\$ -	\$ 134,683	\$ 134,683	FY23-24 NP budget in 1230
51120	Hourly	\$ -	\$ -	\$ 62,296	\$ 62,296	New - Clinic Coordinator
51211	Medical Insurance	\$ -	\$ -	\$ 24,860	\$ 24,860	FY23-24 NP budget in 1230
51212	Dental Insurance	\$ -	\$ -	\$ 966	\$ 966	
51213	Vision Insurance	\$ -	\$ -	\$ 228	\$ 228	
51216	Life Insurance	\$ -	\$ -	\$ 84	\$ 84	
51218	STD Insurance	\$ -	\$ -	\$ 512	\$ 512	
51230	Social Security	\$ -	\$ -	\$ 12,213	\$ 12,213	FY23-24 NP budget in 1230
51231	Medicare	\$ -	\$ -	\$ 2,856	\$ 2,856	FY23-24 NP budget in 1230
51251	ASRS	\$ -	\$ -	\$ 24,169	\$ 24,169	FY23-24 NP budget in 1230
51290	PEHP	\$ -	\$ -	\$ 1,970	\$ 1,970	FY23-24 NP budget in 1230
Total Personnel		\$ -	\$ -	\$ 264,837	\$ 264,837	
52110	Office Supplies	\$ -	\$ -	\$ 500	\$ 500	
52130	Computer Supplies	\$ -	\$ -	\$ 1,000	\$ 1,000	
52139	Operational Equipment	\$ -	\$ -	\$ 10,000	\$ 10,000	New Department
52140	Operational Supplies	\$ -	\$ -	\$ 10,000	\$ 10,000	FY23-24 NP budget in 1230
52144	Medical Supplies	\$ -	\$ -	\$ 20,000	\$ 20,000	FY23-24 NP budget in 4260
52160	Dues, Memberships & Subscriptions	\$ -	\$ -	\$ 1,898	\$ 1,898	New Department
52170	Travel & Per Diem	\$ -	\$ -	\$ 1,000	\$ 1,000	
52180	Training	\$ -	\$ -	\$ 2,500	\$ 2,500	New Department
52198	Books & Periodicals	\$ -	\$ -	\$ 910	\$ 910	
52220	Software	\$ -	\$ -	\$ 14,437	\$ 14,437	New Department
52540	Gen. Liab. & Auto Insurance	\$ -	\$ -	\$ 7,300	\$ 7,300	FY23-24 NP budget in 1250
Total Non-Personnel		\$ -	\$ -	\$ 69,545	\$ 69,545	
Total Family Care Center 1260		\$ -	\$ -	\$ 334,382	\$ 334,382	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A

Exhibit F

NORTHWEST FIRE DISTRICT



Operational Services Response Division

Program Appraisal

for the upcoming 2024-2025 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): Category 5 Criterion D, E, G, H, & K; **9C.3**; 10B.3

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EXECUTIVE SUMMARY

The Northwest Fire District's (NWFD) Response Branch serves the mission to "Save lives, protect property, and care for our community" by providing a safe and efficient all-hazards response to emergent and non-emergent calls for service. In FY22/23, the Response Branch answered roughly 17,173 calls for service within NWFD jurisdiction from 11 strategically located Fire Stations along with 1,998 responses assisting neighboring agencies (data from ImageTrend/NFIRS reporting). The Response Branch includes two (2) Battalion Chiefs, 11 engine companies, two (2) ladder companies, five (5) paramedic transport units, one (1) heavy squad, one (1) air/power truck, one (1) rehab unit, one (1) command van, two (2) water tenders, three (3) brush engines, and one (1) adaptive response engine. These resources are divided into two Battalions, North and South, and are under the supervision of the shift Battalion Chiefs. The staffing of all engine companies, ladders trucks, and paramedic transport units includes cross-trained Firefighter/Emergency Medical Care Technicians (EMCTs), with at least one qualified EMCT-Paramedic. Thus, any of these response units can offer the highest level of pre-hospital emergency medical care.

The Response Branch (3300) utilizes a three-platoon system with an approved authorized force strength of 211 personnel for FY22/23:

- Six (6) Battalion Chiefs
- 40 Captains
- 40 Engineers
- 58 Paramedics
- 67 Firefighters

The constant daily staffing remained at 59 personnel (AP341 was not constantly staffed due to the delays in receiving the new apparatus) with increases up to 63 depending on the rover pool's availability. Since 2017, NWFD has participated in a Regional Automatic Aid Agreement with the Golder Ranch Fire District (GRFD). This agreement essentially doubled the number of resources available for emergency response. It also ensures that the closest, most appropriate, units are dispatched to emergency incidents regardless of the jurisdictional boundary between both agencies. A new Southern Arizona Regional Automatic Aid Agreement went into effect in late 2019 between NWFD, GRFD, and the Tucson Fire Department (TFD). Like the original automatic aid agreement between NWFD and GRFD, once this new agreement becomes fully operational, it will have a positive impact on the effectiveness and efficiency of emergency response in the region. Currently, the automatic aid agreement between all three agencies has been implemented for fire, still alarms, and special operations while work continues to extend to EMS services.

As part of the all-hazard service provided to the community and the District's surrounding partners, NWFD's Response Branch maintains internal programs for fire suppression, hazardous materials emergencies, technical rescue, and wildland fire incidents. One of the most significant organizational achievements this last year is the integration of fire response to include Tucson Fire Department into the auto-aid agreement.

The consolidation of the Special Operations Teams has been operational for nearly six years. The District's Special Operations Response Force consists of NWFD Station 338, GRFD Station 377, and TFD Stations 1 & 4. Station 338 has minimum daily staffing of seven cross-trained (Technical Rescue and HazMat) members comprised of one Captain, one Engineer, two Paramedics, and three Firefighters. Golder Ranch Fire District provides an equal staffing model that allows for the availability of 14 dual-trained technicians each day. With the addition of TFD into the auto-aid agreement and going operational with Special Operations there has been a force multiplier. Dispatch cards were updated last year to ensure an adequate number of techs for each discipline of Special Operations while maintaining the ability to respond to a second incident. Training opportunities were held for members to become certified to the Technician level in both technical rescue and hazardous materials disciplines.

DIVISION PURPOSE

The mission of the Northwest Fire District is to "save lives, protect property, and care for our community". The Response Branch of Operational Services strives to meet the mission of the organization through the delivery of effective and efficient emergency and non-emergency services. For this purpose, the Response Branch relies on its highly trained personnel following national best practices while meeting national standards for fire suppression, EMS, hazardous materials, technical rescue, and wildland responses.

DIVISION ADMINISTRATION

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

Deputy Chief (1) – responsible for providing the leadership and oversight necessary to ensure the District is operationally ready to provide competent and professional services to the community while ensuring the safety of District personnel. The position oversees the Division Chief of Health and Safety, Division Chief of Operations/Special Operations, and the six shift Battalion Chiefs. Through the Deputy Chief's direct reports, the Deputy Chief is responsible for assuring the mission, vision and messaging of the District is reached and understood by every member assigned to a response unit. As such, working diligently to ensure Division and Battalion Chiefs are informed and ready to lead is an essential part of this position. One of the primary

responsibilities of this position is to continually monitor and evaluate the level of service provided by the crews with the end goal of developing a vision to provide quality service and support to personnel through training, deployments, equipment, improved communications, or any number of other options. The Deputy Chief of Response will work closely with other agencies such as TFD, GRFD, Pima County Sheriff's Office (PCSO), Marana Police Department (MPD), and the Department of Public Safety (DPS) to ensure scene related relationships and expectations are in good order.

Division Chief of Operations (1) – responsible for managing multiple areas of operations and coordinating other core service programs such as Staffing, Wildland, Special Teams (TRT/HAZMAT), Community Assistance Program, Emergency Management, Special Event Planning and Unmanned Aerial Systems program. The Division Chief of Operations directly supervises the Adaptive Response Engine, serves a co-chair of the Pima County Training and Exercise committee, co-chair of the Equipment work group, and a sitting member on the Pima Regional Special Operations committee, and Health and Safety Committee.

Battalion Chief (6) – responsible for supervising a battalion of first responders ensuring effective response performance in a safe, efficient manner. The Battalion Chief is a member of the District's Management Team and acts as a representative/agent of the organization and assures accountability/responsibility for the performance of the Battalion. He/she must model effective leadership that is consistent with the District's core values and aligns with the Fire Chief's Leaders Intent. They lead by example, fostering learning, development, and empowerment while creating a vision/goal for the Battalion that supports the District's Strategic Plan and aligns with the organization's mission, vision, and core values. One of the essential response functions of the Battalion Chief is to competently command and control incidents where lives and property are at risk, including the lives of the personnel responding to the incident.

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

Operations personnel meet all initial and annual training requirements set forth by Occupational Safety and Health Administration (OSHA), National Fire Protection Association (NFPA), and National Wildland Coordinating Group (NWCG), as well as internal requirements. The Training Division tracks and documents the training mandates for all Operations personnel. Technical Rescue training will meet or exceed NFPA 1670 - Standard on Operations and Training for Technical Search and Rescue Incidents as well as in NFPA 1006, Standard for Technical Rescuer Professional Qualifications. Hazardous Materials training will meet or exceed OSHA 1910.120

Hazardous waste operations and emergency response and NFPA 472. Wildland training will meet or exceed the NWCG guidelines for wildland firefighting operations.

INTERNAL PROGRAMS

Suppression

- All-Hazards emergency response to fire, emergency medical, special operations, wildland, and public assistance call types.

Technical Rescue

- Trench Rescue
- Confined Space Rescue
- High Angle Rescue
- Swiftwater Rescue
- Building Collapse Rescue
- Machinery Entrapment
- Unmanned Aerial Systems
- Maintenance Programs:
 - Annual/after use Inspections/maintenance
 - Equipment repairs/maintenance
 - Annual Training requirements

Hazardous Materials

- Hazard Identification and mitigation
- Recognition and identification of known and unknown substances
- Diking/damming
- Leak and spill control
- Plume modeling
- Product offloading
- Air monitoring
- Level A (fully encapsulating) entry capable
- Maintenance Programs:
 - Air monitor calibrations/repairs
 - Annual PPE inspections
 - Equipment repairs/maintenance
 - Computer software updates
 - Annual Training requirements

Wildland

- Suppression activities
- In-District and State Land request deployments
- Participation on Geographic and National level Inter-Agency Incident Management Teams.

Community Assistance Program:

- Incident response
- Elder resourcing
- Patient referral (non-emergent)
- Patient and family follow up
- Internship Program
- Pay it Forward

Health and Safety:

- Scene response as safety officer
- Infection control program
- Station Inspection program
- OSHA Compliance
- Peer support program
- Peer fitness program
- NFPA Compliance (health and safety related)
- Return to work

CURRENT AND NEEDED MEASURES**CURRENT PERFORMANCE MEASURES:**

The most critical measurement recently provided to the District through the Insurance Services Office (ISO), a third-party evaluator, is the District's Public Protection Rating from a 2/2Y to a 1/1Y, effective since July 1, 2019. This evaluation shows the District's strong position in providing emergency services to the community and its dedication to continuous improvement.

The Division strives to capture and collect essential data to understand how long it takes to achieve critical benchmarks like primary search complete, fire under control, and loss stopped. These benchmarks are currently used and drive the incident priorities on each fire response. The current system captures these benchmarks in the computer aided dispatch (CAD) system but is not always easily queried. Also, the benchmark fire declaration under control seems to be somewhat subjective depending on the Incident Commander. The District developed a method to capture fire control benchmarks within CAD that can be queried in ImageTrend. The Division would then include this analysis in the SORC to better reflect the effective response force's impact relative to the attained foreground benchmarks. The District hopes to see more accessible data in the CAD upgrade that its contracted dispatch services provider is currently implementing.

Technical Rescue could measure times on given incidents to evaluate efficiencies. Even though these calls are complex and inconsistent, documentation of time to access patients and times to transport patients could help determine equipment needs, staffing, as well as training. Hazardous Materials responses are no different from other incident's complexities. However, time to establish a full reconnaissance and time to entry and mitigation can help identify future needs.

PERFORMANCE MEASURES IN DEVELOPMENT:

The first performance measure in development is the capturing and reporting of data from call found data in accordance with the SORC and Accreditation utilizing ImageTrend RMS and the Continuum module. Secondly, capturing timelines on remaining fireground benchmarks (loss stopped, extrication complete, triage completion, all immediate patients transported, all patients transported). Lastly, capturing time standards associated with NFPA 1710 and the SORC Effective Response Force (ERF) time frames for fires - turnout time, travel time, total response time, first arriving engine, second arriving engine, ERF.

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

The primary goal of the Response Branch is to maintain the levels of service necessary to meet ISO community risk analysis for Public Protection Classification ISO 1/Y. The "ISO Class 1 Rating Maintenance, Review, And Planning Guide" document was developed to outline the District's current ISO rating and identify opportunities to maintain the current rating.

In the auto-aid arena, the goal is to continually monitor and review the process of the shared standard operational procedures, incident command procedures, dispatch response cards, professional qualifications, and equipment to operationalize the structure fire components and the inclusion of EMS for specific call types.

The Special Operations component of an automatic aid agreement between the Northwest Fire District, Golder Ranch Fire District, and the Tucson Fire Department operationalized in 2020. An important goal is to continue to monitor and review the dispatch response cards (ensuring the ERF of personnel and techs arrive), command procedures, and task-level operations between all three agencies. Simultaneously, the Division needs to continue strengthening its engine companies' TRT and HazMat First Responder Operations (FRO) capabilities through training and continuing education.

NWFD continues to operate under the 2022-2024 CFRA with the Arizona Department of Forestry and Fire Management. The 2024 wildland season is once again looking to be a busy one. One of the goals is to continue to support the local, regional, state, and national firefighting efforts through qualified overhead personnel and staffed firefighting and rescue apparatus. An additional Type 6 engine was purchased this

year and is now in service at Station 335. At the same time, the Division must diligently prioritize these resources to not jeopardize the constant staffing and coverage needs of the Northwest Fire District. Like TRT and HazMat FRO, the Division needs to continue sharpening its engine companies' awareness of and capabilities in wildland firefighting.

Finally, the Division needs to continue evolving and integrating the Community Assistance Program (CAP) into its response. CAP has proven successful in supporting and caring for the community while reducing the District's engine companies' out-of-service time. The addition of a third full-time staff member has assisted the Team in handling an increasing workload of emergent and non-emergent calls for service.

STRATEGIC PLAN RELATED GOALS/OBJECTIVES DISCUSSION

Goal 4: Establish systems to maintain compliance with regulating and certifying authorities

The Operational Services Response Division

Objective B: Provide for a structured internal review of current Insurance Service Office rating requirements and identify and implement opportunities to maintain and strengthen the current rating of 1.

Complete

CURRENT ISSUES

Staffing: Beginning July 1, 2023, PM337 was placed in service permanently to meet response requirements in North Planning Zone. This increased the District's staffing need to 217 and the authorized response force (ARF) was adjusted accordingly. The last several academies helped bridge the gap to the previous ARF of 211 but due to retirements and attrition the District has struggled to obtain/maintain that number. Another Academy is necessary to get to 217 and the number of retirement eligible personnel is over 70.

The current staffing program, UKG Kronos (Telestaff), is beginning to phase out support to private cloud accounts. NWFD currently utilizes a private cloud account to manage the staffing program and daily roster changes which is used to generate reporting metrics. Private cloud accounts will sunset as of December 31, 2025, and a migration strategy with implementation window of six to eight months is recommended prior to this date. Estimated costs start around \$10,000 depending on scope of work.

Auto-Aid: EMS was the final primary response category to be operationalized, beginning with the most critical call types. All three agencies are now under the same medical direction, and work continues to make sure calls are run fluidly. Patient

transfer documentation has been a point of concern. GRFD will be moving to ImageTrend and TFD will be switching their report management system (RMS) so work will need to be done to ensure that accurate information is automatically transferred between agencies.

Special Operations: There are two issues to consider regarding Special Operations; supporting the Division's internal programs with decentralizing support and improving the effectiveness and efficiencies of Special Operations Automatic-Aid Agreement. Internally, the Division has spent several years building its instructor core to be able to run state approved internal technician level classes and finishing training of some incumbent personnel that were not fully qualified.

2022 saw a turnover in the program during the shift bid process, and the conclusion of four terms for many of the current members. The result of this will be the need to host more Special Operations training for all personnel, to include personnel not currently assigned to the Team. Rope Rescue Operations and Technician was added into the Academy curriculum in 2021, and is a high priority (along with Swift Water Training). The additional training provides personnel on ladder companies with the knowledge to aid the District's responses to these incidents that typically result in the most frequent and simultaneous calls for aid. The District completed work to help first-due engine companies be better prepared for "hiker" rescues, by providing them with standardized response bags, better clothing/boots, and special "Administrative Guidelines" from the District's Medical Director.

Response cards were updated this year to ensure adequate resources are dispatched, but also adequate resources remain available for the potential for simultaneous incidents. Over the last couple of years, the District has reserved training time for Special Operations on a weekly basis and efforts are being made to align specific training days with GRFD and TFD to further opportunities for interaction and training.

Obtaining the ERF for the numbers of technicians required for specific call types is a concern due to the staffing levels of each of auto-aid agencies. With the reduction of personnel at Station 338 from 7 to 6, the Division is relying on TFD and GRFD to maintain their number of technicians on duty to meet the ERF.

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

- Maintain operational scoring for ISO rating (Goal 4B)
- Implement an annual SOC review and update (Goal 1E)
- Operate within budgetary capacity – specific to the overtime budget (Goal 1)

- Increase staffing levels to include rover personnel in each rank
 - Fill open positions without requiring daily overtime
- Increase the baseline training level of frontline personnel in the District's most common high-risk incidents (Goal 6A)
- Meet SOC timeframes (90th percentile) for turnout times (Goal 4C & 1D)
- Identify and define benchmark goal timeframes for fire (primary all clear, fire under control, loss stopped), extrication (extrication complete), mass casualty (triage complete, immediate patients transported, all patients transported) (Goal 4C)
- Conduct a multi-agency emergency management exercise to further collaborate with the District's public safety partners (Goal 3B & 6A)
- Develop migration strategy with UKG Kronos to transfer Telestaff system from private cloud to Google Cloud. Migration target is beginning of FY25/26.

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

Last year brought several new challenges to accomplishing training requirements and obligations. While the COVID-19 pandemic wound down and offerings increase, surging fuel prices and rampant inflation caused expenditure freezes throughout numerous budget lines. Nevertheless, The Response Branch completed several critical training classes and events to meet the organization's needs. Here is a list of training courses and events and their completion status.

Chief Officer Training (DV Operations, DV Health & Safety):

- Division Chief of Operations
 - Southwest Gas liaison Tabletop – August 2023
 - L0191, Incident Command to Emergency Operations Center Integration. – October 2023
 - International Association of Emergency Management Conference, November 2023
 - Attended FireStat data analysis course – December 2023.
 - Arizona coalition of healthcare response Table Top exercise, March of 2024.
 - Union Pacific Tabletop exercise March of 2024
 - Completed FEMA prerequisite courses for intermediate emergency operation center course, March 2024.
- Division Chief of Health & Safety
 - Fire Department Safety Officers Association (FDSOA) conference – January 2024
 - Arizona Summit – March 2024
 - National Fire Academy (NFA) – June 2024

- Fire Industry Education Resource Organization (FIERO) PPE Symposium -- March 2024
- FireStats Statistical data analysis -- December 2023
- Public Safety Peer Support Association -- October 2023
- ImageTrend RMS Conference July 2023

Wildland Firefighting Training:

- Completed the red card pack test March 2023
- Developed and delivered wildland refresher training to all Operations personnel
- REMS and UTV training, May 2024
- Windshield Survey Training sessions, May 2024.

Technical Rescue Training:

- Pima Regional Technical Rescue Technician – five (5) personnel
- Hosted Swiftwater rescue, and emergency building shoring technician courses.

Hazardous Material Training:

- Pima Regional Hazardous Material Technician – four (4) personnel
- Tox Medic Training – July 2023
- Annual technician CE hosted by Pima Regional Hazardous Materials training committee – 40 hours throughout the year.

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

Operations:

- 192 hours company training
- 18 hours facilities training
- 16 hours driver/operator training
- 12 hours officer training
- 13 hours OSHA training
- 120 hours FireFit training

Hazardous Materials:

- 40 hours comprised of OSHA 1910.120:
 - Air Monitoring
 - Chemistry
 - Command
 - Containers

- Decontamination
- PPE
- Research
- Sampling
- Transportation
- Weapons of Mass Destruction (WMD)

Technical Rescue:

- 40 hours comprised of NFPA 1670, NFPA 1006:
 - Trench Rescue
 - Confined Space Rescue
 - High Angle Rescue
 - Swiftwater Rescue
 - Building Collapse Rescue
 - Machinery Entrapment

Wildland:

- 8 hours comprised of NWCG:
 - Fire Shelter
 - Lookouts
 - Fire Behavior
 - Current Issues
 - Safety

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

Aside from company-level training and drills, most of the job-task-related training needs within the Response Branch, including professional certification courses and continuing education, are addressed through the Training and EMS Divisions. The job-task training needs for the Special Operations program include the development of an internal Special Operations Academy (SOA) encompassing the 200-hour HazMat Technician and the 200-hour Technical Rescue courses. The SOA would serve to fully credential and qualify Operations personnel interested in being part of the Special Operations team. The SOA would help the Response Branch build replacement capacity along with having technicians available on initial response to help meet the ERF number of technicians. This initiative is still under development, and it hinges on Department of Emergency and Military Affairs (DEMA) approval.

Continuing education for Officers went to the wayside during Covid, and the timing of recovery resulted in focused effort on professional development (Battalion Chief Program, Captain Certification Program, Engineer Program). The latest training and education was provided to these students, but has not been delivered to the rest of the ranks. Continuing education for Engineers resumed last FY and was received well, so it is imperative that the Division do the same for the District's Officers.

Finally, it is essential to provide for the District's Division and Battalion Chiefs' continuous professional development, specifically in incident command, leadership, management, discipline, accident/injury investigations. These professional development opportunities often come in the form of continuing education, seminars, conferences, certification courses, and webinars.

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 re-evaluate the critical task analysis for high-risk technical rescue and moderate-risk hazardous materials response to ensure they align with historical resource needs. (CC 2C.4)

It is recommended that the agency document their revised methodology for calculating response performance data sets to ensure consistency. (CC 2C.5)

It is recommended the agency develop a formal and documented process for the recall of staff in the event of a large-scale incident for both the district and City of Tucson Public Safety Communication Department. (9B.11)

Category 5

Criterion 5D: Domestic Preparedness Program

The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan, designed to provide the community preparedness and resiliency in response to terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.

Summary

The Northwest Fire District coordinates planning and preparedness for any major emergency or disaster affecting what is within the Northwest Fire District's boundaries and may respond to other jurisdictions as requested. The District has a Continuity of Operations Plan (COOP) that was reviewed and updated in August 2022. Additionally, the District fulfills the appropriate Emergency Support Functions (ESFs) within the Town of Marana and Pima County Emergency Operations Plans (EOPs).

NWFD participates in Arizona's Terrorism Liaison Officer program with two certified TLO's who attend associated meetings and conferences on a regular basis. The District also participates in county and state sponsored tabletop and full-scale exercises designed to prepare regional agencies for natural and intentional large-scale, life-threatening emergencies.

CC 5D.1 The agency maintains a local emergency operations/all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. The agency participates in maintaining and revising the plan with the AHJ.

Description

The Northwest Fire District's current Continuity of Operations Plan (COOP) was updated in August 2022. This document adequately describes the duties and actions required to keep the District viable during emergencies. The District works in partnership with the Town of Marana and Pima County to implement their Emergency Operations Plans (EOPs). The Northwest Fire District's roles and responsibilities are outlined in these EOPs, and they are consistent with NWFD's standard operating guidelines. NWFD fulfills ESF-4, ESF-6, and ESF-10 in both EOPs and is a significant contributor to ESF-9. Arizona Revised Statue 26-309 authorizes emergency responses that arise for outside aid in any county, city, or town, and this EOP, duly adopted and approved, satisfies the requirement for mutual aid agreements between external agencies.

Appraisal

The Northwest Fire District's roles and responsibilities are outlined in the current COOP and are consistent with NWFD's standard operating guidelines. The COOP has adequately served the purpose of an all-hazards plan that involves both NWFD and external agencies. The Plan was reviewed and updated in 2020 to ensure it served the organization's needs during the COVID-19 pandemic. As of August 2022, the District's roles in the Pima County and Town of Marana EOPs are up to date, along with NWFD's Continuity of Operations Plan (COOP). A workshop was delivered in February 2023 and a functional exercise was performed in March 2023 that included personnel from all areas of the organization.

Plan

Review the Pima County and Town of Marana EOPs and the NWFD COOP annually. Ensure that they align with the description of the NWFD roles and are following

NWFD Policy and Guidelines, as well as any applicable laws and regulations to include NFPA 1660, Standard for emergency, continuity, and crisis management.

Also, validate that those auto / mutual aid agreements, IGA's, and any other agreements with cooperating agencies are still effective.

References

NWFD COOP

2023 COOP Exercise AAR

NWFD EOP

Pima County EOP

Town of Marana EOP

5D.2 The agency complies with the National Incident Management System, or other appropriate incident management system, and its operational methods are compatible with all external response agencies.

Description

The Northwest Fire District utilizes the National Incident Management System (NIMS) as the primary command and control structure during emergency responses. All other partnering external response agencies also use NIMS. All NWFD uniformed personnel are certified at the NIMS-100 & 700, officers at the NIMS-200 & 800 levels. The Battalion Chief rank and above are also required to have NIMS-300 & 400 levels of training.

Appraisal

Systems in place for training and use of the NIMS have been adequate, and no significant changes have been planned. NIMS has been used successfully both at training and incident events. Other positions in the organization, such as those in HRS and Finance, should receive focused NIMS training course(s).

Plan

NIMS will continue to be used in all incidents and operational training activities. The District will continue participating in joint training with external response agencies and plan to use NIMS at these exercises. The District will identify key civilian

positions that should have basic NIMS training and deliver the appropriate level of NIMS course(s).

References

SOG#6305 Command Organization

Fema.gov

5D.3 The agency has a process in place for requesting additional resources not readily available in the community served.

Description

The NWFD COOP is current and identifies pertinent information for outside agency support. The District works in partnership with the Town of Marana and Pima County to implement their EOPs. The Northwest Fire District's roles and responsibilities are outlined in these EOPs, and they are consistent with NWFD's standard operating guidelines. The NWFD fulfills ESF-4, ESF-6, and ESF-10 in both EOPs and is a significant contributor to ESF-9.

The Northwest Fire District participates in the Arizona Statewide Mutual Aid Compact agreement and maintains a Cooperative Fire Rate Agreement with the Arizona State Division of Forestry and Fire Management, which assists if the District becomes overwhelmed with fire activity.

Automatic aid, mutual aid, and Intergovernmental Agreements (IGAs) ensure that outside resources needed to respond to and mitigate disasters are available when needed. These IGAs are kept current and on file.

Appraisal

NWFD has identified all external agencies needed to support its COOP and has the necessary formal documents in place with these agencies. Since May 8th, 2017, NWFD and Golder Ranch Fire have been running an automatic aid system with the closest unit response. In 2020, the Tucson Fire Department was included in this automatic aid agreement and has been systematically implementing responses beginning in 2021 with special operations and still alarms, 2022 saw the inclusion of structural fire responses, and in 2023 EMS was integrated for specific critical call types.

Monitoring of all responses has shown that the aid agreements are functioning as written. All automatic aid, mutual aid, and IGAs are evaluated annually and renewed as necessary.

Plan

NWFD will continue to monitor and evaluate the effectiveness of all agreements with outside agencies to ensure resources are available in a timely manner. As per 5D.1, documentation for all large-scale emergency operation plans may be referenced in the COOP.

References

NWFD EOP, Mutual Aid P.7; County, FEMA & ADEM P.9; Supporting Departments P.10; All Annexes Pgs. 13-77 Outline Roles of All Anticipated Responding Agencies

Res. No. 2015-005 Arizona's Mutual Aid Compact - FULLY EXECUTED [33018]

County Wide Mutual Aid & Emergency Response IGA

Auto_Aid_Final_Draft

Pima County Haz Mat Response Plan

5D.4 The agency has processes to record information and provide data on needed resources, the scope and nature of the event, and field resources deployed to local, state/provincial and federal agencies.

Description

Northwest Fire District utilizes Intergraph CAD, iCAD, and Mobile for Public Safety (MPS) to manage resources. Intergraph CAD uses the GPS location provided by each unit and plots it on GIS street network maps provided by the county to translate response distances into time. Units are sent to calls based on the shortest time. Temporary road restrictions are submitted, which alters routes and units sent to alarms. iCAD and MPS transmit data to mobile data terminals in the apparatus, which allows incident commanders to view real-time unit and incident status to include the nature of the call and any supplemental information provided to or by the dispatcher. The software displays current locations, status, and movement of units to allow for resource management.

Intergraph CAD keeps a record of each unit's status for retrieval later. Data is exported to the various agency RMS systems (NFORS) and analyzed for efficiency and effectiveness. Response plans are modified as necessary based on this analysis.

Appraisal

The Intergraph system has proven effective for determining the closest and most appropriate units to send to events. The ability to automatically capture data for analysis is invaluable in allowing District Managers to evaluate and update response plans.

Plan

Northwest Fire District will continue to evaluate data to determine response effectiveness. Northwest Fire is currently utilizing software (NFORS, ImageTrend, Report Writer, Continuum) and will evaluate the software to see if it can advise on current resource levels and activity and make recommendations for unit movements based on pre-programmed algorithms.

References

NFORS Core Planning Zone

5D.5 The agency conducts and documents a vulnerability assessment and has operational plans to protect the agency's specific critical infrastructure, including but not limited to materials, supplies, apparatus, facilities security, fuel and information systems.

Description

The Northwest Fire District requested a complete Threat Vulnerability Assessment (TVA) of all District facilities from the Arizona Counter Terrorism Information Center (ACTIC) in 2020. The groundwork for this assessment is complete, and a fully completed report was anticipated to be delivered to the District in the Spring of 2021. Additionally, NWFD's agreements with other agencies to share or provide resources as needed, and the District's recent IT upgrades, have greatly enhanced the security of NWFD's technological infrastructure.

Appraisal

The Northwest Fire District still needs to receive the TVA report performed by ACTIC after multiple requests. The employee assigned to do the report moved on without completing the assessment report.

Plan

The Division Chief of Health and Safety received the required training in late 2022 to perform and document a TVA. The assessment will be performed in early 2023, and upon completion, the District will take appropriate steps to address issues that have been identified.

Additionally, completing this assessment will allow the District to request Grants to assist in funding needed changes. The District will write/implement a formal operational plan to protect District-specific critical infrastructure based on the findings of the study.

References

NWFD COOP

Annual Threat Assessment

NWFD EOP

5D.6 The agency has a documented continuity of operations plan that is reviewed annually and updated at least every five years to ensure essential operations are maintained.

Description

A final edit of the COOP has been reviewed and updated as of August 2022.

Appraisal

A COOP Workshop and functional exercise was completed in March of 2023, along with an after-action review of the exercise to determine areas of improvement. The AAR has led to ongoing additions and changes to the COOP.

Plan

The plan is to review the COOP annually and make edits as needed to ensure it remains accurate and viable. As part of the onboarding process of new employees, initial COOP awareness training will be delivered.

References

Res. No. 2015-005 Arizona's Mutual Aid Compact - FULLY EXECUTED [33018]

AZ State Forestry Rate Agreement

5D.7 The agency has processes in place for intelligence sharing with other public safety agencies.

Description

Northwest Fire District is a participating agency in the AZ Counter-Terrorism Information Center (ACTIC) network. Information from ACTIC is accessed by NWFD's designated Terrorism Liaison Officers (TLO) and disseminated to appropriate recipients within the District and other cooperating agencies.

Appraisal

The current system allows NWFD to successfully participate in accessing and sharing critical intelligence information utilizing two Division Chiefs that received TLO training. However, the specific roles and responsibilities of the TLO within NWFD's organizational structure have not been completely formalized.

Plan

NWFD is working on completing an analysis of the TLO position, formalizing the TLO roles and responsibilities, and documenting with an appropriate SOG.

References

Annual Threat Assessment

NOC Media Monitoring

Current Foreign Terrorist Inspired – Example

Current History Hostile Behavior FOOU – Example

5D.8 The agency has a crisis communications or public information plan.

Description

The NWFD Community Relations and Public Education Services Division's Manager is the organization's Public Information Officer (PIO). Under normal circumstances, most of the information related to District events, emergency incidents, PSAs, and

general announcements is disseminated through the District website, social media, or press releases. In a crisis, such as an evacuation order during a wildland fire, the PIO would support local, state, or federal law enforcement agencies' messaging and engage in their Joint Information Center (JIC) efforts. Alternatively, NWFD could contact the Pima County Office of Emergency Management to request activation of their mass notification system, hosted by Everbridge, to send crisis information.

Appraisal

Social media outlets' popularity serves as a viable tool that NWFD can use to send crisis information to the community, and so can the NWFD website. The NWFD PIO frequently collaborates with area PIOs, including those from law enforcement and government agencies. However, there needs to be a written crisis communications or public information plan.

Plan

The NWFD Community Relations and Public Education Services Division's manager will develop a crisis communication or public information plan. The plan will include a communication procedure supporting local, state, or federal law enforcement messaging, activation of Pima County's mass notification system, and the District's participation in the JIC.

References

Pima County mass notification system,
<https://member.everbridge.net/453003085614483/login>

CC 5D.9 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.

Description

The Northwest Fire District implemented the Internal Compliance, Budget, and Planning (ICBP) process in 2018. In 2023, the ICBP was rebranded as Program Appraisals. The Program Appraisal process aligns the organization's strategic planning process with the CFAI model's performance measures and ties it together with the organization's budget. The Program Appraisal document template is completed yearly and serves as a formal and documented appraisal of the organizational programs, including the Response Division, which is responsible for the performance indicators in 5E.

The Response Division intends to conduct one workshop, tabletop, functional exercise or one full-scale exercise annually. A workshop and Functional Exercise was completed in 2023. These exercises were developed using the Homeland Security Exercise and Evaluation Programs (HSEEP) with After-Action Reports and Improvement Plans to address any issues or deficiencies.

Appraisal

The organization's Program Appraisal process has been working well for the Operational Services Response Division as a formal and documented appraisal of the Division's activities and future plans. The District also conducts a complex exercise at least annually to apply the agency's domestic preparedness manuals and provide education to its members.

Plan

The District plans to continue the Program Appraisal process as the formal and documented appraisal for all Divisions within the organization. Additionally, the Operational Response Division will conduct at least one tabletop, functional exercise, or full-scale exercise each year to evaluate the COOP (see 5D.1). The document will also be reviewed annually to ensure compatibility with other jurisdictional EOPs, such as the Town of Marana and Pima County.

References

ICBP Operational Services Response Division

NWFD COOP

2023 COOP Exercise

2023 COOP AAR

Town of Marana EOP

Pima County EOP

Category 5

Criterion 5E: Fire Suppression Program

The agency operates an adequate, effective, efficient, and safe fire suppression program directed toward controlling and/or extinguishing fires to protect the

community from injury or death and reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for a specific fire suppression program and support the overall risk reduction strategy.

Summary

NWFD fire suppression program operates out of 11 different Fire Stations housing 12 Type-1 engine companies, two ladder trucks, five paramedic transport units, two water tenders, one air/power truck, one rehab unit, one heavy rescue truck, one safety officer, and two chief officer vehicles. NWFD has constant daily staffing of 59 personnel, including the two shift Battalion Chiefs. The distribution of these resources within the agency's jurisdictional area attempts to address multiple factors, such as population density, response times, and target hazards, among others. For instance, an increase in commercial and residential development on the northern end of the District prompted the construction of a new fire station and the relocation of another. In addition to the 24-hour response units, NWFD staffs a supplementary Adaptive Response Engine (ARE) company four days a week, from 0800 to 1800, to increase the response capacity during peak activity hours.

All fire apparatus and equipment are NFPA 1901 compliant and meet the requirements of ISO grading. Additionally, all engine companies are staffed with four personnel, and all paramedic transport units with two. The aerial apparatuses are not staffed full-time, but rather are cross staffed with an engine company, depending on the nature of the call. NWFD will staff support apparatus whenever possible. However, on those occasions where there is no specific individual assigned to a support apparatus, units can reduce staffing by one to allow the support apparatus to respond to an emergency scene when indicated. This practice has minimal impact on ERF, as the support apparatus is added to a response plan apart from the ERF requirement.

NWFD is a member of the Southern Arizona Automatic Aid Regional Agreement (SAAARA). The other two members of the SAAARA are the Golder Ranch Fire District (GRFD) and the Tucson Fire Department (TFD). In the event of a larger-scale incident or catastrophe, NWFD may require resources from the mutual aid partners in the region, along with potential activation of the Statewide Mutual Aid Agreement.

NWFD has adopted the Blue Card Hazard Zone Management System as the Incident Management System (IMS) for Type 5 and Type 4 incidents. Blue Card is not a substitute or alternative to the National Incident Management System (NIMS) model

for incident management, ICS. Instead, it is a comprehensive system focused on applying ICS concepts to the most common building fires: houses, strip malls, apartments, and commercial buildings. The system incorporates essential command functions such as scene safety, communications, deployment, organization, and incident action planning.

NWFD in evaluating its emergency response delivery program utilizing the collection and analysis of data compile into the SORC and Annual Report. Direct observation of on-scene performance, review of incident recordings, documented post-incident reviews (PIR) as well as Company Readiness Drills (CRD), provide the opportunity to evaluate performance.

CC 5E.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), pumping capacity, apparatus and equipment deployment objectives for each type and magnitude of fire suppression incident(s).

Description

NWFD meets its deployment objectives for fire suppression incidents. Daily staffing requirements allow for the deployment of an effective firefighting response force. NWFD's daily constant staffing is 59 personnel, working a three-shift schedule, and includes two Battalion Chiefs. The shift Battalion Chiefs are responsible for the day-to-day staffing responsibilities, with assistance from the Division Chief of Operations. These responsibilities include ensuring daily staffing levels are met with the appropriate qualifications.

NWFD set benchmarks in the SORC for total response time to first unit on scene and total response time for the effective response force arrival (ERF) in both the more highly populated Planning Zones of the District, as well as the more rural Planning Zones. NWFD has been able to maintain consistent response time analysis. The shift Battalion Chiefs use the Intergraph NetViewer program to monitor emergency dispatches and system status management, while also monitoring dispatch radio frequencies to maintain operational readiness. Additionally, the recent deployment of the NFORS platform and development of data-driven dashboards offers District administration and crews real-time performance measures.

Northwest Fire District operates from 11 strategically placed Fire Stations, split into two Battalions, each managed daily by an on-duty shift Battalion Chief.

All apparatus and equipment meet the NFPA 1901 recommendations, and pump capacities are at least 1250 GPM. Very large or complex incidents may require the use

of mutual aid or automatic aid companies from neighboring fire agencies and potential activation of Statewide Mutual Aid Agreements.

Appraisal

NWFD has hired enough personnel to meet the daily constant staffing requirements, as defined in the SORC. However, operational realignments, retirements, and resignations, have depleted the rover pool. Academies 21-01 and 21-02 have helped to offset these losses, but staffing remains an issue. The SORC will continue to monitor performance standards and response times. SOC-related data will be collected and reviewed.

Plan

Recruitment for a hiring process will begin in March 2024 to hire enough personnel to obtain a rover pool staffed with one Captain, one Engineer, three Paramedics, and four Firefighters while covering retirements, resignations, and members completing their DROP. Response time performance will be tracked by Battalion Chiefs utilizing daily, weekly, and monthly reports from NFOR detailing response data.

References:

NWFD CRA/SOC, Section 3

6902 Daily Staffing SOG

Station Assignments – sample

Daily roster – sample Telestaff

NFPA 1901

SAFER EMW-2019-FF-00063 - Award Package

NFORS Daily, Weekly, Monthly Report (emailed)

5E.1 2022 Fire Data

CC 5E.2 The agency uses a standardized incident command/management system, which is supported by agency policy and training programs.

Description

NWFD uses FEMA NIMS and the International Fire Services Accreditation Congress (IFSAC)-accredited Blue Card Hazard Zone Management System to standardize incident command operations across all disciplines. Personnel are required to gain NIMS IS100, IS200, IS700 & IS800 at minimum. Higher ranks receive the Blue Card System that meets the local qualifications for NIMS Type IV and V Incident Commander Training. The NWFD command worksheet was recently revised and implemented, is useful for all multi-unit emergencies (both fire and EMS) and provides documentation for expanding command team functions with more complex incidents.

Appraisal

The Blue Card Hazard Zone Management System is utilized on all emergency incidents and provides for the effective management of command, tasks, location, personnel, and resources. The system ensures safety and accountability of all personnel operating on the emergency scene.

Plan

The District plans to continue to utilize the Blue Card Hazard Zone Management System and expand its use for all emergency operations. Each Blue Card certified employee must complete the Blue Card recertification process every three years, which includes 36 hours of on-line training, a final exam, and an 8-hour Sim Lab evaluation. An annual review of compliance is determined through call review and discussion. An evaluation form will need to be developed to ensure compliance with the program directives. The plan for 2023 is to complete the instructor-level certification training for all Battalion and Division Chiefs.

References:

BlueCard Hazard Zone Management Program
https://www.bshifter.com/about_01.aspx

Command Worksheets

CC 5E.3 The agency conducts a formal and documented program appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.

Description

The Northwest Fire District implemented the Internal Compliance, Budget, and Planning (ICBP) process in 2018. The ICBP process aligns the organization's strategic planning process with the CFAI model's performance measures and ties it together with the organization's budget. The ICBP document template is completed yearly and serves as a formal and documented appraisal of the organizational programs including the Response Division. In 2023, this process was rebranded as the Program Appraisal.

Monthly, the Response Division reviews and analyzes data compiled in NFORS and ImageTrend which is then presented as part of the monthly Operations Board Report. As part of the fourth edition CRA-SOC, a critical task analysis was conducted for emergency response and subsequent changes made to response configurations, and a risk-assessment for occupancies has been completed.

Post Incident Reviews (PIR) are utilized by the District for large, multi-unit emergency responses. The Training Division and/or Operations Division is responsible for conducting the PIR and may result in recommendations for lessons learned, training, and potential operational changes. Recommendations will be documented, evaluated, and implemented as warranted.

On an engine company level, an After-Action Review (AAR) process continues to provide relevant and immediate feedback. This informal critique provides crews with an opportunity to discuss their on-scene actions in a learning environment and may create the foundation for a more formal critique later.

The Strategic Plan is evaluated quarterly, goal progress documented, and updated by the Strategic Plan committee (with committee members representing personnel from every facet of the organization), adoption by the Labor and Management Team, with formal adoption by the NWFD Governing Board.

Appraisal

The current methods of appraisal result in the compilation of massive amounts of data to be sorted, interpreted, and presented in a meaningful way. Utilization of several mechanisms to grab CAD data is being analyzed along with how to present the information in a useful way to the field, management, and Board members on a monthly basis. Basic statistical data is compiled for the fiscal year and presented in an Annual Report that is posted on the District website for all to see. The Standards of Cover is up to date along with an updated Community Risk Reduction document as required by the accreditation process. The Response Division's ICBP is up-to-date and will be presented during the 23-24 fiscal budget process.

Plan

Data compilation, analysis, and presentation will be a primary focus. Several methodologies are currently being analyzed for the purpose of selecting the best process by which to deliver the results in a meaningful way. Training on these systems is in the works with several chief officers being trained, beginning with NFORS and progressing with ImageTrend, Report Writer, and Continuum. The processing of data will assist in the future completion of the SOC as well as streamlining both monthly and annual reporting. Dashboards will be built for the purpose of measuring performance and identifying trends. The formal appraisal will continue to be completed in the ICBP and aligned with the outcomes requested in the Annual Report.

The Strategic Plan will continue to be utilized to drive operational focus towards meeting relevant core competencies and performance indicators.

References:

ICBP Operational Services Response Division

2020-2024 Strategic Plan

NWFD CRA-SOC, Section 3

2022-2023 Annual Report

FY22-23 Annual Reporting NFIRS

Category 5

Criterion 5G: Technical Rescue Program

The agency operates an adequate, effective, efficient, and safe technical rescue program directed toward rescuing the community from any life-endangering causes (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse). If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific technical rescue programs and support the overall risk reduction strategy. Agencies that only provide first responder services must also complete this criterion.

Summary

The Northwest Fire District Technical Rescue Team (TRT) is considered a part of the Northwest Fire District Special Operations Program, which encompasses Technical Rescue and Hazardous Material response at awareness, operations, and technician qualified personnel and equipment. Technician trained personnel are trained in six core disciplines: rope rescue involving low to high angles, swift water rescue, trench rescue, emergency building collapse rescue, confined space rescue, and heavy entrapment extrication. The technical rescue training is in accordance with the U.S Department of Homeland Security curriculum, certified by the Arizona Center for Fire Service Excellence (ACFSC), and trained to meet NFPA 2500 standards within the scope of the six core disciplines found in NWFD jurisdiction. The primary technical rescue technician staffing resides at Station 338, with secondary support technicians staffing found at the remaining stations. The primary staffing meets the varied response needs as defined by the Community Risk Assessment Standards of Cover (CRA-SOC). Available equipment for technical mitigation with adequate response capabilities is located on Squad 338. Squad 338 is equipped with essential tools, equipment, and supplies necessary to complete the tasks related to technical rescue and hazardous material incidents. Light Squad 337, located at Station 337, has supplemental tools, equipment, and a 6 seat all-terrain Polaris UTV.

The Special Operations Program is supervised daily by shift Captains trained as technical rescue technicians. They are responsible for managing training, equipment, and administrative activities associated with technical rescue requirements. Additionally, these Captains represent the District at related meetings at local and State levels. The Division Chief of Operations oversees the Special Operations Program.

All suppression personnel have received technical rescue awareness level training (minimum) in the six core disciplines to provide support on technical rescue incidents. Due to the prominence of Interstate 10, which dissects Northwest Fire District north and southbound, and several other high-traffic thoroughfares, all suppression personnel are trained in vehicle extrication. All frontline engines are equipped with extrication tools, and Squad 338 carries additional equipment for heavy or specialized vehicle extrication.

Several risk assessment methods are used to determine the need for technical rescue response: risk analysis, public survey results, regional resource availability or redundancy, internal program evaluation including call history, forecasting of future call types based on changes in area growth or activity, and the CRA-SOC document.

CC 5G.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and level of risk of a technical rescue incident(s).

Description

The Northwest Fire District meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and level of risk of a technical rescue incident(s). Each risk type (low, moderate, high) associated response times and deployment objectives are described in detail in the CRA-SOC. Most low-risk incidents are mitigated by first arriving units, trained to a minimum of operations level as defined in NFPA 2500 for rope rescue and swift water rescue. For moderate and high-risk incidents, NWFD maintains a minimum daily staffing that includes seven cross-trained HazMat/TRT technicians housed at one station, fully equipped for technical mitigation (SOG 6902, pg. 5, #5). All moderate and high-risk special operations responses are handled with one heavy squad (5 personnel), a paramedic unit (2 personnel), and an additional seven cross trained technicians and support apparatus from Golder Ranch Fire District and/or Tucson Fire Department through the automatic aid system to meet the effective response force as defined in the CRA-SOC (pg. 87-93).

The District currently meets its total response time baselines for First Unit on scene (10:45 for rural). The 90th percentile of 1st unit response time is 10:20 or less with an average of 06:57. The majority of these incidents are located in rural areas considered remote, difficult to access areas to include trail heads, flooded roadways, impacting travel time. Currently there is insufficient data to calculate a valid statistic for Total Response Time for Effective Response Force (ERF). However, the chart below describes the number of Technical Rescue Incidents occurring within Northwest Fire District Jurisdiction and corresponding ERF arrivals in minutes when applicable ([FY22_23 ImageTrend Response data.xlsx](#)).

Thresholds					
	Call Proc.	Turnout	Travel	Response	Commit
Lower	0:00:15	0:00:15	0:00:30	0:01:00	0:00:00
Upper	0:05:00	0:04:00	0:25:00	0:30:00	12:00:00
Count	19	19	19	19	19
Average	0:01:22	0:01:01	0:05:56	0:06:57	0:40:34

Max	0:03:03	0:01:35	0:10:42	0:11:43	2:27:36
Min	0:00:32	0:00:33	0:01:08	0:02:11	0:05:51
Range	0:04:45	0:03:45	0:24:30	0:29:00	12:00:00
St. Dev	0:00:43	0:00:17	0:02:33	0:02:35	0:39:54
10%	0:00:43	0:00:37	0:03:24	0:04:28	0:07:30
20%	0:00:49	0:00:49	0:03:56	0:04:52	0:10:15
30%	0:00:53	0:00:53	0:04:27	0:05:17	0:10:55
40%	0:01:00	0:01:00	0:04:57	0:05:59	0:17:39
50%	0:01:15	0:01:03	0:05:24	0:06:30	0:27:01
60%	0:01:25	0:01:03	0:05:55	0:07:00	0:29:10
70%	0:01:34	0:01:10	0:07:22	0:08:17	0:49:32
80%	0:01:47	0:01:13	0:08:15	0:09:29	1:14:12
90%	0:02:04	0:01:19	0:08:56	0:10:20	1:26:11
95%	0:03:03	0:01:30	0:10:24	0:11:04	1:51:56
96%	0:03:03	0:01:31	0:10:28	0:11:12	1:59:04
97%	0:03:03	0:01:32	0:10:31	0:11:20	2:06:12
98%	0:03:03	0:01:33	0:10:35	0:11:28	2:13:20
99%	0:03:03	0:01:34	0:10:38	0:11:35	2:20:28
100%	0:03:03	0:01:35	0:10:42	0:11:43	2:27:36

Additional resources are available through automatic and mutual aid agreements with regional fires districts/departments and the Pima County Sheriff Office, all of which have members trained in technical rescue disciplines.

Appraisal

Station 338 and the associated staffing were able to sufficiently mitigate TRT responses in the District (Low and Moderate Risk). The daily staffing was maintained at seven technicians. The automatic and mutual agreements with county departments allow for response of additional trained personnel with equipment in the event of a single incident, or simultaneous incidents, which exceeded NWFD resource capabilities. The Regional Operations Committee (ROC) determined the appropriate ERF for each technical discipline and adjusted automatic aid response cards to provide greater system capacity. Staffing levels at Station 338 were met with several positions being vacated due to promotion and shift bid opportunities. All positions were filled, leaving a shortfall of technician level training for 3 members. A regional Technical Rescue Training Program was identified and used to fill the training void.

Accurately evaluating technical rescue response time is difficult due to the low volume of calls (100), however the data provided used outlier thresholds to limit the

fluctuation of data as a result of information outside of the standard deviation. There were however NWFD response time standards and long-term benchmarks established for this service delivery.

Plan

The responsibility for measuring and monitoring staffing, response times, station(s), apparatus, and equipment deployment objectives will lie with the Operations Division. Data will be collected monthly and reviewed quarterly. All elements will be evaluated to ensure response objectives for low, medium, and high-risk events are met. As new or remodeled facilities are placed in service that have TRT risk elements, studies will be conducted to evaluate response times and deployment of the Special

Critical tasking and Risk assessments for Technical Rescue Incidents will be evaluated and adjusted. Hiker Rescue incident types will be a focus point with the intent of reclassifying as low risk. The majority of these incidents are stabilized by the first arriving crew (4). The downgraded risk will achieve more effective response data to measure 90th percentile of ERF.

Succession planning will include training new technicians and instructors, specifically at the Firefighter rank. Training opportunities will be researched, increased, and supported. Daily staffing will reduce to six technical rescue trained personnel assigned to Station 338, removing the Probationary Firefighter position. The extra position will be moved into the rover pool to give greater capacity to backfill positions for technical rescue training. The implementation of technical rope rescue training in the academy will continue to enhance the capabilities of first arriving companies and contributes to the effective response force (CRA-SOC, pg. 87-93). Secondly, this training will advance the succession plan by engaging interest in the special operations program early and increase the pool of qualified technicians to assist in staffing and mitigation efforts. Additional funding for training opportunities through internal and external sources for technical rope rescue and swift water rescue training programs will need to be identified to sustain forecasted needs. Additional equipment funding will also be required for the next fiscal periods for replacement of outdated confined space communication equipment and upgrading to 11mm rope rescue equipment. The referenced equipment is being considered as part of the State Homeland Security Grant Program (SHSGP) for 2023-2024.

References:

Arizona Mutual Aid Compact Agreement: page 2, Purpose and page 3, Procedures for Requesting Assistance

Southern Arizona Automatic Aid Response Agreement for Fire Protection and Other Emergency Services: page 3 of 18, Article 2: 2.1 Allocation of Resources.

SOG#6420 Incident Reporting

[SOG#6902 Daily Staffing](#)

NWFD CRA-SOC

2022 NWFD Inventory List

[FY22_23 ImageTrend Response data.xlsx](#)

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

Description

A Special Operations Annual appraisal was conducted, to align with NWFD Strategic Plan and program needs. Under a less formal structure, After Action Reviews (AARs) are conducted after incidents, with more in-depth Post Incident Reviews (PIRs) done if the complexity of the incident indicates the need, as defined in NWFD SOG 1105, After- Action Evaluations.

Appraisal

The introduction of the formal appraisal process was beneficial for creating a more structured approach to developing goals and objectives for the current calendar year and for budget development for the upcoming fiscal year. The appraisal has been used to communicate organizational goals, and how Special Operations contributes to these goals.

NWFD hosted and developed the Southern Arizona Regional Special Operations Integrated Preparedness Plan (IPP) to identify common threats, hazards, and risk and gaps in capabilities. The IPP identifies training, equipment, and response priorities. To support the IPP, continuing education drills occur monthly through the Pima Regional TRT and internally through an annual 2500 training program. Training time is set aside each week for Special Operations personnel to conduct additional training as planned and in conjunction with seasonal threats, and regional efforts. Further seasonal trainings were provided to frontline operations level companies as the level

or risk increases with predictable seasonal events (Rope, air monitoring, and Swift Water Rescue).

The required training for operations and technician level responders is managed by the Special Operations Program. Proficiency training and skill validation for operation and technician level responders was addressed by developing and deploying a practical assessment of specific skills, documented and logged into Fire Rescue1 (Annual Proficiency Skill Verification). The large demand to address annual training programs and refresher requirements has been identified as another opportunity to collaborate and involve other organizational Divisions (Training, Prevention, Equipment services) seeking improved efficiencies.

After-Action Reviews (AARs) and Post Incident Reviews (PIR) are conducted and documented for significant calls occurring throughout FY2023 (AAR or PIR). These AARs have identified successful integration of the special operations automatic aid agreements, and the need to further enhance incident command communications models. Furthermore, the review processes have identified an equipment need to enhance the effectiveness and safety of personnel.

Plan

Response will complete an annual, formal, and documented program appraisal. This appraisal will include evaluation of data collected by the SOC, review of incident reports, post-incident reviews, after action reviews, response deployment models, status of current member training, training of new members, and equipment needs. Annual review of the Regional IPP will be included to align NWFD efforts with the region.

The Annual Report will be completed and summarized in the first quarter of the calendar year for the previous year and be made available for review. The final report will be used for developing goals and objectives for the current calendar year and for budget development for the upcoming fiscal year.

Further collaboration with Training, Prevention, and Equipment Services will be pursued expand the training and equipment needs of operations and technician level responders. In 2024, a Special Operations Training Coordinator will be staffed as an assignment within the Training Division. The intent of this recommendation is to incorporate Operations and Training Divisions to address operational and technical rescue training into Company Readiness Drills and increasing the baseline training levels of all suppression personnel.

References:

AAR Template Spec Ops

NWFD CRA-SOC – Technical Rescue, p.119

SOG#1105 After-Action Evaluations

Ladder and Engine Rope Refresher 2022

SEC Swiftwater 2022

[Regional Special Operations 2023 IPP.docx](#)

Category 5

Criterion 5H: Hazardous Materials (Hazmat) Program

The agency operates an adequate, effective, efficient, and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific hazardous materials program and support the overall risk reduction strategy. Agencies that only provide first responder services must also complete this criterion.

Summary

The Northwest Fire District (NWFD) operates within Pima County LEPC Hazardous Materials Emergency Response Plan and as part the Pima Regional Hazardous Materials Response Team (PRHM). Low to High-Risk incident responses are achieved with NWFD first arriving response personnel and automatic aid partners, Golder Ranch Fire District (GRFD) and Tucson Fire Department (TFD), including the Hazardous Material Response team from each of the three agencies. Maximum Risk incidents may require the activation of PRHM including seven other county fire agencies.

Each NWFD Engine, Ladder, and Paramedic Company is trained to the Operations Level of Hazardous Materials responder qualifications. There are currently 58 trained Hazardous Materials Technicians for NWFD. Eighteen Hazardous Material Technicians operate out of Station 338, and the remaining members are working across the other NWFD Fire Stations or Divisions. Technician level training is certified by The Arizona Department of Emergency and Military Affairs, in accordance with

NFPA 470 Standards and OSHA 1910.120 requirements. Apparatus and equipment are maintained to national level standards for operations level response and the Special Operations Team is capable of full Level A entries. SOGs are based on NFPA 470, Standard for Professional Competence of Responders to Hazardous Materials Incidents, and Occupational Safety and Health Administration (OSHA) 1910.120, Hazardous Waste Operations and Emergency Response.

Several risk assessment methods are used to determine the need for hazardous materials response: risk analysis, public survey results, regional resource availability or redundancy, internal program evaluation including call history, forecasting of future call types based on changes in area growth or activity, and the Standard of Coverage document.

CC 5H.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus and equipment deployment objectives for each type and magnitude of hazardous materials incident(s).

Description

The NWFD Special Operations team meets its staffing, station(s), apparatus, and equipment deployment objectives for each type and level of risk associated with hazardous materials incidents. Each risk type (low, moderate, high) and deployment objectives are described in detail in the SOC. All members are trained to the Operations level per NFPA 470. Training is certified by the Arizona Department of Emergency and Military Affairs (AZ-DEMA). In addition, minimum daily staffing is seven cross-trained hazmat/TRT technicians housed at Station 338. This model includes the agency's automatic aid partners on all Hazardous Materials responses as defined in NWFD SOG 6902. Golder Ranch Fire District and Tucson Fire Department each maintain a staffing at a minimum of seven technicians per day and completes the total response force to no less than 14 technicians for all Hazmat full alarm responses. All Hazmat full alarm responses are supported by at least one heavily equipped squad (SQ338) and supported by the other arriving Automatic Aid apparatus. This vehicle is constantly staffed with a technician to provide greater response reliability.

NWFD operates within the guidance of Pima County LEPC Hazardous Materials Emergency Response Plan. If required, additional resources are available through automatic and mutual aid agreements with regional fires districts/departments that comprise the Pima Regional HazMat Team (PRHM). PRHM members are trained to the Technician level in the hazardous materials.

The District currently meets its total response time baselines for First Unit on scene (10:45 rural). The 90th percentile of 1st unit response time is 08:40 or less with an average of 06:45. Currently there is insufficient data to calculate a valid statistic for Total Response Time for Effective Response Force. However, the majority of incident types are low risk, with an ERF of 4 and the chart below describes the number of Hazardous Material Incidents occurring within Northwest Fire District Jurisdiction and corresponding first arriving units (ERF for Low Risk) in minutes ([FY22_23 ImageTrend Response data.xlsx](#))

Thresholds					
	Call Proc.	Turnout	Travel	Response	Commit
Lower	0:00:15	0:00:15	0:00:30	0:01:00	0:00:00
Upper	0:05:00	0:04:00	0:25:00	0:30:00	12:00:00
Count	94	90	94	93	99
Average	0:01:15	0:01:05	0:05:39	0:06:45	0:19:52
Max	0:03:40	0:02:07	0:20:49	0:22:07	1:44:33
Min	0:00:21	0:00:16	0:00:47	0:02:53	0:00:13
Range	0:04:45	0:03:45	0:24:30	0:29:00	12:00:00
St. Dev	0:00:40	0:00:23	0:02:47	0:02:44	0:20:12
10%	0:00:33	0:00:40	0:03:06	0:04:24	0:04:37
20%	0:00:43	0:00:43	0:03:46	0:04:52	0:06:15
30%	0:00:47	0:00:50	0:04:19	0:05:30	0:07:47
40%	0:00:57	0:00:56	0:04:59	0:06:02	0:09:54
50%	0:01:07	0:01:06	0:05:12	0:06:19	0:12:12
60%	0:01:17	0:01:11	0:05:33	0:06:43	0:15:12
70%	0:01:31	0:01:16	0:06:22	0:07:18	0:22:25
80%	0:01:44	0:01:22	0:06:55	0:07:54	0:34:58
90%	0:02:04	0:01:36	0:07:52	0:08:40	0:41:48
95%	0:02:16	0:01:49	0:09:01	0:10:02	0:57:46
96%	0:02:26	0:01:50	0:10:21	0:11:32	1:04:29
97%	0:02:46	0:01:53	0:11:19	0:12:27	1:06:06
98%	0:03:06	0:01:58	0:12:36	0:14:00	1:23:00
99%	0:03:40	0:02:03	0:17:47	0:18:40	1:44:08
100%	0:03:40	0:02:07	0:20:49	0:22:07	1:44:33

Appraisal

NWFD has been able to meet the Standard Of Coverage objectives for hazardous materials response by utilizing the first responding operations level companies, NWFD Special Operations, Automatic-Aid agreements and the Pima Regional HMRT. Supporting apparatus and equipment is adequate to meet response needs.

Accurately evaluating Hazardous Materials response data has been difficult due to the low volume of calls; supporting any changes based solely on data is often a challenge. Incidents that involve patients are frequently coded and documented as medical incidents rather than Hazardous Materials incidents.

The ERF data for FY23 indicated that the majority of incidents are related to atmospheric hazards, such as natural gas (78) and carbon monoxide (11). In early 2021, an air monitoring program was deployed to include training, four gas detection systems, and calibration equipment to all frontline companies to identify and address these hazards when necessary. The added equipment addressed the response objectives by allowing crews to recognize potential atmospheric hazards, improving safety and efficiency for IDLH (Immediately Dangerous to Life and Health) environment.

Plan

The responsibility for measuring and monitoring staffing, response times, station(s), apparatus, and equipment deployment objectives will lie with the Response Division. Data will be collected monthly and reviewed quarterly. All elements will be evaluated to ensure response objectives for low, medium, and high-risk events are met. As new or remodeled facilities are placed in service that have HazMat risk elements, studies will be conducted to evaluate response times and deployment of the Special Operations Team. Response time considerations for first arriving units and total effective response force will be evaluated to identify response time issues and potential solutions.

An incident reporting system that integrates patient care reporting with other incident reports including hazardous materials incident responses has been implemented (ImageTrend). With more accurate data the District will be able to review response, training, and inventory feedback to adjust program goals to meet desired effectiveness.

Further response enhancements will be investigated to address growing incident types. The use of carbon dioxide systems is rising in commercial occupancies. Collaborative efforts between Fire Prevention and Special Operations will be pursued to address training, equipment, and response needs for these incident types.

References:

NWFD CRA-SOC, Section 3, p.116

[SOG#6902 Daily Staffing](#)

SOG#7201 First Arriving Company Responsibilities

SOG#7202 HazMat Evacuation

SOG#7203 Flammable Liquid Emergencies

SOG#7204 Natural Gas Emergencies

SOG#7205 Carbon Monoxide Emergencies

SOG#7206 Emergency Decontamination

Pima Regional Hazardous Material SOGs

Pima County Multi-Jurisdiction Hazard Mitigation Plan 2022

Pima Regional HMRT Intergovernmental Agreement, 2020-2025

[FY22_23 ImageTrend Response data.xlsx](#)

NFPA 472

5H.2 The agency complies with all aspects of applicable hazardous material regulations such as annual refresher training, medical monitoring of response personnel, annual physical examinations as applicable per standards, and exposure record retention.

Description

Northwest Fire District has Standard Operating Guidelines (SOGs) in place to guide Hazardous Materials operations. All NWFD response personnel are trained at a minimum to the Operations level as defined in NFPA 470 and OSHA 29 CFR 1910.120. In addition, they receive annual refresher training based on NFPA 470. Special Operations Team personnel must complete 200 hours of Hazardous Materials training to be qualified as a HazMat Technician and must complete continuing education in a variety of HazMat topics to maintain their qualifications within the organization. Current staffing model supports the dual training of technicians in technical rescue and hazardous materials.

Medical monitoring for hazardous material is addressed in the NWFD Policy and SOGs and in alignment with NFPA 1582. These guiding documents require annual medical examinations for each person with specific attention given to procedures related to Hazardous Material Technicians (chest-x-ray, lead screening). Medical monitoring also

occurs on each major incident requiring rehabilitation, as described in the NWFD SOG 7140 Rehabilitation. Pre and Post entry medical monitoring occurs for all Level A entries.

Exposure record retention is managed through NWFD's Human Resource Services Division and guided by the NWFD Record Management Policy in accordance with Arizona Revised Statutes (A.R.S.) 41-151.14.

Appraisal

The current level of training provided is adequate for fulfilling performance objectives for the organization. The District utilizes a training credential through Fire Rescue1 to document required training. The necessary annual refresher training for all personnel is also documented in Fire Rescue1. NWFD participates in the Pima Regional Hazardous Material training exercises, consisting of no less than 36 hours of additional required CE training for technicians (2023 Regional Training Calendar .xlsx). All NWFD and PRHM SOG's were evaluated and revised as of 2021.

The required training for operations and technician level responders is managed by the Special Operations Program. Proficiency training and skill validation for operation and technician level responders was addressed by developing and deploying a practical assessment of specific skills, documented, and logged into Fire Rescue1 (Annual Proficiency Skill Verification). The large demand to address annual training programs and refresher requirements has been identified as another opportunity to collaborate and involve other organizational Divisions (Training, Prevention, Equipment services) as referenced in Goal 2:A, of the 2022 Special Operations Program Appraisal.docx

Plan

Training credential tracking will be moved to Fire Rescue1 with anticipated revisions occurring over the next year. A specific proficiency validation program will be implemented to measure the skill and knowledge base of each member on an annual basis. The Division will continue to seek and apply for grant funding to support initial technician level training as well as providing for on-going continuing education. The Division will continue participation in the PRHM training committee to meet continued education requirements and participate in work groups with the Department of Emergency and Military Affairs (DEMA) for training opportunities.

Further collaboration with Training, Prevention, and Equipment Services will be pursued expand the training and equipment needs of operations and technician level responders. In 2024, a Special Operations Training Coordinator will be staffed as an

assignment within the Training Division. The intent of this recommendation is to incorporate Operations and Training Divisions to address operational and technical rescue training into Company Readiness Drills and increasing the baseline training levels of all suppression personnel.

References:

SOG#7201 First Arriving Company Responsibilities

SOG#7202 HazMat Evacuation

SOG#7203 Flammable Liquid Emergencies

SOG#7204 Natural Gas Emergencies

SOG#7205 Carbon Monoxide Emergencies

SOG#7206 Emergency Decontamination

[SOG#7140 Rehabilitation Process](#)

NFPA 472

29 CFR 1910.120

29 CFR 1910.134

2023 Regional Training Calendar .xlsx

NFPA 1582

CC 5H.3 The agency conducts a formal and documented program appraisal, at least annually, to determine impacts, outcomes, and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.

Description

A Special Operations Annual appraisal was conducted, to align with NWFD Strategic Plan and program needs. Under a less formal structure, After Action Reviews (AARs) are conducted after incidents, with more in-depth Post Incident Reviews (PIRs) done if the complexity of the incident indicates the need, as defined in NWFD SOG 1105, After-Action Evaluations.

Appraisal

The introduction of the formal appraisal process was beneficial for creating a more structured approach to developing goals and objectives for the current calendar year and for budget development for the upcoming fiscal year. The appraisal has been used to communicate organizational goals, and how Special Operations contributes to these goals.

NWFD hosted and developed the Southern Arizona Regional Special Operations Integrated Preparedness Plan (IPP) to identify common threats, hazards, and risk and gaps in capabilities. The IPP identifies training, equipment, and response priorities. To support the IPP, continuing education drills occur monthly through the Pima Regional TRT and internally through an annual 1670 training program. Training time is set aside each week for Special Operations personnel to conduct additional training as planned and in conjunction with seasonal threats, and regional efforts. Further seasonal trainings were provided to frontline operations level companies as the level or risk increases with predictable seasonal events (rope, air monitoring, and swift water rescue).

The required training for operations and technician level responders is managed by the Special Operations Program. Proficiency training and skill validation for operation and technician level responders was addressed by developing and deploying a practical assessment of specific skills, documented, and logged into Fire Rescue1 (Annual Proficiency Skill Verification). The large demand to address annual training programs and refresher requirements has been identified as another opportunity to collaborate and involve other organizational Divisions (Training, Prevention, Equipment services) seeking improved efficiencies.

After-Action Reviews (AARs) and Post Incident Reviews (PIR) are conducted and documented for significant calls occurring throughout FY2023 (AAR or PIR). These AARs have identified successful integration of the special operations automatic aid agreements, and the need to further enhance incident command communications models. Furthermore, the review processes have identified an equipment need to enhance the effectiveness and safety of personnel.

Plan

Response will complete an annual, formal, and documented Program Appraisal. This appraisal will include evaluation of data collected by the SOC, review of incident reports, post-incident reviews, after action reviews, response deployment models, status of current member training, training of new members, and equipment needs. Annual review of the Regional IPP will be included to align NWFD efforts with the region.

The Annual Report will be completed and summarized in the first quarter of the calendar year for the previous year and be made available for review. The final report will be used for developing goals and objectives for the current calendar year and for budget development for the upcoming fiscal year.

Further collaboration with Training, Prevention, and Equipment Services will be pursued expand the training and equipment needs of operations and technician level responders. In 2024, a Special Operations Training Coordinator will be staffed as an assignment within the Training Division. The intent of this recommendation is to incorporate Operations and Training Divisions to address operational and technical rescue training into Company Readiness Drills and increase the baseline training levels of all suppression personnel.

References:

AAR Template Spec Ops

NWFD CRA-SOC – Technical Rescue, p.119

SOG#1105 After-Action Evaluations

Ladder and Engine Rope Refresher 2022

SEC Swiftwater 2022

[Regional Special Operations 2023 IPP.docx](#)

Category 5

Criterion 5K: Wildland Fire Program

The agency operates an adequate, effective, and efficient wildland fire program directed toward controlling and/or extinguishing wildland fires to protect the community from injury or death and to reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific wildland fire services and support the overall risk reduction strategy.

Summary

The Northwest Fire District maintains a Wildland Program to mitigate wildland and Wildland-Urban Interface (WUI) fires that occur within the jurisdiction. The Northwest Fire District is comprised primarily of Sonoran Desert fuels, with valued endangered species of flora and fauna. The fuel model requires rapid extinguishment to preserve not only the endangered species but also the delicate soil integrity so critical to the natural environment that is affected so drastically during monsoon storm season.

Annually, the Wildland Team Coordinator and Team members perform windshield surveys of the Fire District to assess annual growth, fuel buildup, and potential trouble areas for suppression activities using the baseline of the Pima County Wildland Plan.

The Northwest Fire District provides annual basic wildland refresher training to all members of suppression. Active wildland team members participate in an annual drill/refresher hosted by the Arizona State Forestry Division. Throughout the year, several wildland team members participate in off District assignments (incident management team positions, miscellaneous overhead position, engine, and rapid extraction module deployments). There are also annual reviews of all responses to capture auto/mutual aid given or received including cooperative agreement of District response.

CC 5K.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus and equipment deployment objectives for each type and magnitude of wildland fire services incident.

Description

The District currently meets its total response time baselines for First Unit on scene (10:45 rural). The 90th percentile of 1st unit response time is 09:33 or less with an average of 06:15. Currently there is insufficient data to calculate a valid statistic for Total Response Time for Effective Response Force. However, the majority of incident types are low risk, with an ERF of 4 and the chart below describes the number of Wildland Incidents occurring within Northwest Fire District Jurisdiction and corresponding first arriving units (ERF for Low Risk) in minutes ([FY22_23 ImageTrend Response data.xlsx](#)).

Thresholds					
	Call Proc.	Turnout	Travel	Response	Commit
Lower	0:00:15	0:00:05	0:00:30	0:00:10	0:00:00
Upper	0:05:00	0:04:00	0:25:00	0:30:00	12:00:00

Count	61	62	61	62	59
Average	0:00:59	0:01:02	0:05:17	0:06:15	0:53:23
Max	0:03:20	0:02:29	0:24:19	0:25:14	4:56:56
Min	0:00:17	0:00:07	0:00:34	0:00:44	0:01:36
Range	0:04:45	0:03:55	0:24:30	0:29:50	12:00:00
St. Dev	0:00:34	0:00:32	0:03:38	0:03:43	0:51:38
10%	0:00:28	0:00:21	0:02:31	0:03:10	0:07:09
20%	0:00:36	0:00:37	0:03:14	0:04:08	0:11:27
30%	0:00:39	0:00:45	0:03:32	0:04:23	0:15:24
40%	0:00:42	0:00:52	0:03:52	0:04:40	0:24:04
50%	0:00:46	0:01:01	0:04:18	0:05:16	0:36:55
60%	0:00:55	0:01:09	0:05:09	0:06:08	1:02:07
70%	0:01:11	0:01:20	0:05:40	0:06:53	1:13:08
80%	0:01:22	0:01:25	0:06:46	0:07:56	1:17:47
90%	0:01:31	0:01:38	0:08:25	0:09:33	1:53:40
95%	0:02:00	0:02:08	0:09:51	0:11:14	2:16:53
96%	0:02:07	0:02:11	0:11:15	0:12:10	2:21:20
97%	0:02:18	0:02:14	0:12:58	0:13:35	2:24:47
98%	0:02:39	0:02:21	0:15:19	0:16:06	2:26:59
99%	0:03:00	0:02:26	0:19:23	0:20:13	3:30:19
100%	0:03:20	0:02:29	0:24:19	0:25:14	4:56:56

Based on a critical task analysis process, NWFD has adopted responses for the different fire risk levels defined in more detail in the SOC. The District maintains four brush trucks in reserve status disbursed across both Battalions. All suppression members of the District are trained at least to the Basic Wildland Firefighter level and receive annual refresher training. Front-line engine companies have “wildland packs” consisting of shelters, hand tools, forestry hose, and adapters for rapid initial attack and suppression efforts. The District also maintains automatic aid, mutual aid, and cooperative agreements to reinforce suppression efforts as needed for vegetation and WUI fires. In addition to suppression efforts, the District’s Wildland Coordinator conducts wildland assessments, identifies suppression trigger points, and pre-plans annually. Additional resources are available through automatic and mutual aid agreements and through Arizona State Land Department. These resources include aerial tankers if needed.

Appraisal

The capabilities of District personnel and equipment have proven adequate for these types of fires. Automatic, mutual aid, and cooperative agreements have been utilized

to augment in-District responses. Responding resources performed seamlessly with the District using common operating frequencies that assure good communications. In addition, excellent pre-existing relationships have led to success in these operations. After requesting mutual aid from Arizona State Forestry, all the resources responded in a timely fashion and were adequate to meet the needs of the incident.

Plan

The NWFD will continue to fund and staff the Wildland Program, with emphasis on three areas:

- 1) In-District staffing to meet the needs of wildland suppression throughout the year by upstaffing additional units and conducting windshield surveys during high-risk times to improve response times and familiarity with the area's most at risk.
- 2) Work with GIS Analyst to determine common fire locations, response times and functional improvements to improve response times.
- 3) The Wildland Program will continue to gain knowledge, skills, and abilities through participation in regional, state, and national response as part of the cooperative agreement with the Arizona Division of Forestry and Fire Management.

References

NWFD CRA-SOC, Section 3, p.107

County Wide Mutual Aid & Emergency Response IGA

Pima County Wildfire Protection Plan

[2023 Windshield Surveys](#)

[FY22_23 ImageTrend Response data.xlsx](#)

5K.2 The agency has developed a wildland risk assessment including: a fuel management plan, a fire adapted communities plan, and an inspection and code enforcement program.

Description

Utilizing the Pima County Wildland plan, the Wildland Team conducts windshield surveys by driving around the Fire District paying attention to the pre-identified WUI areas. The intent is to identify the status of the fuel beds and any encroachment of

infrastructure into those critical areas. The Wildland Team also utilizes the predictive services from the Southwest Coordination Center (SWCC) to identify Fire Danger Ratings, Energy Release Component (ERC), Burning Index (BI), Ignition Probability, Resource Availability, Weather, and various other components that affect wildland fire behavior and suppression. The Wildland Team interacts with the first due engine companies to identify potential trouble issues and strategy and tactics for suppression. Based on this system of analysis, the District has identified the significant WUI areas and has documented them as outlined in the SOC.

Appraisal

The Wildland Team shares information from the windshield surveys and about fire adaptive communities. The Team, as well as first due engine crews, interact with District residents on a one-on-one basis when possible, or when requested. Individual communities are encouraged to adopt Fire Wise planning for their areas. The District may assist with technical and professional guidance, but typically the lead agency for Fire Wise implementation is the Arizona Department of Forestry and Fire Management. Currently the Dove Mountain community of Heritage Highlands has a Fire Wise Plan in place. The information from the windshield surveys has provided shared situational awareness for the Wildland Team, first due company officers, and proactive community members. The Pima County Wildfire Preparedness Plan (PCWPP) has been made available to the Prevention And Safety Division and referenced for District residents. The feedback from the residents has been good. The document provides education and understanding of the Sonoran Desert fire model including the impacts of fire.

Plan

The Wildland Team will be coordinating with Operations, Community Relations, and the Prevention Branch to provide preseason community awareness through a media campaign annually. The PCWPP, Living with Wildfire, the Fire Wise website, and the Arizona State Forestry and Fire Management website will all be referenced to assure user-friendliness and understanding to the District residents. The websites are being consolidated to the Arizona State Forestry and Fire Management page under the Prevention tab for ease of use.

References

Pima County Wildfire Protection Plan

Living with Wildfire 2021

CC 5K.3 The agency conducts a formal and documented program appraisal, at least annually, to determine the impact, outcomes and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.

Description

NWFD conducts a formal annual review of the program in accordance with Goal# 1, Objective # 1A-1G. of the 2020-2024 strategic plan. The current assessment is framed through the lens of performance objectives, significant accomplishments, response data, external/internal environmental scans, current mobile resources, training and qualifications, and relevance of Standard Operating Guidelines (SOG), and goals for the upcoming calendar year. Current apparatus and equipment located throughout the District in reserve status in conjunction with the staffed apparatus response meets CRA-SOC performance objectives for wildland.

Appraisal

In FY2023 the Northwest Fire District responded to 96 wildland incidents within the District. Of these events, 82 were handled with a single engine company and 14 of them required additional staffing from either an additional suppression company or brush truck.

The winter months are the time that most of the Wildland Team members engage in necessary wildland training. Annually, Wildland Team members attend professional development training and orientation training before the start of the brush season (May).

A wildland orientation has been updated for new team member training and explains existing participation expectations. The Wildland Team also supported the Training Division with a new wildland chapter to the NWFD Firefighting Manual and provided instructors to deliver the information to the Recruit Academy. The Wildland Team also assisted with revising the new Standard Operating Guidelines in order to ensure all applicable standards are maintained. The Northwest Fire District and the Wildland Team continues to provide support to the Audubon Society and Pima County in the Corazon fuels reduction project in the Santa Cruz River.

Some of the new improvements to the Wildland Team include new equipment to replace old, outdated equipment that the Team needs to complete necessary tasks safely. Equipment purchased this year includes:

- 2 new radios, batteries and rapid charger
- Crew boss tactical pants
- Various hand tools
- Fireline packs
- New Hose pack

Secondly, NWFD received a new Type VI brush apparatus in May of 2023 with anticipation of using it to supplement the current response model and out of District responses to support the State of Arizona and surrounding communities.

Out of District assignments in FY23 included one individual overhead assignment, five Rapid Extraction Module assignments, and two type 3 engine assignments. NWFD provided two personnel to the Coronado Type 3 Incident Management Team and personnel to the Coronado National Forest Fire Dispatch Interagency Center to staff a night dispatcher.

Plan

Northwest Fire District Wildland Program will continue to involve agency partners and cooperators when it comes to fire management planning, preparedness, prevention, suppression, fire use, rehabilitation, and education. Internal program focus will shift to further develop the annual wildland refresher training regarding District suppression strategies and tactics for the coming fire season. To support the training efforts, every suppression member will be issued a PMS 461 (IRPG) for situational awareness, risk management guidance (10 and 18, WUI checklist, etc.) and strategy and tactics reference.

The wildland season (May – July) poses an elevated threat to the community, but frequently handled by single engine responses. To better support the response capabilities, additional budget capacity will be sought to staff brush trucks with off duty (call back) or overtime to free up ALS engine companies after the forward progress of the fire is stopped. Furthermore, more immediate access to many of the most threatened areas require a Type 3 or 6 for effective fire attack and mop up operations.

Community risk reduction will be addressed to reduce the risk of wildland fire within Northwest Fire District. A formalized plan collaborated between Prevention, Community Affairs, and the Operations Divisions, will be developed and implemented regarding public education and mitigation options. This plan will be managed by the Wildland Program Manager.

References

Pima County Wildfire Protection Plan

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 models 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

Sample of Lexipol policy updates and acknowledgements

10B.3 The agency evaluates external agency performance annually to ensure that external agencies are capable and effective in supporting the agency's goals and objectives.

Description

Northwest Fire District evaluates the performance of external agencies at a minimum before the renewal period of an existing contract. Intergovernmental agreements and most contract renewals occur on a yearly basis, but the District does have contracts with longer renewal periods. Performance is evaluated by the Division Manager who oversees the services or materials provided. Automatic and mutual aid performance is captured in the NFORS and ImageTrend user interfaces for use in reports like the CRA-SOC. Vendor performance gets reported to the Contract Specialist who contacts the vendor to work through the delivery of contractually agreed obligations.

Northwest Fire District reserved the right to terminate an IGA or contract for lack of performance with written notice within the individual contract agreement's timeline verbiage.

Appraisal

The collection of data related to automatic aid and mutual aid performance that is housed in the NFORS and ImageTrend platforms is working well. The CRA-SOC shows the number of responses into the various automatic aid jurisdictions and the NFORS dashboards have filters saved which can be inverted to show response performance into the jurisdiction by other agencies and NWFD response performance out of District.

Vendor contracts for services like NFORS and ImageTrend have worked well through being housed with the Contract Specialist. When services are misaligned with the performance outline in the contract, the Contract Specialist is engaged to find an amicable solution or terminate the agreement.

Plan

The District will continue to include in its vendor contracts and IGAs the process for handling discrepancies and lack of performance up to discontinuation of contractual agreements. The Division Managers will continue to monitor performance, and in the case of automatic and mutual aid, this will continue to be monitored using the NFORS

and ImageTrend platforms. The Contract Specialist will continue to monitor contract expirations and work with Division Managers to find amicable solutions when contracted performance is misaligned.

References

NFORS Core Planning Zone

NWFD CRA-SOC p.156

NWFD Job Descriptions - Procurement and Contract Specialist

FINANCE BUDGET DEPARMENT ID:

Department Finance ID #	Department(s)
1220	Operational Services Administration
2300	Community Assistance Program
3200	Special Operations
3300	Fire/Rescue Service
3500	Wildland – FUND 200

ANNUAL OPERATING BUDGET REQUEST

\$ 783,252	Operational Services Administration
\$ 355,515	Community Assistance Program
\$ 35,950	Special Operations Services
\$27,791,741	Fire/Rescue Services
<u>\$ 862,000</u>	Wildland-Fund 200
\$29,828,458	Total

PROGRAM ECONOMIC EFFICIENCIES IDENTIFIED DURING PREPARATION OF PROPOSED BUDGET

Dropped individual Office Supplies and Operational Equipment costs as those responsibilities are already handled by other budget lines.

CAPITAL ITEM REQUEST DISCUSSION

N/A

LINE-ITEM DISCUSSION

See comments provided in following budget comparison table.

PROPOSED FISCAL YEAR 2024-2025 BUDGET

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1220 - Operational Services - Admin						
51110	Salaries	\$ 140,861	\$ 489,480	\$ 531,126	\$ 41,646	Market Adj. & Step Increase
51190	PTO Paid Out	\$ 16,227	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 12,633	\$ 50,532	\$ 49,719	\$ (813)	
51212	Dental Insurance	\$ 384	\$ 1,536	\$ 1,932	\$ 396	
51213	Vision Insurance	\$ 96	\$ 428	\$ 456	\$ 28	
51215	PSPRS-Cancer Insurance	\$ 50	\$ 200	\$ 200	\$ -	
51216	Life Insurance	\$ 43	\$ 168	\$ 168	\$ -	
51218	STD Insurance	\$ 216	\$ 1,114	\$ 1,367	\$ 253	
51231	Medicare	\$ 2,182	\$ 7,097	\$ 7,701	\$ 604	
51250	PSPRS	\$ 54,767	\$ 205,484	\$ 159,639	\$ (45,845)	Assistant Chief Movement
51280	Deferred Compensation	\$ -	\$ -	\$ 11,083	\$ 11,083	Assistant Chief Movement
51290	PEHP	\$ 1,277	\$ 4,894	\$ 5,311	\$ 417	
Total Personnel		\$ 228,736	\$ 760,933	\$ 768,702	\$ 7,769	
52170	Travel & Per Diem	\$ -	\$ 2,000	\$ 10,250	\$ 8,250	Incr. for Deputy Chiefs
52177	Meals & Entertainment	\$ -	\$ 250	\$ 500	\$ 250	
52180	Training	\$ -	\$ 2,000	\$ 3,800	\$ 1,800	Incr. for Deputy Chiefs
Total Non-Personnel		\$ -	\$ 4,250	\$ 14,550	\$ 10,300	
Total Operational Services - Admin 1220		\$ 228,736	\$ 765,183	\$ 783,252	\$ 18,069	

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
2300 - Community Assistance Program						
51120	Hourly	\$ 171,017	\$ 195,330	\$ 218,441	\$ 23,111	Market Adj. & Step Increase
51150	Overtime	\$ 39,356	\$ 37,100	\$ 42,144	\$ 5,044	Market Adj. & Step Increase
51190	PTO Paid Out	\$ 3,050	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 20,569	\$ 20,569	\$ 37,290	\$ 16,721	Premium Increase
51212	Dental Insurance	\$ 1,126	\$ 1,126	\$ 1,449	\$ 323	
51213	Vision Insurance	\$ 259	\$ 278	\$ 342	\$ 64	
51216	Life Insurance	\$ 109	\$ 126	\$ 126	\$ -	
51218	STD Insurance	\$ 438	\$ 481	\$ 519	\$ 38	
51230	Social Security	\$ 12,590	\$ 14,411	\$ 12,367	\$ (2,044)	Based on Actuals
51231	Medicare	\$ 2,944	\$ 3,370	\$ 3,778	\$ 408	
51251	ASRS	\$ 23,554	\$ 27,128	\$ 30,239	\$ 3,111	Market Adj. & Step Increase
51280	Deferred Compensation	\$ 808	\$ 825	\$ 899	\$ 74	
51290	PEHP	\$ 1,794	\$ 2,324	\$ 2,606	\$ 282	
Total Personnel		\$ 277,615	\$ 303,068	\$ 350,200	\$ 47,132	
52120	Printing & Duplicating	\$ 107	\$ 250	\$ 530	\$ 280	
52140	Operational Supplies	\$ 32	\$ 500	\$ -	\$ (500)	
52160	Dues, Memberships & Subscriptions	\$ -	\$ 500	\$ 885	\$ 385	
52170	Travel & Per Diem	\$ -	\$ 3,000	\$ 2,800	\$ (200)	
52180	Training	\$ 384	\$ 3,000	\$ 1,100	\$ (1,900)	Based on Actuals
Total Non-Personnel		\$ 522	\$ 7,250	\$ 5,315	\$ (1,935)	
Total Community Assistance Program 2300		\$ 278,137	\$ 310,318	\$ 355,515	\$ 45,197	

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
3200 - Special Operations Services						
52139	Operational Equipment	\$ 11,446	\$ 20,500	\$ 11,250	\$ (9,250)	Reduced to fund PPE & Trave
52140	Operational Supplies	\$ 707	\$ 1,000	\$ 650	\$ (350)	
52146	Protective Equipment	\$ 2,284	\$ 2,500	\$ 7,900	\$ 5,400	Hazmat Level A Suits
52148	Small Tools & Instruments	\$ 880	\$ 1,500	\$ 1,425	\$ (75)	
52170	Travel & Per Diem	\$ -	\$ 4,000	\$ 7,100	\$ 3,100	Non-Grant Funded Travel
52180	Training	\$ 515	\$ 4,000	\$ 3,890	\$ (110)	
52198	Books & Periodicals	\$ -	\$ 500	\$ 735	\$ 235	
52560	Equipment Services	\$ 2,561	\$ 2,000	\$ 3,000	\$ 1,000	Calibration Gas
Total Special Operations Services 3200		\$ 18,393	\$ 36,000	\$ 35,950	\$ (50)	

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
3300 - Fire/Rescue Services						
51110	Salaries	\$ 859,796	\$ 649,479	\$ -	\$ (649,479)	Battalion Chiefs to Hourly
51120	Hourly	\$ 11,733,904	\$ 13,344,725	\$ 15,022,160	\$ 1,677,435	BC's, Mrkt. Adj. & Step Incr.
51140	Holiday Pay	\$ 315,254	\$ 381,000	\$ 423,157	\$ 42,157	Market Adj. & Step Increase
51150	Overtime	\$ 2,115,766	\$ 1,855,000	\$ 1,937,437	\$ 82,437	Market Adj. & Step Increase
51190	PTO Paid Out	\$ 518,372	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 1,745,825	\$ 1,872,617	\$ 2,386,653	\$ 514,036	Premium Increase
51212	Dental Insurance	\$ 57,415	\$ 70,900	\$ 92,718	\$ 21,818	Premium Increase
51213	Vision Insurance	\$ 14,051	\$ 17,427	\$ 21,889	\$ 4,462	Premium Increase
51215	PSPRS-Cancer Insurance	\$ 8,600	\$ 9,650	\$ 9,600	\$ (50)	
51216	Life Insurance	\$ 6,251	\$ 8,106	\$ 8,064	\$ (42)	
51218	STD Insurance	\$ 37,920	\$ 41,445	\$ 42,390	\$ 945	
51230	Social Security	\$ 20,668	\$ -	\$ -	\$ -	
51231	Medicare	\$ 215,125	\$ 236,303	\$ 248,970	\$ 12,667	Market Adj. & Step Increase
51250	PSPRS	\$ 4,998,718	\$ 6,378,664	\$ 7,200,694	\$ 822,030	Market Adj. & Step Increase
51251	ASRS	\$ 40,770	\$ -	\$ -	\$ -	
51270	Workers Compensation	\$ (34,987)	\$ -	\$ -	\$ -	
51280	Deferred Compensation	\$ 130,307	\$ 145,387	\$ 154,706	\$ 9,319	Market Adj. & Step Increase
51290	PEHP	\$ 147,192	\$ 162,968	\$ 171,703	\$ 8,735	Market Adj. & Step Increase
Total Personnel		\$ 22,930,948	\$ 25,173,671	\$ 27,720,141	\$ 2,546,470	
52139	Operational Equipment	\$ 3,789	\$ 5,650	\$ 5,100	\$ (550)	
52145	Consumable Rehab Goods	\$ -	\$ -	\$ 500	\$ 500	
52170	Travel & Per Diem	\$ 2,664	\$ 10,200	\$ 10,400	\$ 200	
52177	Meals & Entertainment	\$ 338	\$ -	\$ 500	\$ 500	
52180	Training	\$ 3,367	\$ 6,100	\$ 4,300	\$ (1,800)	Aligned to Actual
52183	Rover Mileage	\$ 103	\$ 1,500	\$ 1,000	\$ (500)	
52227	Contract Labor	\$ 30,965	\$ 49,800	\$ 49,800	\$ -	
Total Non-Personnel		\$ 41,226	\$ 73,250	\$ 71,600	\$ (1,650)	
Total Fire/Rescue Services 3300		\$ 22,972,173	\$ 25,246,921	\$ 27,791,741	\$ 2,544,820	

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
Fund 200 - Wildland						
42300	State Land Fires	\$ (355,155)	\$ (750,000)	\$ (750,000)	-	
Total Revenue		\$ (355,155)	\$ (750,000)	\$ (750,000)	\$ -	
51120	Hourly	\$ -	\$ -	\$ -	-	
51150	Overtime	\$ 181,626	\$ 450,000	\$ 450,000	-	
51216	Life Insurance	\$ 63	\$ 200	\$ 200	-	
51218	STD Insurance	\$ -	\$ 775	\$ -	(775)	
51230	Social Security	\$ -	\$ -	\$ -	-	
51231	Medicare	\$ 2,532	\$ 8,000	\$ 8,000	-	
51250	PSPRS	\$ 61,453	\$ 171,000	\$ 171,000	-	
51251	ASRS	\$ -	\$ -		-	
51280	Deferred Compensation	\$ 1,780	\$ -		-	
Total Personnel		\$ 247,454	\$ 629,975	\$ 629,200	\$ (775)	
52139	Operational Equipment	\$ 16,362	\$ 17,000	\$ 17,000	\$ -	
52140	Operational Supplies	\$ 65	\$ 1,000	\$ 1,000	\$ -	
52141	Uniforms	\$ 370	\$ 1,000	\$ 1,000	\$ -	
52170	Travel & Per Diem	\$ 21,336	\$ 80,000	\$ 80,000	\$ -	
52511	Fuel	\$ 108	\$ 20,000	\$ 20,000	\$ -	
52513	Vehicle Parts	\$ 398	\$ 1,025	\$ 1,800	\$ 775	
54130	Furniture & Equipment	\$ -	\$ -	\$ -	\$ -	
54140	Vehicles	\$ 297,204	\$ -	\$ 112,000	\$ 112,000	REMS Wildland Truck
Total Non-Personnel		\$ 335,844	\$ 120,025	\$ 232,800	\$ 112,775	
Total Expenses		\$ 583,298	\$ 750,000	\$ 862,000	\$ 112,000	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A

Exhibit G

NORTHWEST FIRE DISTRICT



Prevention Services

Program Appraisal

for the upcoming 2024-2025 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): Category 5 Criterion A & C, Category 9 Criterion A, and **9C.3**

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EXECUTIVE SUMMARY

The Northwest Fire District Prevention Division focuses on improving life safety and reducing property loss through innovative Community Risk Reduction (CRR) services that include code compliance, permitting and plans review, inspections and risk assessments, and fire investigation. These community risk reduction services exist to provide enhanced mitigation efforts in detection, reporting and control of fires. Detection is addressed as part of the adopted code relating to the design and installation of detection equipment and is administered during the plan review processes and code compliance inspections. The reporting and control of fires is coupled with the regional public safety communications center that receives and notifies NWFD response resources to extinguish and investigate fires. Annual general occupancy inspections and updates to the NWFD comprehensive risk assessment process are completed throughout the year and include fire and non-fire risk mitigation efforts. Prevention services are included and evaluated annually as part of the CRA-SOC. Results of the risk assessment are being implemented into NWFD community risk reduction programs.

DIVISION PURPOSE

The Prevention Division exists to identify, educate, and ensure compliance with the currently adopted code, and to determine the origin and cause of fires.

Community risk is reduced by the identification and implementation of proper safety practices that aid in eliminating all types of hazardous conditions that pose a threat to life, property, and the environment. The goal of the NWFD Prevention Program is to aid in CRR in the Northwest Fire District through the establishment of community partnerships, information dissemination, code development, education and enforcement, planning, review, and active involvement in the community.

DIVISION ADMINISTRATION

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

- Division Chief/Fire Marshal (1) – responsible for the overall management, budget development and administration of the Prevention Division.
- Deputy Fire Marshal (2) – responsible for directing day to day program activities of Prevention Services personnel related to occupancy inspections, risk assessments, fire investigations and plan review.
- Fire Plans Examiner (2) – responsible for performing technical reviews and approvals of construction, fire, and life safety plans to ensure compliance with adopted codes and requirements.

- Fire Inspectors (5) – responsible for performing basic to advanced technical fire inspections and investigating fires to determine origin and cause. ***The agency is carrying one (1) vacancy at the Fire Inspector job classification***
- Administrative Assistant (1) – responsible for providing general clerical and administrative support to the Prevention Services division.

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

Prevention Services is governed and guided by various federal, state, and local regulations that establish minimum requirements for providing a reasonable level of life safety and property protection from the hazards of fire, explosion or dangerous conditions in new and existing buildings, structures, and premises. These codes and regulations also serve to protect firefighters and emergency responders during emergency operations. Under ARS Title 48, Chapter 5, Article 1, the Northwest Fire District, as it relates to the Prevention Division, has the power to:

5. Enforce the fire code adopted by the district, if any, and assist the office of the state fire marshal in the enforcement of fire protection standards of this state within the fire district including enforcement of a nationally recognized fire code if expressly authorized by the office of the state fire marshal.

6. After the approval of the qualified electors of the fire district voting at a regular district election or at a special election called for that purpose by the district board, as appropriate, or at any election held in the county that encompasses the fire district, adopt the _____ fire code, which is a nationally recognized fire code approved by the state fire marshal. The words appearing on the ballots shall be "should _____ fire district adopt the _____ fire code, which is a nationally recognized fire code approved by the state fire marshal--yes", "should _____ fire district adopt the _____ fire code, which is a nationally recognized fire code approved by the office of the state fire marshal--no". The code shall be enforced by the county attorney in the same manner as any other law or ordinance of the county. Any inspection or enforcement costs are the responsibility of the fire district involved. The district shall keep the code on file, which shall be open to public inspection for a period of thirty days before any election for the purpose of adopting a fire code. Copies of the order of election shall be posted in three public places in the district at least twenty days before the date of the election, and if a newspaper is published in the county having a general circulation in the district, the order shall be published in the newspaper at least once a week during each of the three calendar weeks preceding the calendar week of the election.

7. Amend or revise the adopted fire code, including replacement of the adopted fire code with an alternative nationally recognized fire code, with the approval of the office of the state fire marshal and after a hearing held pursuant to posted and published notice as prescribed by section 48-805.02, subsection A. The district shall keep three copies of the adopted code, amendments and revisions on file for public inspection.

14. Adopt resolutions establishing fee schedules both within and outside of the jurisdictional boundaries of the district for providing fire protection services and services for the preservation of life, including emergency fire and emergency medical services, plan reviews, standby charges, fire cause determination, users' fees or facilities benefit assessments or any other fee schedule that may be required.

17. Enter into intergovernmental agreements or contracts as follows:

(a) Enter into an intergovernmental agreement with another political subdivision for technical or administrative services or to provide fire services to the property owned by the political subdivision, including property that is outside the district boundary.

H. If a district's fire code requires the use of a fire watch, an employee who works at the building in which a fire watch is required may serve as the fire watch. A person who is designated as a fire watch shall be equipped with the means to contact the local fire department, and the person's only duty while keeping watch for fires shall be to perform constant patrols of the protected premises. The district shall provide the fire watch with printed instructions from the office of the state fire marshal and may provide a free training session before the person's deployment as the fire watch begins.

I. For the purposes of this section, "fire watch" means a person who is stationed in a building or in a place relative to a building to observe the building and its openings when the fire protection system for the building is temporarily nonoperational or absent.

The prevention division maintains records under the State of Arizona's record retention laws outlined in the: *Arizona State Library, Archives and Public Records, A Division of the Arizona Secretary of State General Records Retention Schedule Issued to: All State and Local Agencies Fire Fighting and Prevention Records, Schedule Number GS-1024.* [GS-1024.pdf \(azlibrary.gov\)](https://azlibrary.gov/GS-1024.pdf)

INTERNAL PROGRAMS

The Prevention Division operates three internal programs: new and existing development plans and permitting, general life safety and Code Compliance Inspections, and Fire Investigations. Each of these programs can be divided into subsets of smaller, more specific tasks, each with their own initiatives towards accomplishing the District's mission of "saving lives, protecting property, and caring for our community".

Building and fire codes exist to provide a set of minimum standards relating to the construction, occupancy and operation of buildings and structures. Compliance with these codes primarily serves to protect the health and safety of the public and first responders, but also helps to protect properties against physical and economic damage resulting from poor or unsafe design and construction work-practices.

Permitting and plan review are the first steps of code compliance and are essential to ensure properties are designed and constructed in accordance with the provisions

allowed by the agency's adopted fire code. The Permitting And Plan Review Program is managed by a Division Chief who oversees two Deputy Fire Marshals (DFM) and an Administrative Assistant. The DFMs supervise a Senior Plans Examiner and a Fire Inspector who complete technical plan reviews. Prior to issuing permits, pre-construction meetings may be held, based on building complexities, to discuss requirements and expectations to identify potential problems before plans are submitted for review. Early identification of issues helps to eliminate costly construction errors and potentially deadly mistakes. Through the plan review process, construction documents are assessed for compliance with adopted codes, standards and regulations related to or affecting all construction activities and regulated operations. Outcomes of the plan review process will affect not only a building's construction and fire protection features, but also the ability of firefighters to perform emergency operations, for the life of that building.

Inspections are another vital part of the code compliance process and encompass the largest percentage of work performed within the Division each day. The "Own Your Zone" Inspection Program was developed to manage the inspection needs of the District. Own your zone assigns geographical areas, known as "zones", to individual Fire Inspectors for the purpose of performing all types of inspections. The Program also serves to provide a single point of contact to address the needs of community members, business owners and fire personnel. The Division Chief is responsible for the overall Program's management with two Deputy Fire Marshals supervising inspectors who are responsible for organizing and managing the inspections required within their respective zones. The agency RMS system (ImageTrend) organizes and tracks zone inspections on a quarterly schedule. Types of inspections include annual inspections of existing occupancies; code complaints and deficiency repairs; performance and acceptance testing of fire protection equipment and systems; inspections of new commercial construction, existing tenant improvements and new single-family residences; inspections of properties, developments, and sites.

The fire investigation service exists to ensure all fires and explosion incidents occurring within the District, and the circumstances leading up to those events, are investigated to determine origin and cause. The Division Chief is responsible for the overall program's management with two Deputy Fire Marshals supervising Inspectors who are responsible for fire origin and cause investigations. The Program operates with eight full-time (currently one FTE position is vacant) employees assigned to the Prevention Division trained in arson investigation I-IV. Investigative functions are guided by Standard Operating Guideline (SOG) #5701: Fire Investigations Procedure which incorporates the most current edition of NFPA 921: Guide for Fire and Explosion Investigations.

All fire or explosion incidents that are unable to be investigated at the engine company, fire officer level, garner a response of a primary and a secondary investigator within one hour. Based upon the nature of an investigation, support and assistance is called in from law enforcement and other agencies, as needed.

Educationally, Fire Investigator training is aligned with the requirements of NFPA 1033: Standard for Professional Qualification for Fire Investigators, and all investigators are required to complete the Arson I-IV training series administered by the Arizona Chapter of the International Association of Arson Investigators (AZ-IAAI). Education, training, and experience are documented in a comprehensive task book for fire investigators that outlines all the job performance requirements listed in NFPA 1033.

CURRENT AND NEEDED MEASURES

CURRENT PERFORMANCE MEASURES:

An annual goal of the Prevention Division's development service team is to have all permits and project plans reviewed on an average of ten business days. The completion timeframes vary based on project complexities and are as follows:

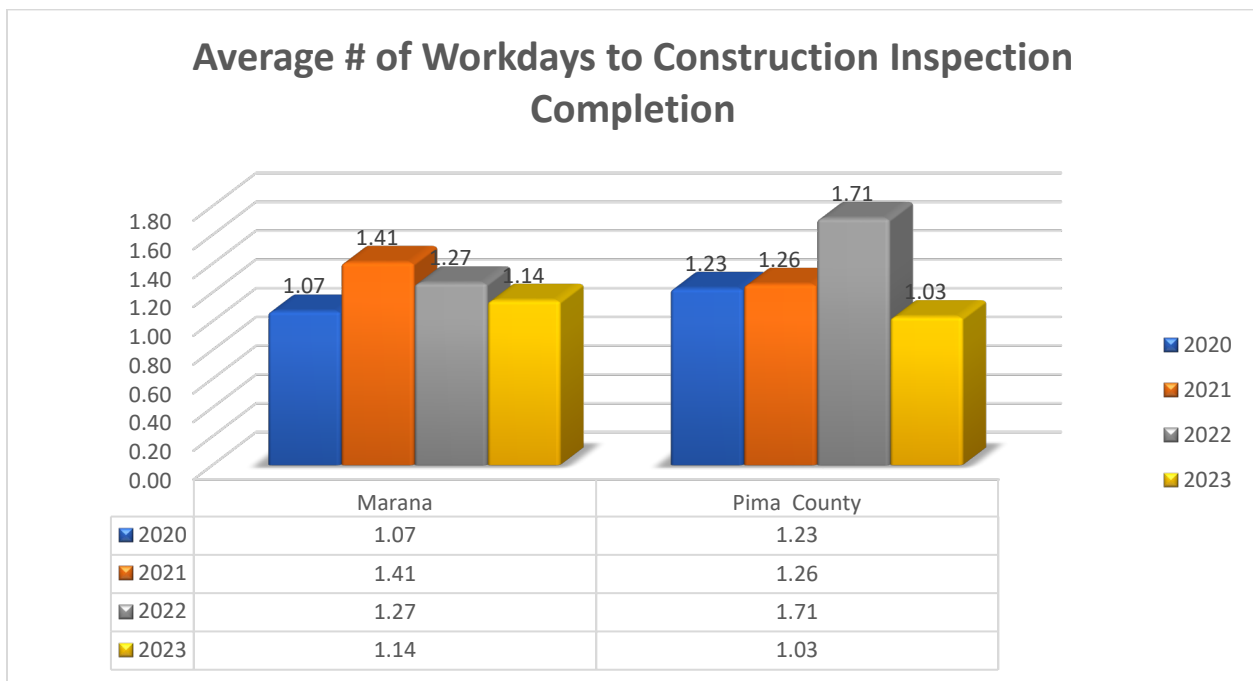
DISTRICT'S PLAN REVIEW PERFORMANCE TARGETS			
BUSINESS WORKING DAYS ONLY			
Permit Types		Town of Marana & Northwest Fire	
Factory Built Buildings, Modular Buildings, Construction Trailers & Manufactured Homes			
1st Review	5		
2nd Review	3		
3rd Review	2		
RESIDENTIAL SUBMITTALS			
NEW SFR (LOT PERMIT) *Not routed to NWFD for review			
1st Review	3		
2nd Review	2		
CUSTOM SFR			
1st Review	15		
2nd Review	7		
3rd Review	3		
NEW SFR MODEL PLAN *Not routed to NWFD for review			
1st Review	10		
2nd Review	5		
3rd Review	2		
Permit Types <th colspan="2">Town of Marana & Northwest Fire</th>		Town of Marana & Northwest Fire	
NEW COMMERCIAL PLANS			
Less than 5,000 Sq Ft (Review Days)			
1st Review	10		
2nd Review	7		
3rd Review	3		
5,001-10,000 Sq Ft			
1st Review	25		
2nd Review	10		
3rd Review	5		
10,001-20,000 Sq Ft			
1st Review	30		
2nd Review	15		
3rd Review	5		
20,001-30,000 Sq Ft			
1st Review	40		
2nd Review	25		
3rd Review	10		
Over 30,001 Sq Ft			
1st Review	45		
2nd Review	20		
3rd Review	15		
TENANT IMPROVEMENT PLANS			
Less than 2,000 Sq Ft			
1st Review	10		
2nd Review	7		
3rd Review	3		
Great than 2001 Sq Ft			
1st Review	30		
2nd Review	15		
3rd Review	3		
Footnotes: These plan review timeframes are subject to changed based on workload and staffing levels.			
a)Not all submittals are subject to review by the District or all development services departments			
b)Review times for submittals routed after 2p.m. will be logged in for the next business day.			
c)Revisions & deferred submittal review timeframes are the same as the 2nd review timeframe per submittal type			

The outcome of an expedient plans review is the allowance for the District partners, regional building officials to respond to area developers and move projects toward completion sooner. Project completions result in an increased secondary assessed property tax revenue for the district.

Average # of Days to plans review completion					
Permits By Type	FY19/20	FY20/21	FY21/22	FY22/23	FY Avg. Total
<i>Building - Custom SFR</i>	14.0	6.7	7.3	8.4	8.7
<i>Building - Model</i>	10.8	18.1	6.1	5.1	9.3
<i>Building - New</i>	9.9	12.0	3.7	6.8	5.3
<i>Building - T.I.</i>	8.0	7.7	7.0	7.8	7.7
<i>Commercial Fire Alarm</i>	4.1	5.5	5.7	6.5	5.5
<i>Commercial Fire Sprinkler</i>	4.7	5.6	5.3	6.0	5.5
<i>Commercial Kitchen Cooking Oil Storage Systems</i>		2.0			2.0
<i>Commercial Kitchen Suppression</i>	3.5	5.6	3.7	5.3	4.4
<i>Development Plan</i>	2.5	16.4	19.2	13.5	14.6
<i>Final Plat</i>	6.3	13.2	14.7	14.9	13.9
<i>Fireworks/Pyrotechnics</i>	4.3	7.0	5.2	4.7	5.0
<i>Gas Detection Systems</i>	8.1	5.3	7.4	5.4	6.4
<i>Gate</i>	1.4	4.0	2.5	5.2	3.8
<i>Hydrant Flow Test</i>		2.5	1.0		1.5
<i>Occupancy Compliance</i>				3.0	3.0
<i>Residential Final Plat</i>				16.3	16.3
<i>Seasonal Sales</i>	3.0	6.0	4.2	3.4	4.0
<i>SFR Fire Sprinkler</i>	2.5	4.9	5.6	5.0	4.7
<i>Solar</i>		8.0			8.0
<i>Special Event</i>	1.0				1.0
<i>Special Systems</i>				2.0	2.0
<i>Tent</i>	4.1	4.1	5.0	4.5	4.5
<i>Tentative Plat</i>	12.3	17.4	11.3	16.2	12.6
<i>Underground</i>		3.0	2.6	2.3	2.6

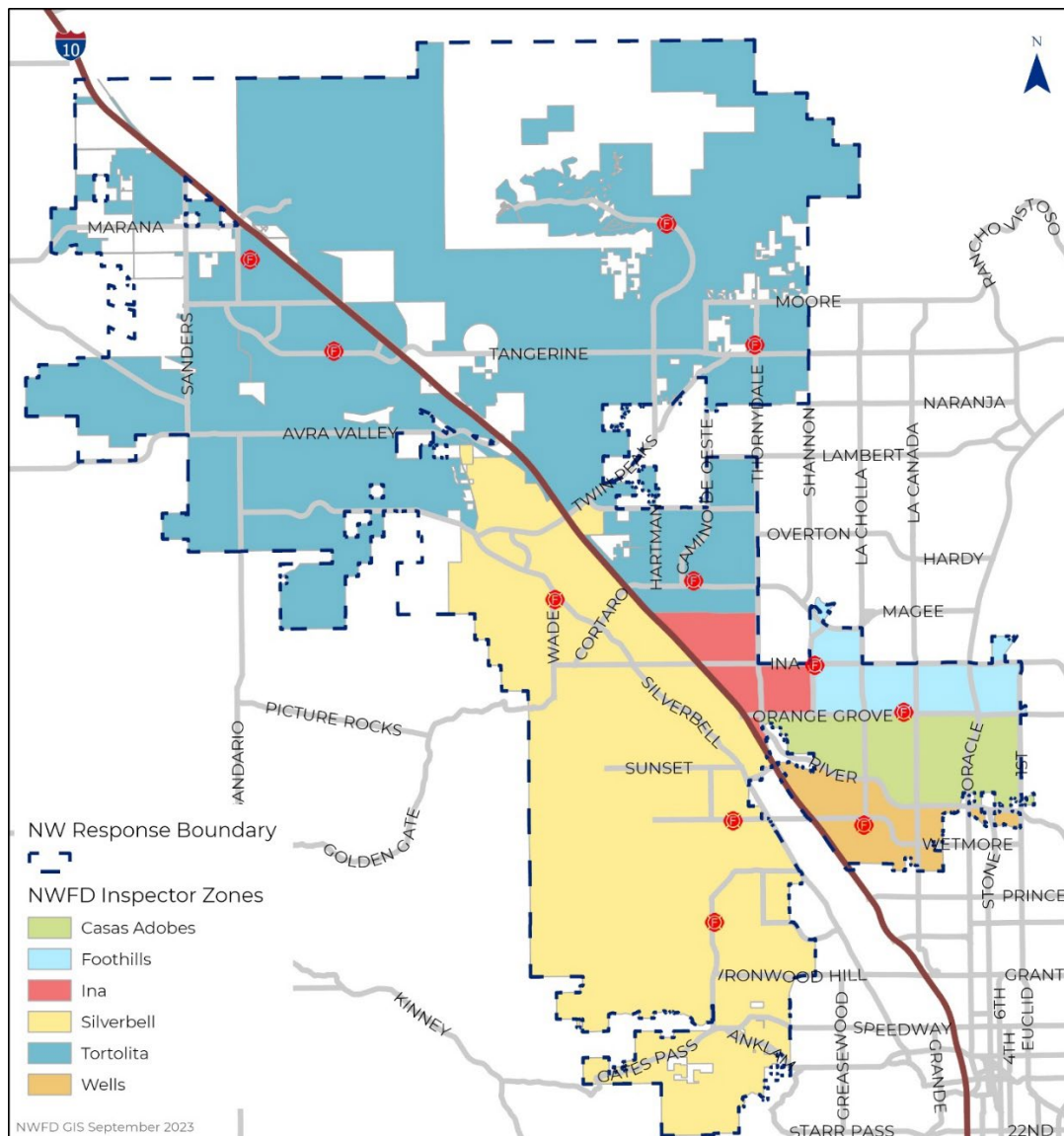
<i>Water Systems with Hydrants</i>	5.2	8.3	7.9	9.9	8.3
Grand Total	6.0	7.7	6.1	6.6	6.5

Once permitting and plans reviews are complete, the next step is to perform construction inspections of the completed work to ensure compliance with the adopted fire code. Contractors contact the Prevention Division to schedule construction inspections with a goal to have all construction inspections completed within two working days.



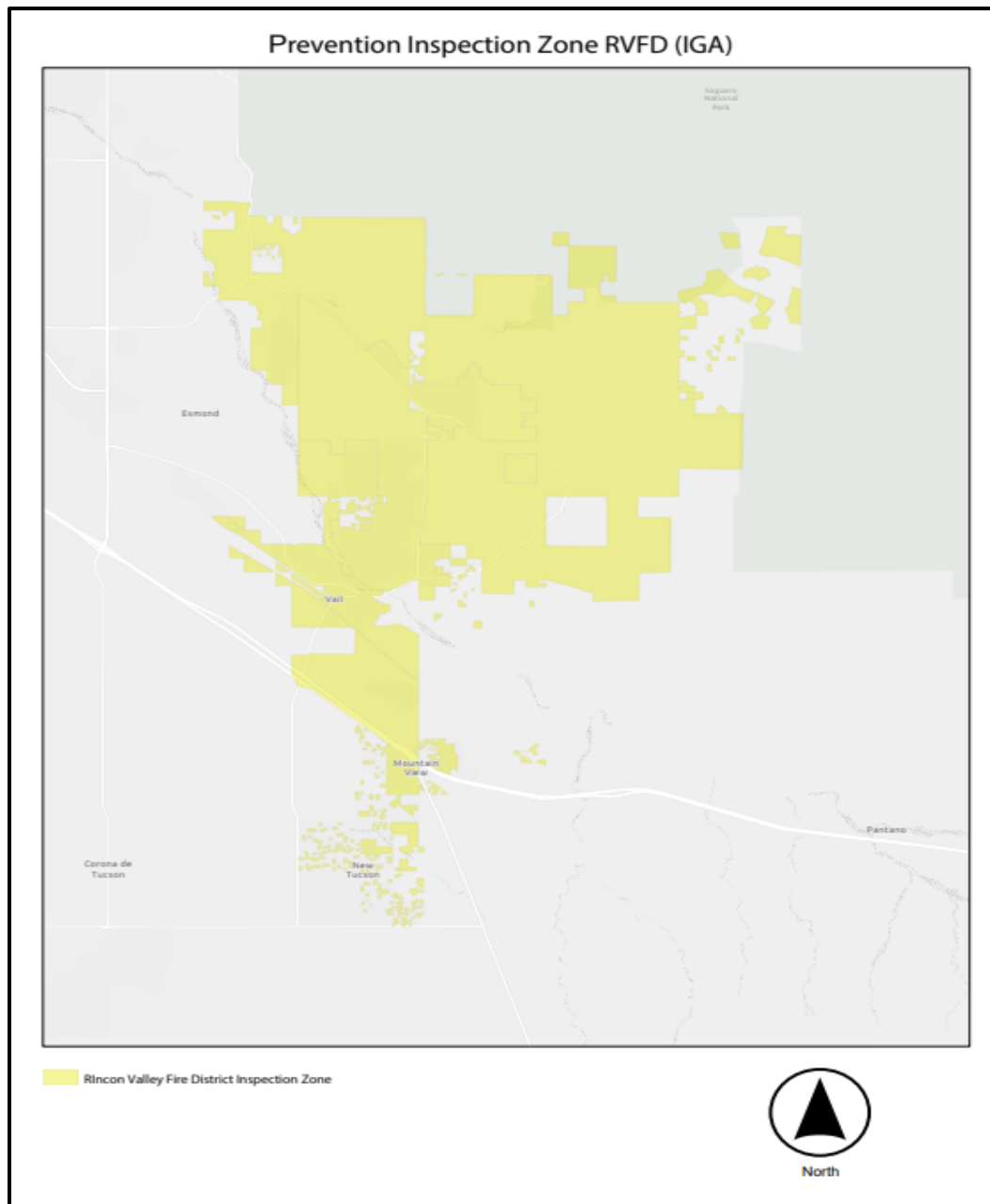
The goal of the Prevention Division's Occupancy Inspection Team is to perform a minimum of one fire and life safety inspection in every commercial occupancy annually. Inspection statistics gathered in the District's ImageTrend RMS have shown that one Fire Inspector can reasonably be expected to complete between 550 and 600 annual occupancy inspections in addition to their other responsibilities, such as construction inspections, code complaints and fire investigation duties. Given this information and the number of commercial occupancies (2880 in FY22/23) located within the District's jurisdiction of responsibility which includes the IGA with Rincon Valley FD, the District was divided into six inspection zones of comparable size. Each zone is assigned an individual Inspector who is responsible for performing all the various types of inspections that occur within that geographical area. Composition of the inspection zones is as follows and a map is attached to this document for reference:

- The “Silverbell Zone” has **494** occupancies served by stations 332, 334 and 335.
- The “Ina Zone” has **524** occupancies served by stations 333 and 338.
- The “Foothills Zone” has **516** occupancies served by Stations 330 and 333.
- The “Casas Adobes Zone” has **604** occupancies served by stations 330 and 333.
- The “Wells Zone” has **475** occupancies served by station 331.
- The “Tortolita Zone” has **304** commercial occupancies and the largest concentration of new construction in the district. An average of 39.75 construction inspections were performed each month during FY22/23. This brings the total zone inspections to 781.



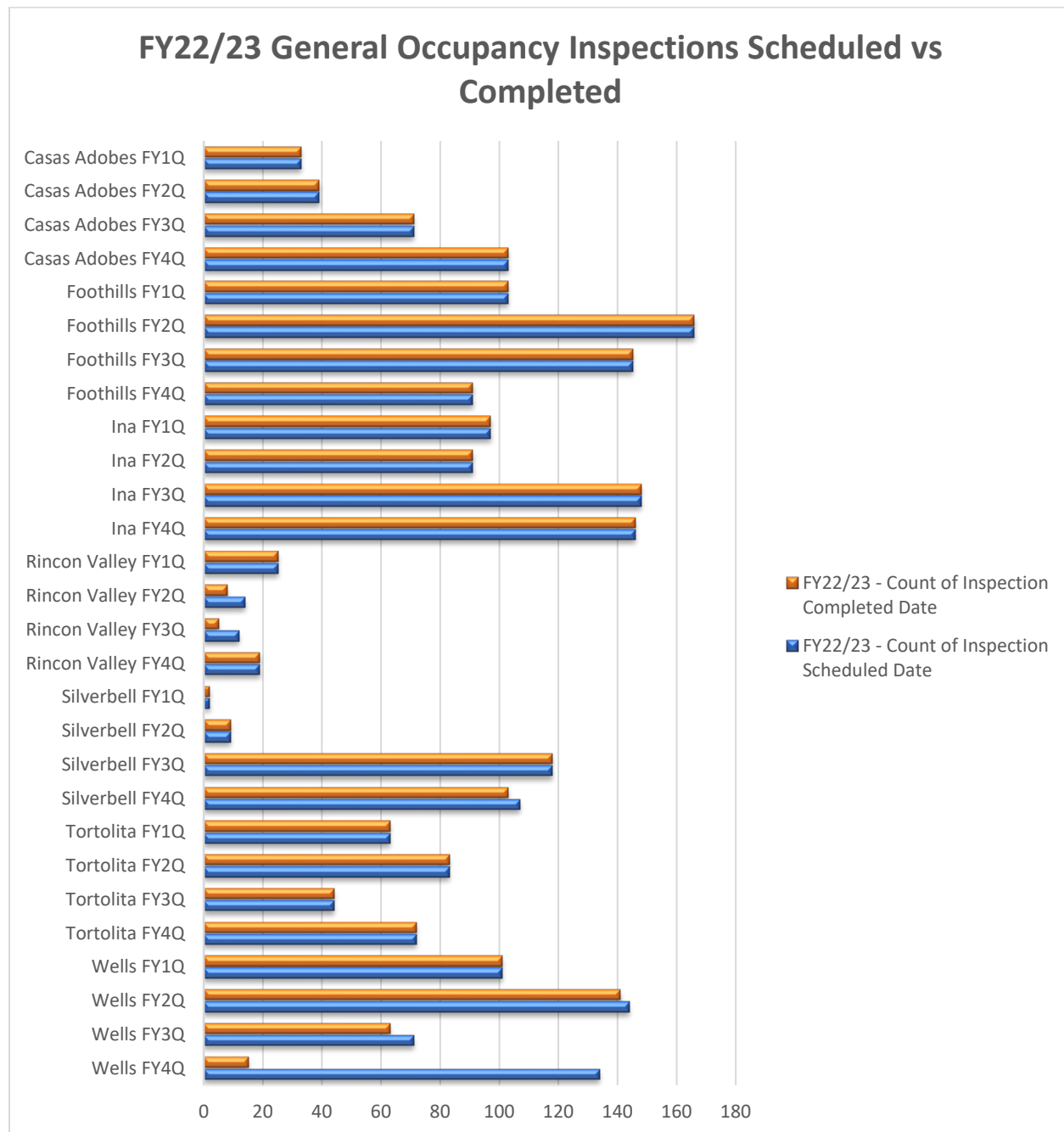
In July 2019, Northwest Fire District entered into an Intergovernmental Agreement (IGA) with the Rincon Valley Fire District to provide Fire Prevention services to include general and construction inspections, plan review and fire investigations. In doing so,

a seventh zone designated as the "Rincon Zone" was created. This zone is comprised of 71 existing commercial occupancies and in FY22/23, an average of 25.33 construction inspections have been performed in this zone each month (304) total. The Rincon Zone has not been assigned to a single Inspector but rather responsibilities have been divided amongst current personnel members.



Evaluation of the general inspection program shows a **73% completion** rate for the fiscal year 22/23. The gap in baseline to the agency's 100% completion goal is the result of staffing attrition and hiring/training of new and existing members. The

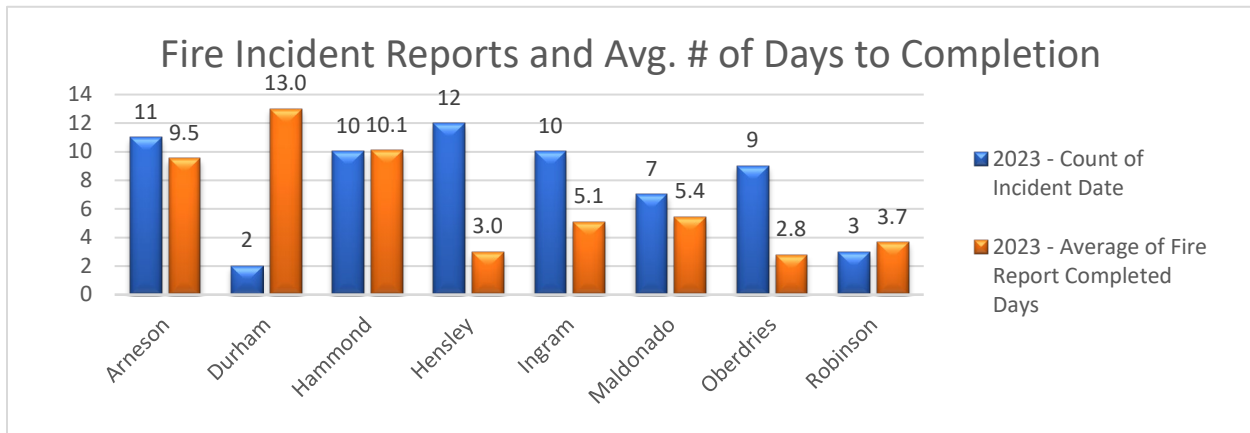
Division is running at a staffing deficiency of one (1) FTE and the training requirements for present staff during the fiscal year became the priority to meet the agency's need.



The goal of the Prevention Division's Fire Investigation Team is to complete all cause and origin fire investigations within ten business days. The FY22/23 fire report completion prevention division **average is 6.1 working days** from incident until report completion. Fire Investigation report completion variables include:

- Delays while awaiting private insurance fire investigation determination.

- Law Enforcement and Coroners' reports.
- Law Enforcement criminal investigations.



One overall outcome goal that the Prevention Division tracks is annual fire incident value saved and civilian casualties. The goal is to realize a 90% property value (structure and contents) save rate annually in the Authority Having Jurisdiction (AHJ). The metric is reflective of all the work that goes into permit and plans review, inspections (construction and occupancy), and fire investigations, as well as the functional attachments to other areas of the organization that have an effect on this outcome. **In FY22/23, NWFD saved 87% of property value** during fire incidents with **five (5) civilian casualties (injury or death.)**

FY	Pre-incident Property & Contents Value	Pre-incident Property & Contents Lost	Property and Contents Value Saved	Property Value Saved %
FY19 /20	\$ 21,487,810.10	\$ 3,124,457.00	\$ 18,363,353.10	85%
FY20 /21	\$ 26,424,308.03	\$ 4,139,807.00	\$ 22,284,501.03	84%
FY21 /22	\$ 89,529,584.98	\$ 7,880,453.00	\$ 81,649,131.98	91%
FY22 /23	\$ 67,589,016.00	\$ 8,526,641.00	\$ 59,062,375.00	87%

PERFORMANCE MEASURES IN DEVELOPMENT:

The Prevention Division will evaluate for the goal of tracking lives saved during fire incidents. The NFPA has looked to begin the tracking on this metric. The agency is awaiting further guidance from the NFPA.

The Prevention Division is working on performance tracking efficiencies within the ImageTrend RMS system and inputting data to aid in future outcome-based monitors.

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

- Streamline division efficiency and communications by chain-of-command realignments of the Plans Examiner functional positions.
- Succession planning that provides for ICC certification training opportunities in ICC Plans Examiner.
- Obtain full budgeted staffing levels and provide training to the level of Fire Inspector II and Arson I-IV certification level.
- Complete job description to upgrade a position to Permit Technician.
- Complete submitted plans reviews within an average of ten (10) working days.
- Complete a minimum of one (1) fire and life safety inspection in every commercial business annually.
- Complete fire investigation reports within ten (10) business days of the incident.

STRATEGIC PLAN RELATED GOALS/OBJECTIVES DISCUSSION

Goal 3: Maximize collaboration with outside partners and stakeholders.

The Prevention Division

Objective B: Collaborate with surrounding municipalities to ensure consistent and uninterrupted service.

The NWFD Prevention Division and the GRFD Prevention Division participate in automatic aid responses for fire investigation on all “working incidents” that occur in the two jurisdictions. Additionally, the NWFD Prevention Division attends monthly meetings with its GRFD Prevention partners to ensure continuity of operations between the two jurisdictions as it relates to fire investigations. The Prevention Division also regularly attends the Southern Arizona Fire Marshal Association meetings to coordinate and network with regional partners. These meetings are scheduled every other month.

Objective C: Collaborate through auto aid to build a dependable region-wide response system while reducing redundancies.

Automatic aid response between Golder Ranch Fire District and NWFD allows for increased investigator safety on fire scenes with teams of two (one investigator from each jurisdiction) always responding. It allows each agency to send one inspector to complete fire investigations and allows fire investigators to have more real-world events based on a larger response area to gain experience in fire and arson investigations.

The Division is working to collaborate on pre-plans with auto aid partners to deploy dependable maps to response personnel without duplication of efforts across agencies. The City of Tucson (COT) Communications Center is waiting to hear back from the state related to grant monies to support the technology required for this program.

Objective D: Reduce duplicate expenditures through agreements, consolidations, and/or mergers when beneficial to all involved agencies.

In July 2019, Northwest Fire District entered into an Intergovernmental Agreement (IGA) with the Rincon Valley Fire District to provide Fire Prevention services including inspections, plan review and fire investigations. The IGA offers additional opportunities to build community partner relationships with outside organizations to include construction contractors, building officials, and another fire organization. The agency is currently working to amend the IGA and supply a more cost-neutral strategy for the services.

Goal 4: Establish systems to maintain compliance with regulating and certifying authorities

Prevention Division

Objective B: Provide for a structure internal review of current insurance services office rating requirements and identify and implement opportunities to maintain and strengthen the current rating of 1.

The Northwest Fire District staffs for fire prevention activities to meet the requirement of inspecting all commercial occupancies annually. Staffing includes:

- Division Chief/Fire Marshal (1) – responsible for the overall management, budget development and administration of the Prevention Division.
- Deputy Fire Marshal (2) – responsible for directing day to day program activities of Prevention Services personnel related to occupancy inspections, risk assessments, fire investigations and plan review.
- Fire Plans Examiner (2) – responsible for performing technical reviews and approvals of construction, fire and life safety plans to ensure compliance with adopted codes and requirements.
- Fire Inspectors/Investigators (6)– responsible for performing basic to advanced technical fire inspections and investigating fires to determine origin and cause.
- Administrative Assistant (1) – responsible for providing general clerical and administrative support to the Prevention Services division.

Fire Prevention members are full-time employees that maintain certification in accordance with NFPA 1031 and ICC fire inspector certification. The ICC certification requires continuing education that meets ISO's Item 1012, subsection A, B, & C.

The Prevention Divisions development team (permitting and plan) reviews both residential and commercial plans in accordance with the adopted ICC fire code and locally adopted amendments, and releases permit for all construction projects within the AHJ that are not under the purview of the state. The projects are inspected for code compliance before the Town of Marana or Pima County release certificates of occupancy (C of O.) This outcome will result to satisfy section 1024, subsection A-H, and item 1025 of ISO's FSRS requirements.

The Prevention Division operates a fire investigation program to determine cause and origin on all fires located within the NWFD boundary. The Fire Investigators are trained and qualified through the Arizona Chapter of the IAAI in Arson I-IV and work to complete all fire investigations within the agency RMS (ImageTrend) that reports to NFIRS, in ten working days. This outcome will result to satisfy section 1040, 1041, subsections A-C, 1042, subsections A-C of ISO's FSRS requirements.

Objective C: Maintain accreditation status and implement all requirements into daily process.

The Northwest Fire District uses the Program Appraisal (formally the ICBP) process to develop and execute the performance measures found in the CPSE 10th edition model. The Prevention Division is responsible for Category 5, Criterion A & C, and meets all requirements found within those Criterion to aid in organization in maintaining accredited status.

Goal 5: Create greater financial efficiencies and ensure financial sustainability and responsibility

Prevention Division

Objective F: Develop a conceptual plan to obtain full utilization of the District's training center to include consolidation of training personnel across the organization onto this site.

The Prevention Division completed work to gain ICC preferred provider status. The ICC preferred provider status allows the organization to offer educational courses in the fire prevention sector. The outcome is certified ICC instructors within the organization that can host and instruct regional fire code coursework to help develop internal and external industry professionals.

CURRENT ISSUES

Staffing for the Prevention Division is an ongoing issue. The Division needs to fill one (1) vacant fire inspector position and depending on the credentials of the individual hired, will need to provide training and certification opportunities to develop them into a Fire Inspector II. On the development side, the increase to new developments and resulting increase of permitting and plans reviews that will ultimately require inspections continues to increase. The division's workflow, while functional, does not allow for continuous quality improvement. The realignment of the plans examiner position under the Deputy Fire Marshals supervision is required to align workflow process, with needed data entry and tracking, and build relationships with the community partners in the development sector. The administrative assistant function has also outgrown the job responsibilities and is now more in line with a building specialist or permit tech as the job functions have necessitated more technical acumen to progress projects to completion and ultimately care for our community business owners and residents looking to us to move their projects to completion.

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

GOAL 1: Develop and document administrative processes to foster communication, collaboration, involvement, transparency, fiscal responsibility, and succession.

The Prevention Division has worked to update and migrate all prevention related policies and procedures into the new Lexipol interface for organizational communication, reference, and maintenance.

Goal 4: Establish systems to maintain compliance with regulating and certifying authorities.

Prevention Division

Objective B: Provide for a structure internal review of current insurance services office rating requirements and identify and implement opportunities to maintain and strengthen the current rating of 1.

The Prevention Division is working toward a sustainable building familiarization and Pre-incident planning program utilizing annual inspection data collected in the agency ImageTrend RMS and geospatial data collection in the ESRI UI platform. In collaboration with GIS, new and existing buildings are inspected for fire code compliance, occupancies are risk assessed in ESRI field maps, and building systems that are deemed important to response, such as Knox box, risers, FDC, hydrants, &

alarm panels, are geolocated through the use of iPads. The preplanning data is loaded monthly on to Hexagon's MPS and available to responding incident commanders and company personnel. This outcome results in satisfying Item 580, subsection H of ISO's FSRS requirements, but is in need of an updated software program to deploy in the field unit MDTs.

The Northwest Fire District adopts the International Code Council (ICC) International Fire Code on an every-other cycle basis and currently enforces the 2018 edition with locally adopted amendments. The Prevention Division is forecasting to review and adopt the ICC FC 2024 edition when it is released in November of 2023. The process of review and revision will be conducted in concert with GRFD, Pima County and the Town of Marna. The review and amendments will be brought to the agency Fire Board in the first half of 2024 for fiscal adoption pending Fire Board approval. This outcome will result to satisfy section 1000, items 1020 & 1021 of ISO's FSRS requirements.

Goal 5: Create greater financial efficiencies and ensure financial sustainability and responsibility.

Objective D: Reduce duplicate expenditures through agreements, consolidations, and/or mergers when beneficial to all involved agencies.

In FY22/23, the Northwest Fire District's Intergovernmental Agreement (IGA) with the Rincon Valley Fire District to provide Fire Prevention services including inspections, plan review and fire investigations, disparately resulted in increased workload for NWFD without cost neutrality. The IGA was amended with a November 1, 2023, start date, and applies a more cost neutral strategy for services rendered to Rincon Valley Fire District.

Evaluate for Assistance to Firefighters Grant (AFG) Fire Prevention and Safety (FP&S) supported projects, services, equipment, or training.

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

Program Appraisal Training Accomplishments/Needs

Current Fiscal Year (23/24) Training Accomplishments for Division Staff

- AZIAAI Advanced Arson Conference (2 Employees)
- Reid Technique for Interviewing and Interrogation (2 Employees)
- NFA Expert Witness Testimony Program (1 Employee)
- AZIAAI Fire/Arson I (2 Employees)
- EMT/CEP CEUs (8 Employees)
- Arizona Building Official Conference (1 Employee)
- ImageTrend Conference (2 Employees)

- Fire Service Leadership II & III (1 Employee)
- BlueCard Incident Command Program (2 Employees)
- Captains Certification Program – Fire Officer I & II (2 Employees)
- ICC Permit Technician Training (1 Employee)
- AREST CPR Training (3 Employees)
- AZ State Fire Inspector I (1 Employee)
- NFA Fire Alarm System Plans Review (1 Employee)
- IAAI Fire Dynamics Course (4 Employees)
- AZIAAI Fire/Arson II (1 Employee)
- IAAI International Training Conference (1 Employee)
- ICC CFM Prerequisite Exam/Certification (1 Employee)
- Two employees obtaining Remote Pilot license through the FAA
- One employee obtaining status as Adjunct Instructor for PCC
- Obtained Preferred Provider status for Northwest Fire through the ICC
- Provided in-house prevention instruction for the following programs:
 - NWFD Fire Academy Recruit Classes
 - NWFD Engineer Certification Program (40-Hour Fire Protection Systems Class)
 - NWFD Captains Certification Program
 - Regional Introduction to Fire Investigation Classes (x5)

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

- Maintain Preferred Provider status for Northwest Fire through the ICC
- ICC 2024 code adoption and potential training to meet the ARS statute and ISO code adoption requirement.
- CPSE peer assessor and accreditation manager training (x3), excellence conference, etc.
- ESRI conference for geospatial data analysis compliance.

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

Fiscal Year (24/25) Training for Division Staff

- AZIAAI Advanced Arson Conference (3 Employees)
- AZIAAI Fire/Arson I (2 Employee)
- AZIAAI Fire/Arson II (2 Employee)
- EMT/CEP CEUs (8 Employees)
- Arizona State Fire School (3 Employees)
- Arizona Building Official Conference (3 Employee)
- Reid Technique for Interviewing and Interrogation (2 Employees)
- IAAI Expert Witness Testimony Program (1 Employee)
- ICC Permit Technician Training (2 Employees)
- ImageTrend Conference (3 Employees)
- NFPA 1072 HazMat FRO Course (1 Employee)
- ICC Fire Inspector I (2 Employee)

- EduCode Training Conference (3 Employee)
- IAAI-CFI Examination (1 Employee)

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 5: Programs

This category represents the community risk reduction program for the organization and community served. The intent is to define, develop, execute, and measure the program as it relates to enforcement, education, economic incentive, engineering technology and emergency response (The 5-E's of community risk reduction). The program is a direct output of the Community Risk Assessment or Standards of Cover document. The program, while tracking traditional performance metrics, should focus on outcomes that identify the impact within the community. The key elements used to evaluate these services are: adequacy, deficiency, effectiveness, methods, and results of programs. For purposes of accreditation, these terms are defined within the glossary.

The agency's mission, goals and objectives should determine the applicability of all the listed programs. The agency should decide the relevancy of each criterion in its self-assessment manual. For criteria in Category 5 that are not applicable to the agency, the agency should briefly explain why it does not provide this program.

Category 5

Criterion 5A: Prevention Program

The agency operates an adequate, effective and efficient program as identified in the Community Risk Assessment and Standards of Cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting and control of fires and non-fire risks. The agency should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific prevention programs.

Summary

The Northwest Fire District strives to improve life safety through innovative Community Risk Reduction programs and services that include community risk prevention code enforcement, plan review, public education, and fire investigation. In addition, the community risk reduction effort includes detection, reporting and control of fires. Detection is addressed as part of the adopted code regarding the design and installation of detection equipment and is applied and enforced during plan review processes and code enforcement inspections. The reporting and control of fires aspect of community risk reduction is described in the District's CRA-SOC.

In early 2022, NWFD began a comprehensive risk assessment process that included not only fire but non-fire risks. The risk assessment was completed in 2022 and is included as part of the CRA-SOC. Results of the risk assessment are being implemented as resources allow into the community risk reduction programs.

CC 5A.1 The authority having jurisdiction has an adopted fire prevention and building code(s).

Description

The Northwest Fire District (District) Prevention Services Division has adopted and amended the 2018 International Fire Code (IFC), including all referenced standards through resolution 2019-027 by the Northwest Fire District Governing Board on June 25, 2019. The adopted fire code serves both the Town of Marana and unincorporated Pima County, located within District boundaries, and both jurisdictions have adopted the 2018 International Building Code (IBC). Pima County has amended Section 101.4.5 of the IBC with the following language: "REVISE section by DELETING the paragraph and REPLACING it with the following: The provisions of the International Fire Code shall apply whenever referenced in this code or as deemed necessary by the Building Official. Enforcement of the Fire Code shall, however, be relegated to the fire jurisdiction having authority or to the designated responding fire department."

In accordance with Arizona Revised Statutes, Title 48, Special Taxing Districts, Section 48-805, the Northwest Fire District has the authority to enforce the adopted fire code throughout the District, which is located within the boundaries of both the Town of Marana and unincorporated areas of Pima County.

Appraisal

The adoption and utilization of the ICC fire code, a nationally recognized set of standards, continues to serve the District well by providing a set of minimum requirements to apply towards protecting the health, safety, and general welfare of the public as well as first responders through preventing and abating hazardous

conditions in new and existing buildings, structures, and premises. Amendments to the Fire Code address situations and circumstances unique to the District or region.

Plan

The District will continue to utilize the ICC fire code in fire prevention and work with area partners to maintain Fire Code Alignments. The process for adopting and amending future codes will be done in conjunction with our strategic partners in the Town of Marana, Pima County, and surrounding fire districts and jurisdictions to better serve the community. An adoption plan for the ICC code on every other revision cycle is scheduled when the 2024 ICC fire code is released.

References

Res. No. 2019-027 International Fire Code 2018 Ed

NWFD-2018-IFC-Amendments-Adopted-062519

CL--Ordinances--10-16-2018--REGULAR--2018-030--

Arizona Revised Statute § 48-805

CC 5A.2 The code enforcement program ensures compliance with applicable fire protection law(s), local jurisdiction, hazard abatement and agency objectives as defined in the community risk assessment/standards of cover.

Description

The Prevention Division ensures compliance with all fire protection laws and local amendments. The District adheres to the 2018 International Fire Code (IFC) and locally adopted amendments within the Town of Marana and Pima County areas where the District has jurisdiction. NFPA 1300 guides the occupancy risk assessment process with data captured through ESRI's field maps application. NFPA 1730 guides the Prevention Division in plan review, inspection and code enforcement, and fire investigation. Arizona State Statutes, Title 48, B, 5, provides the legal authority to enforce the District's code compliance program. The District's goal is to have 100% of plans reviewed to ensure fire code compliance and 100% of occupancies inspected and risk assessed annually.

Appraisal

The Prevention Division's permitting and plans service is staffed with NFPA 1031 trained and ICC-certified plan examiner personnel who review construction plans for

code compliance in accordance with the general provisions in NFPA 1730 and ICC 2018 Fire Code, (including site access, utilities, building construction, life safety systems, equipment, storage and use of hazardous materials, etc.) for all projects within the District, including new buildings and existing tenant improvements before the start of construction. Deficiencies and additional requirements are addressed, discussed, and resolved during the permitting and plan review process. The District reviewed 1364 plans in the fiscal year 2022/23. Current staffing levels and training requirements have allowed the agency's goal to be achieved.

The Prevention Division's inspection service completes construction and occupancy inspections and risk assessments on all new and existing structures to ensure fire code compliance. Requested construction inspections are called into the Prevention Division with a completion goal of two working days (**FY2022/23 avg. 1.09 days** to complete). Existing occupancy inspections are broken into quarterly calendar months with 100% annual occupancy inspections completed. Code violations, hazards, or deficiencies are presented to the building representative, with a timeline for correction. Follow-up inspections are performed to ensure deficiencies have been corrected. The District conducted **4190 inspections in the fiscal year 2022/23**. The annual risk assessment data process is a newer addition to the Prevention Division workflow, with the completion of risk assessments happening during the yearly occupancy inspection. Current staffing levels and training requirements have allowed the agency's goal to be achieved.

Tracking of the permitting and plans review, occupancy inspection compliance, and code violations are recorded in the ImageTrend RMS system and are meeting the agency's needs.

Plan

The District will continue to meet the provisions of NFPA 1300 by performing annual structural risk assessments during occupancy inspections. The District will continue to meet the provisions of NFPA 1730 by enforcing the currently adopted Fire Code through the ICC with the goal of 100% of plans reviewed and new/existing structural inspections completed annually. A plan to review and engage area partners for the adoption of the 2024 ICC International Fire Code with amendments is on the horizon for review in the fourth quarter of 2023 and adoption at the fiscal start of 2024.

References

ImageTrend Records Management System

NFPA 1300-20

CC 5A.3 The prevention program has adequate staff with specific expertise to meet the goals, objectives and identified community risks.

Description

The District's Prevention Services are budgeted for twelve (12) personnel: one (1) Division Chief/Fire Marshal, two (2) Deputy Fire Marshals, one (1) Senior Fire Plan Examiner, (1) Plan Examiner, six (6) Fire Inspector II, and one (1) Administrative Assistants. The Prevention Division works in three main areas of expertise: permitting and plans, Inspections, and investigations. The goals are to inspect 100% of businesses annually based on "inspector zones," review plans and release permits based on the Town of Marana performance targets (Avg. of 10 working days depending on the complexity of plan review) and have all fire origin and cause investigation reports completed in 10 working days.

Appraisal

The agency's Prevention Division is currently working on training three Fire Inspector Apprentices to the level of Fire Inspector II as outlined in the agency's job description. Additionally, the District is pursuing the training for one administrative Assistant in permit tech responsibilities through the Arizona Building Officials chapter and ICC.

The Plans Examiners and Fire Inspectors are assigned a designated geographical area or "Inspector Zone" and are responsible for business and construction inspections, mitigation of any identified hazards, and compliance with applicable codes and standards. The Plans Examiners and Inspectors also maintain open communication and act as a liaison between community members, emergency response personnel, and other District stakeholders. The Plans Examiners and Fire Inspectors report to Deputy Fire Marshals, who are responsible for managing the day-to-day operations of permitting and plans review, code enforcement activities, and fire investigation responsibilities in addition to personnel training, records management, and the development of policies and procedures. The Administrative Assistant works in conjunction with the development service (permitting and plans) to intake, organize, and maintain the efficiency of the construction permit process, including intaking plans and permit fees, entering project and occupancy information into the records management systems (ImageTrend), tracking plan review progress, permit issuance and scheduling inspections during the construction process. The plans examiners confirm code compliance for construction projects by conducting a comprehensive

review of construction documents and collaborating with fire inspectors and building officials during inspection phases. A Division Chief is responsible for the overall administration and management of the Prevention Services Division.

The Division is currently focusing on staff certification training. At a minimum, Prevention Services personnel are all certified by the International Code Council (ICC) as Fire Inspector I, with eight having achieved ICC Fire Inspector II certification. Additionally, five individuals are ICC Fire Plans Examiner certified, and one has obtained ICC Certified Fire Marshal (CFM) credentials.

The District has been divided into six inspection zones. A seventh inspection zone exists through an Intergovernmental Agreement (IGA) with Rincon Valley Fire District (RVFD). Fire inspector FTE deficiency has resulted in the inability to meet the goal of completing one general fire safety inspection in every existing commercial occupancy (including RVFD occupancies) annually. This deficiency should resolve at full staffing and credentialing levels. The plans examiners are meeting timelines for completing reviews set forth by our building department partners in the Town of Marana. Present budgeted staffing levels are sufficient to manage the existing workload affiliated with code compliance along with the added responsibilities of fire investigation duties, including those assumed through the IGA with RVFD.

Plan

Sustained growth within the District, coupled with projected surges in commercial and residential development, will result in the ongoing look to increase service efficiency. The Division continues to train, educate and certify all staff members with the goal of all Prevention Division staff members being certified to the minimum level of ICC Fire Plans Examiner. The first step will be to bring staff members who are not ICC Fire Inspector II and IAAI Arson I-IV certified to that level.

References:

Division Chief Job Description

Deputy Fire Marshal Job Description

Senior Plans Examiner Job Description

Fire Inspector II Job Description

Fire Inspector I Job Description

Fire Inspector Apprentice Job Description

Fire Inspector Recruit Job Description

Administrative Assistant I, II & III Job Description

NFPA 1730

5A.4 A plan review process ensures that adopted codes and ordinances determine the construction of buildings and infrastructure (such as hydrants, access, and street width).

Description

The Northwest Fire District has a plan review process that ensures the adopted ICC codes and local amendments are followed to determine if new and existing construction of buildings and infrastructure within the District are met.

Appraisal

The plan review process in place has served to ensure that buildings and infrastructure are constructed in accordance with the adopted 2018 International Fire Code and local amendments. Established plan review completion timelines are met at a goal of ten (10) working days on average (**6.6 days to completion, FY2022/23**) depending on project complexities.

Within the Town of Marana, pre-submittal meetings are held between the Plans Examiner, key personnel within the Development Services Department, Architects, and Engineers. Discussions are conducted about the needs and requirements of proposed project developments. These meetings and open discussions ensure that all aspects of the project follow applicable codes and standards before commencing construction. Access issues, street width, fire flow requirements, and hydrant placement are addressed at this time. Upon completion of the development phase, personnel review construction plans for the buildings and systems and confirm compliance before field inspections are performed as verification.

In Pima County, the plan review process is more challenging. Each morning, the District receives a list of all building permits issued within the county from the previous day via an automated activity report. This list includes all permits issued for Golder Ranch Fire District, Rincon Valley Fire District, and Northwest Fire District. After determining which projects are within the boundaries of NWFD and RVFD, the scope of work is evaluated to ascertain if review and approval are required as it relates to the fire code. For projects requiring review for fire code compliance, the District emails the customer to inform them they must submit plans to the District for review.

A hold is then placed on the permit with Pima County, which will not allow certificate of occupancy releases until final fire inspections have been approved.

NWFD evaluates all processes through the biannual Contractor's Coffee Forum. The Forum provides contractors and engineers an opportunity to discuss and learn of new standards, codes, and policies, as well as have input on changes.

Plan

The Prevention Services Division will continue to seek ways to improve the plan review process to ensure constant communications with the building and planning departments that are active in the community. Opportunities to enhance the code review process within Pima County will continue to be explored. In addition, the District has scheduled a biannual Contractors Coffee Forum to provide contractors, engineers, architects, or members of the public invested in community development within the District information and discussion relating to life safety and fire protection, a program that was halted during COVID.

References

402 Processing Permits

403 Plans Review Procedures

Res. No. 2019-027 International Fire Code 2018 Ed

NWFD-2018-IFC-Amendments-Adopted-062519

Contractors-Guide

5A.5 The prevention program identifies the frequency that occupancies are inspected.

Description

The Northwest Fire District Prevention Division works to complete fire and life safety inspections on all occupancies annually. The District's "Own Your Zone" program, developed and operationalized in 2016, breaks up the more than 1400 locations and 2800 occupancies and associated sites into six (6) zones for annual risk assessment and inspection.

Appraisal

The District's "Own Your Zone" has worked well to identify and track the frequency of occupancy inspections. Once an occupancy receives a fire final inspection and is released by the respective building department's jurisdiction, a certificate of occupancy is issued. The location and associated occupant are attached to a zone inspector's annual inspection schedule in the agency RMS (ImageTrend). Inspection scheduling lists are generated from the agency RMS quarterly, and inspection reports are completed in the RMS system.

Evaluation of the "Own Your Zone" program has shown to be successful. Staffing attritions have challenged the organization to meet its goal of inspecting 100% of occupancies annually. In **FY2022/23, the agency hit 73%** of scheduled occupancies. The gap in goal completion was due to staffing attrition resulting from positional vacancies (currently one vacancy and three Fire Inspector Apprentices.) Needed training is being performed and the Division is working to operationalize personnel into the Inspection Program.

A new addition to the "Own Your Zone" Model was the inclusion of occupancy risk assessments in FY2022/23. The process is completed by Inspectors during annual occupancy inspections and serves to risk buildings. Risk assessment data is valuable and can be used in the future to determine occupancy inspection frequency if staffing challenges arise. Zone Inspectors are entering data collected during inspections into the RMS system (Image Trend) and ESRI GIS field maps applications.

Plan

The District will continue to utilize the "Own Your Zone" inspection program and schedule/track the frequency of inspections in the agency RMS (ImageTrend) and risk assessments in ESRI GIS. Onboarding and training for members are forecasted in fiscal 23/24 to aid in the inspection program performance. Once fully staffed and trained, an effort to close the gap in inspection frequency and ultimately reach the annual goal of 100% occupancies inspected benchmark.

References

NFPA 1730-19.pdf

400 Fire Inspection Procedures

405 Code Violation Complaint

Zone Inspector Map

NWFD CRA-SOC

5A.6 The agency sets specific, targeted, and achievable annual loss reduction benchmarks for fire incidents and fire casualties based upon the community risk assessment and baseline performance.

Description

The Northwest Fire District calculates fire loss values based on the USFA's NFIRS key points, including damage from fire, smoke, water, and overhaul. The agency's adopted fire loss calculator is in alignment with the ICC and captures accurate values based on the ICC methodology and the associated saved values on all fire events. The fire loss calculator is embedded into the agency's RMS system (ImageTrend) and available to responding crews and investigators. The worksheet is updated annually as the ICC adjusts construction costs, and those values are then reflected in the fire loss calculator products.

Monthly, the Prevention Division reconciles the RMS system for all fire calls with an entered loss value associated and calculates the aggregate values for structure and contents values, both lost and saved. Those values are reported to the Fire Board in the monthly board reports with the benchmark of achieving 90% value saved annually.

Monthly, the Prevention Division reports on all civilian casualties (injury or death) associated with fire incidents. The organization's goal is to have no civilian casualties resulting from fire.

Appraisal

Including the ICC fire loss calculator in the agency RMS fire reporting system has worked well to capture data relative to the jurisdiction's realized fires. The collected data is evaluated monthly by the Deputy Fire Marshal responsible for the Fire Investigation Program and validated for accuracy before providing the monthly fire Board Report. The agency realized an **87% value save rate in fiscal year 2022/23 with five (5) civilian casualties**. This outcome shows that the agency has worked to provide high levels of service to the community in its community risk reduction (CRR) programs and fire suppression but includes the entire organization's efforts to prevent, mitigate, prepare, respond, and recover from all hazardous incidents including fire in our community.

Plan

The District plans to continue tracking fire incident value saved and civilian causality data in the organization's RMS. Additional effort will be made to collect data on annual loss reduction benchmarks to show civilians saved during fire incidents.

References

NWFD CRA-SOC, Section 4, p.163

USFA's NFIRS

CC 5A.7 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk based on the community risk assessment/standards of cover.

Description

The Northwest Fire District implemented its Program Appraisal process in 2018 to align internal compliance with regulating and credentialing authorities to the agency budget and Strategic Plan. The program appraisal process aligns the organization's strategic planning process with the CFAI model's performance measures and ties it together with the organization's budget. The Program Appraisal document template is completed yearly and serves as a formal and documented appraisal of the organizational programs, including the Prevention Division.

Appraisal

The organization's Program Appraisal process has been working well for the Prevention Division as a formal and documented appraisal of the division's activities and plans. The appraisal provides a "tactical level plan" that supports the agency's strategic plan, tracks current goals and objectives, and applies the associated data points followed and validated against the various organizational RMS systems. Data is displayed to represent the current state of a program and evaluate performance. Outcomes are reported to the Fire Board monthly, and the program appraisals are integrated into the budgeting process and presented and approved by the Fire Board during the agency's budget approval process. The division has completed these documents since 2019, with the current document for FY2023/24 being the first program appraisal in the current accreditation cycle for 2023-2028.

Plan

The District plans to continue the program appraisal process as the formal and documented appraisal for all divisions within the organization. Updates to the

document will result from changes in credentialing authorities and as the agency works toward continuous quality improvement.

References:

Prevention Services Program Appraisal

Criterion 5C: Fire Investigation, Origin, and Cause Program

The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property to drive community risk reduction activities. The agency should conduct a thorough risk analysis as part of activities in Category 2 to determine the need for a fire investigation program.

Summary

The Northwest Fire District Prevention Services division administers an effective and efficient Fire Investigation Program to ensure all fires and explosions are investigated for the origin and cause according to the guidelines outlined in the 2021 edition of National Fire Protection Association (NFPA) 921: "Guide for Fire and Explosion Investigations." This is accomplished by adequately developing investigators utilizing standardized training programs, continuing education and certifications, affiliations with other agencies, adopting standard operating guidelines, and recognizing national standards and best practices.

Determination of a fire's origin and the cause is shared between Fire Officers and Fire Investigators based on the fire's complexity, size, and classification. Fire Officers are tasked with determining the origin and cause of small or minor fires classified as unintentional, while fire investigators assume responsibility for investigating all major fires, fires of an intentional nature, or when requested by the Fire Officer. Fire Investigators in the district do not have police powers; therefore, support and assistance are sought from law enforcement agencies as needed.

The Fire Investigation Unit is managed by a Deputy Fire Marshal and operates with full-time employees assigned to the Prevention Services Division trained to conduct fire investigations. The Division's Fire Investigators must attain Fire Investigation Technician (FIT) certification through the International Association of Arson Investigators (IAAI.) Responsibility for fire investigation duties rotates among the investigators every week.

In addition to NFPA 921, fire investigation procedures and processes are directed through the Northwest Fire District Procedure Manual: Chapter 4, Procedure 401, Fire Investigation Procedure which addresses not only actions but dispatch criteria, response protocols, processes, personal protective equipment selection, calling on additional resources and entities for assistance, equipment maintenance, safety, and documentation requirements.

The Northwest Fire District engages with surrounding agencies that have fire investigative personnel monthly to provide training, industry updates, case discussion, resource sharing, and networking opportunities.

CC 5C.1 The agency's fire investigation, origin and cause program is authorized by adopted statute, code or ordinance.

Description

The NWFD Fire Investigation Program is authorized by Arizona Revised Statutes, Title 48, Section 805, (B), 5, which allows fire districts to adopt a fire code. NWFD has an IGA with the Town of Marana and an ordinance within Pima County for fire investigations in the AHJ boundary. NWFD has adopted the 2018 International Fire Code (IFC) with amendments. Section 104.10 of the 2018 IFC authorizes the fire department to investigate the origin, cause, and circumstances of any fire, explosion, or hazardous condition occurring within the department's jurisdiction.

Appraisal

The existing statutory and adopted code provisions within the State of Arizona have authorized the district to conduct fire investigations within the District's legal authority. Historically, this has functioned well in that investigations have been conducted into the origin, cause, and circumstances of all fire and explosion incidents within district boundaries.

Plan

The Northwest Fire District will continue to meet the legal obligations established by the currently adopted fire code. The District will also monitor proposed changes to Arizona Revised Statutes that may affect the District and its ability to perform its duties responsibly. Changes that affect fire investigations will be conveyed to the agency as proposed.

References

Arizona Revised Statute § 48-805

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TOM IGA for Fire Code Services 2022 NWFD

<https://codes.iccsafe.org/content/IFC2018>

Res. No. 2019-027 International Fire Code 2018 Ed

NWFD-2018-IFC-Amendments-Adopted-062519

CC 5C.2 The agency uses a systematic approach based on the scientific method to investigate all fire and explosion incidents. The investigation should determine or render an opinion as to the incident's origin, cause, responsibility and/or prevention to include the damage and injuries that arise from such incidents.

Description

Trained Fire Investigators utilize the scientific method when investigating fires as directed by the Northwest Fire District Procedure Manual: Chapter 4, Procedure 401, Fire Investigation Procedure which incorporates the most current edition of NFPA 921: Guide for Fire and Explosion Investigations. The basic procedures and methodology outlined within this publication rely upon a systematic approach based on the scientific method, which provides an organizational and analytical process necessary for successful investigations. All fires investigated by a Fire Investigator within the District must be reported in written form and then subject to a technical review by the Fire Investigation Program Manager to ensure that proper investigative methodology has been applied. The Prevention Division's goal is to complete all fire investigation reports within ten (10) working days.

Appraisal

The present technical review process for reports has functioned well to ensure the scientific method is utilized for all fire investigations. When a Fire Investigator has failed to adequately document methodology, observations, or support for conclusions, those reports are returned with suggestions for revision or to conduct further research to identify the necessary data to include in the report. There have been rare instances when the proper investigative procedures have yet to be documented, and those situations have been quickly corrected in the review process or through training. Fire Investigators are provided with wallet cards outlining the scientific method as a reminder to follow the process. The Prevention Division completed fire reports in an **average of 6.1 working days in fiscal year 2022/23**,

including the technical review process conducted by the Deputy Fire Marshal over fire investigations.

Plan

The Fire Investigation Program will continue utilizing the current technical review process and ongoing training to ensure investigators consistently use a scientific approach and are familiar with the guidelines outlined in NFPA 921 and NFPA 1033. Professional memberships, publication subscriptions, and certifications must also be maintained as they provide essential communications regarding changes to processes and procedures.

References

NFPA 921-17

NFPA 1033-14

401 Fire Investigation Procedures

404 Fire Loss Calculation

Sample Fire Investigation Report

CC 5C.3 The program has adequate staff with specific expertise to meet the fire investigation, origin and cause program goals, objectives and identified community risks.

Description:

The fire investigation program's goal is to make determinations related to a fire event's origin and cause within the NWFD boundary. Fire investigation reports are required to be completed in ten working days/on average. Based upon the nature of an investigation, support, and assistance is called in from law enforcement and other agencies as needed.

The Northwest Fire District job description outlines the minimum training and certification to be classified as a fire inspector II. Fire Inspector IIs are trained and maintain certification as ICC fire inspector II and IAAI Arson investigator I-IV. Training and certification credentials are maintained by the employee and verified by the supervisor based on job description requirements during a members annual performance appraisal. The two credentials provided the baseline education and expertise to conduct fire investigations and determine the origin and cause.

In July 2020, NWFD and GRFD fire investigation programs operationalized an automatic aid response to all working fire incidents. The expanded response capabilities are pursuant to the 2018 automatic aid agreement between the agencies.

Appraisal

The NWFD investigation program's required training and staffing have been effective. The Prevention Division is staffed with nine (9) full-time members. ICC Fire Inspector II, IAAI arson I-IV, and hold a minimum of IAAI-FIT designation.

NWFD has an automatic aid agreement with GRFD for joint fire investigation response. The agreement provides for a minimum of two Fire Investigators on all working fire incidents located within the jurisdictions and offers a larger response area to gain experience in fire investigation. Based upon the nature of an investigation, support, and assistance is called in from law enforcement and other agencies as needed.

The 2018 automatic aid agreement and 2020 operationalization of fire investigations under that agreement have worked well to increase the number of experienced investigators responding to NWFD incidents and introduced a new resource in the form of trained investigators from the Oro Valley Police Department (OVPD). Development of these types of partnerships was identified in goal #3 of the 2020-2024 Northwest Fire District Strategic Plan and a program goal was achieved as a result of launching this joint response initiative.

Progress continues to be made towards achieving another program goal of obtaining a minimum IAAI Fire Investigation Technician (FIT) certification for each investigator in the division. **Six (6) of the fire investigators are certified as a minimum of an IAAI-FIT**, leaving three (3) investigators to become certified and one currently vacant position that will need to develop to that level professionally.

The last program goal of completing investigation reports within ten business days was met, with fire reports being completed within an **average of 6.1 business days**.

Plan

The Northwest Fire District will continue fostering a collaborative relationship with investigators from Golder Ranch, Oro Valley Police Department, and the Pima County Sheriff's Office through a monthly fire investigator meeting. In addition to building a stronger alliance with other agencies, this meeting will incorporate an educational element each month and serve as a means to disseminate and discuss information about investigation policies, procedures, available resources, and specific incidents.

The goal to obtain FIT certifications for all investigators in the division will continue until all remaining investigators are certified to a minimum of IAAI-FIT.

References

NFPA 921-17

NFPA 1033-14

Deputy Fire Marshal Job Description

Fire Inspector II Job Description

Fire Inspector I Job Description

NWFD CRA-SOC

2020-2024 Strategic Plan

CC 5C.4 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the fire investigation, origin, and cause program and its efforts to reduce fires based on community assessment, standards of cover, and measures performance.

Description

The Northwest Fire District implemented its Program Appraisal process in 2018 to align internal compliance with regulating and credentialing authorities to the agency budget and Strategic Plan. The Program Appraisal process aligns the organization's Strategic Planning process with the CFAI model's performance measures and ties it together with the organization's budget. The Program Appraisal document template is completed yearly and serves as a formal and documented appraisal of the organizational programs, including the Prevention Division.

Appraisal

The organization's program appraisal process has been working well for the Prevention Division as a formal and documented appraisal of the Division's activities and plans. The appraisal provides a "tactical level plan" that supports the agency's Strategic Plan, tracks current goals and objectives, and applies the associated data points followed and validated against the various organizational RMS systems. Data is displayed to represent the current state of a program and evaluate performance. Outcomes are reported to the Fire Board monthly, and the Program Appraisals are

integrated into the budgeting process and presented and approved by the Fire Board during the agency's budget approval process. The Division has completed these documents since 2019, with the current document for FY23/24 being the first Program Appraisal in the current accreditation cycle for 2023-2028.

Plan

The District plans to continue the Program Appraisal process as the formal and documented appraisal for all Divisions within the organization. Updates to the document will result from changes in credentialing authorities and as the agency works toward continuous quality improvement.

References:

Prevention Services Program Appraisal

Category 9: Essential Resources

Essential resources are defined as those mandatory services or systems required for the agency's operational programs to function. They should be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self-analysis to adapt the typical components listed below to the local situation. For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources, such as water lines and fire hydrants, but may include alternative resources, such as tankers (tenders), ponds, streams, lakes, cisterns, etc.

Criterion 9A: Water Supply

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria. An agency seeking prima facie for this criterion should refer to the Commission on Fire Accreditation International Interpretation Guide for the qualifying language.

Summary:

Water supply for fire suppression within the Northwest Fire District is supplied by five different water providers. The water supply resources are reliable and capable of distributing adequate volumes of water for fire suppression activities. Typically, the water providers use 12" mains in the arterial streets, 8" mains in residential streets, and 6" feeds to the hydrants. There are over **4,694 fire hydrants** located within the District, and they are inspected once-a-year by District personnel, as part of the annual

hydrant inspection program. The fire hydrants in the District are in accessible locations, with color-coded caps (indicating anticipated flow), and blue reflective street markers where applicable. Hydrant locations are kept current within the ESRI GIS UI, and information provided to the District by the water companies. All District apparatus with an MDT have access to hydrant locations, and updates are installed during monthly MDT map rollout and when necessary.

There are residential areas in the District that do not have adequate hydrant coverage or have less than optimal fire flow from a hydrant. For those areas, the District has two water tenders strategically located to provide tender shuttle operations. Additional water tenders are available through automatic and mutual-aid agreements from neighboring jurisdictions. The District also uses engine relay-pumping operations when a hydrant is located farther away than optimal from a fire scene.

The District's Prevention and Safety Division performs needed fire flow calculations and assesses hydrant adequacy based on number and location of hydrants during the plan review process for new construction, using the International Fire Code, 2018 edition.

The adequacy of the water systems was evaluated by the Insurance Services Office (ISO) in 2019, as part of the Fire Suppression Rating Schedule and Public Protection Classification Evaluation, and received **33.64 out of a possible 40**, which is included in the agency's rating of **Class 01/1Y**.

CC 9A.1 The agency establishes minimum fire flow requirements for new development in accordance with nationally and internationally recognized standards and include this information in the fire risk evaluation and pre-incident planning process.

Description

Northwest Fire District performs a plan review of new projects and developments to determine compliance with the codified requirements for structure fire flow and fire hydrant placement. NWFD has adopted and applies the 2018 International Fire Code with local amendments. Fire flow requirements for new development are coordinated with the responsible water utility provider. The District reviews all public and private water plans for conformity to standards before approval for installation. Required fire flows are confirmed upon completion of construction by the Fire Inspector assigned to the site. The fire flow requirements determined for new development is not currently incorporated into the pre-fire planning process.

Appraisal

The process of determining required fire flow in accordance with the adopted ICC fire code during the plan review process has been effective. Fire flow is verified by the agency Inspector's on-site water department and building contractors during the fire intermediate and final inspections prior to the issuance of C of O. The data is not currently captured for use in pre-incident planning and risk analysis.

Plan

The NWFD Prevention Division will continue an active plan review program supporting the minimum fire flow ICC code standards. Ongoing evaluation of existing service areas for the possible addition of water sources will continue. Fire flow information will be looked at for incorporation into the agency's ESRI UI risk assessments and availability to responding crews on MDTs.

References:

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NFPA 24

CC 9A.2 An adequate and reliable water supply is available for firefighting purposes for identified risks. The identified water supply sources are adequate in volume and pressure, based on nationally and internationally recognized standards, to control and extinguish fires.

Description

Except for the areas discussed below, experience has shown that NWFD has an adequate and reliable water supply available for firefighting purposes. Water supply for fire suppression within Northwest Fire District is supplied by five different water purveyors, utilizing over **4,694 hydrants**. The water purveyors rely on groundwater as well as the Central Arizona Project for their water supply and distribute it throughout their system utilizing mains, reservoirs, and booster stations. Each water purveyor maintains their own contingency plan in the event of a service delivery interruption.

All new residential and commercial construction projects have adequate fixed water supply for fire suppression purposes before building commences. Some areas within the District were previously constructed without consideration of any fire code requirements. These areas have been identified through the ESRI UI to have substandard or no fire flow capacities available. Two water tenders have been strategically located throughout the District where this scenario exists. **NWFD's SOG #7134, Water Supplies**, provides all suppression personnel with the guidance to

establish a water supply as needed. NWFD conducts annual drafting and tender shuttle training at the company level to insure proficiency in supplying water for fire suppression activities. The District also utilizes relay pumping operations when the water source is located an extended distance away from the event, per the water supply procedure. All NWFD fire engines carry 20 feet of hard suction hose to make use of alternate water sources if necessary.

Appraisal

Suppression personnel do not have an adequate system in place to know the capacity of the fixed water supply on a fire scene, or the layout of grid systems. Routine hydrant flow-testing was discontinued several years ago at the request of the water companies to minimize the loss of limited groundwater. The hydrant testing process has been transformed into an inspection program, where the suppression crews “touch” every hydrant, inspect condition of the hydrant, and crack the valve to insure water flow. The water purveyors have complex hydraulic modeling programs that are used to determine capacity of the water system. The computer hydraulic modeling has proven to be accurate and efficient and have been verified with physical hydrant tests in some instances.

Plan

The District is currently obtaining hydraulic modeling data from the water purveyors as it becomes available. When hydraulic model data is received the district will update the GIS data making the information available for fire companies in the field. The District will continue to maintain the active programs that ensure all newly developed areas have an adequate water supply. Ongoing evaluation of areas with known inadequate water sources will be conducted to ensure the ability of receiving water supply from alternative delivery sources. Partnerships with the water purveyors continue to encourage system improvements in the older service areas that lack adequate water supply or hydrants.

References:

2018 International Fire Code and appendixes

SOG #5801 Hydrant Inspections

SOG #5802 Hydrant Flow Testing

SOG #7134 Water Supplies

9A.3 The agency has a contact list on file and maintains regular contact with the managers of public and private water systems to stay informed about available water supplies.

Description

Northwest Fire District has five water purveyors in the District and maintains open communications with each of the purveyors. Information on new fire hydrant installations, repairs, and/or service, is exchanged through email, oral communication, and GIS web services. The Prevention and Safety Division maintains up-to-date primary contact information for each water purveyor manager. The Fire Alarm Communication Center also maintains a current manager list if a water purveyor must be contacted to either increase water pressure, or for an emergency call out for system repairs.

Appraisal

The current system is adequate but could utilize additional communication and feedback with the water purveyors to participate in the planning of future growth in non-developed areas. The District will need to be involved with any water system improvements that may be planned for the future. We have established these relationships with the different purveyors as well as the two local governments whose areas we provide fire protection (Town of Marana and Areas of Unincorporated Pima County). These government entities have adopted our fire code and invite or defer to us during new development. By doing so the Division is able to apply the current adopted fire flow to guarantee fire flow requirements are met during new development.

Plan

The District's plan is to meet with all five water purveyor managers at least once a year, and as necessary, to discuss ways to provide up-to-date information on system enhancements, pump outages, water flow issues, or repairs/damage that impact the availability of water for firefighting purposes. The Prevention and Safety Division will confirm the information on the contact list is accurate and updated as necessary with Operations and Dispatch.

References

Prevention & Safety Services Water Purveyor Contact Information

9A.4 The agency maintains copies of current water supply sources and annually reviews fire hydrant maps for its service area to ensure they are accurate.

Description

Using ESRI GIS services and inspecting each hydrant once a year, the Northwest Fire District maintains current water supply and hydrant maps. Periodic updates of hydrants are received from the water companies. These are field verified during the District's annual hydrant inspection program. The hydrant and tender areas are found on each Company's MDT and first due map book to assist in finding the most appropriate hydrant while responding to a fire incident, and/or recognizing the fact that a tender response is required in a specific area.

Appraisal

Current ESRI GIS programs and water supply information for fire operations continue to improve. Each year, new hydrants are added, and information is verified.

Plan

Continue to update the ESRI GIS system to identify and locate new fire hydrants on mapping system.

References

ESRI GIS RISK Map

9A.5 Fire hydrant adequacy and placement are based on nationally and internationally recognized standards and reflect the hazards of the response area.

Description

Within the Northwest Fire District, hydrant locations and water flow are determined by the adopted fire code and evaluated for compliance by the designated Fire Marshal or their designee. Approval of water distribution plans and hydrant locations by the Prevention Division is required by all water utilities before construction begins. The review process considers the building construction type, fire flow calculation area, and occupancy type, to determine the fire flow requirements. Certain properties and/or areas of the District were built prior to an adopted fire code or were annexed in by the District and may not have had to meet the minimum fire codes at the time they were constructed.

Appraisal

Northwest Fire District has adequate hydrants available to provide the minimum required fire flow for many of the commercial properties. There are a limited number of commercial areas that are deficient due to existing non-compliant construction. For all new construction projects, hydrant adequacy and placement are subject to review and approval by the Fire Marshal.

A small portion of the residential areas within the District are at a greater risk for lack of water due to several possible factors including: a lack of organized development building codes, no fire code at the time of construction, no organized pre-approved infrastructure plans, or no public water distribution system in place. These are known areas, and will have a water tender response where necessary, for supply and/or tender shuttle operations.

Plan

Northwest Fire District will continue to monitor new construction projects for hydrant placement through the Prevention & Safety Division's plan review and approval process.

In the areas that were built without fire codes prior to becoming part of the District, efforts will continue to pursue funding through grants or District budget allotments to install new hydrants in areas that currently have no or limited hydrants available.

References

2018 International Fire Code, Appendix C

9A.6 Public fire hydrants are inspected, tested, maintained, visible and accessible in accordance with nationally and internationally recognized standards. The agency's fire protection-related processes are evaluated, at least annually, to ensure adequate and readily available public or private water.

Description

Since 1992, the Northwest Fire District (NWFD) has had a fire hydrant inspection program to ensure all public fire hydrants are inspected, tested, maintained, visible and accessible in accordance with NFPA and AWWA standards.

Hydrant inspections are conducted by response companies and include confirming accessibility (clearing vegetation and verifying hydrant is not too low), condition (caps/gaskets on and in good repair) and opening to flush and removing debris. Until 2015 hydrant inspections were done on paper, in 2016 the record's management was transferred to GIS using AGOL (ArcGIS on-line, an ESRI hosted product). Field crews

document inspections (and needed repairs) via iPhones with all data (location, assigned station/shift, any known issues, inspection status and hydrant status) being captured in a single data layer. In 2020, the Program was moved to Operations (previously the Hydrant Program was under Essential Services), and some minor changes were made to the data design to clarify expectations for the crews and allow for improved records management. Additionally, a concerted effort was made in the beginning of 2020 to meet with and discuss the repair process with each major water company. These meetings resulted in NWFD obtaining each water company's unique hydrant ID which improved the hydrant reporting process and eliminated confusion over which hydrant required repair. More importantly it allowed for the rectification of datasets (between NWFD and each water company) annually. This process included verifying records, deleting hydrants no longer in service, confirming water company and unique ID for hydrants added in the field and adding in any newly installed hydrants from the Water Company records.

Appraisal

Using each water company's asset ID greatly improved the accuracy of our data, so hydrants were reported accurately and in a timely fashion. The Division was also able to add hydrants that were in service but not in District records. Another improvement was establishing an improved workflow with all water companies to report hydrants and document repairs that had been made. All of this has increased the number of hydrants being repaired.

Previously all hydrants were marked as "needing an inspection" at the beginning of year. Beginning in 2020 hydrants that had been reported to water companies and were awaiting repair were marked as "unavailable" for inspection. This ensured crews were not inspecting a hydrant that was already known to need repairs and was a common complaint.

Numbers

- 2019 total hydrants: 4,244
- 2019 hydrant inspections: 4,244
- 2019 hydrants reported and repaired: 64
- 2019 hydrants reported and not repaired: 163
- 2020 total hydrants: 4,407
- 2020 hydrant inspections: 4406
- 2020 hydrants reported and repaired: 103
- 2020 hydrants reported and awaiting repairs: 108
- 2020 data rectification added 30 hydrants to be inspected in 2021
- 2021 total hydrants: 4,535
- 2021 hydrant inspections: 4,535

- 2021 hydrants reported and repaired: 195
- 2021 hydrants reported and awaiting repairs: 6
- Break down of hydrant ownership by Water Company
- Tucson Water: 51%
- Marana Water: 22%
- Metro Water: 18%
- Oro Valley Water: 3%
- Private: 4%
- Flowing Wells Irrigation: 2%
- Other: 1%

Plan

NWFD will continue with crew hydrant inspections and tracking through the ESRI GIS platform. The Senior GIS Analyst will continue to report on hydrants requiring repair to the various water purveyors and follow-up with verification inspections once repairs are reported as complete.

References

NWFD CRA-SOC, p.18

ESRI GIS Risk Map

SOG #5801 Hydrant Inspection procedures

SOG #5802 Hydrant Flow Testing

9A.7 The agency identifies, plans and trains for the possibility of a water supply system failure, including fire hydrants with insufficient capacity and areas where fire hydrants are unavailable or in accessible.

Description

The District has identified areas that do not have hydrants and have added water-tenders to fire assignments in those areas. The City of Tucson's Dispatch Center has these areas loaded in the CAD program so that the dispatch of tenders is automatic in these areas.

The two NWFD water tenders carry 2,750 to 3,000 gallons of water, and engines carry 500 gallons of water. On a first alarm assignment for a working residential fire in a non-hydrant area, first alarm units will bring at least 4,000 gallons of water to the

scene and as much as 5,000 gallons, before starting a tender shuttle supply operation if necessary. Additionally, any company or command fire officer can add water tenders to an assignment if there is any doubt that there is a reliable, patent water source available at or near the incident address. Relay pumping is preferable, if possible, prior to initiating a tender shuttle due to additional coordination required for a shuttle. Relay pumping is the first option up to approximately 3000' from a hydrant.

When performing plan reviews for new projects, the Prevention Division determines if there is sufficient fire flow available for the development. If not, as an alternative to deficient water supply, an automatic sprinkler system may be required; this may also be augmented by a water tank of sufficient size to sustain a required sprinkler flow for a 10-minute period following activation. The NWFD SOG Manual has a detailed procedure regarding tender shuttles specifically designed to provide water supply solely, or to augment insufficient water supply sources. Besides the two tenders that the District maintains, additional tenders are available through mutual and auto aid agreements from adjacent Districts.

Appraisal

The District's plans for implementing and accessing alternative water sources are adequate. Tender shuttle and relay pumping drills are held annually for all companies.

Plan

Maintain the current programs to establish a water supply from alternative sources. The District also needs to continue to fund hydrant installations to reduce the areas that do not have hydrants. Continue annual water tender shuttle and relay pumping drills on a regular basis internally and with mutual and auto aid partners. Review and update the hydrant buffer zone analysis to identify areas to reflect newly installed hydrants and current water tender need zones.

References

NWFD CRA-SOC, Appendix p.212, ISO Rating Letter

NWFD CRA-SOC, Section 4, p.155, Mobile Assets lists available tenders

SOG#7134 Water Supply

9A.8 The agency has operational procedures in place outlining the available water supply and reviews those procedures as part of their documented review policy.

Description

The District has procedures in place that address the utilization of available water supply. The Water Supply and Tender Shuttle procedures describe the procedures associated with the utilization of available water supply. Additionally, other SOG's associated with fire ground operations, such as the use of attack lines, also address the utilization of available water supply. The NWFD SOG Manual has a detailed procedure regarding tender shuttles specifically designed to provide water supply solely, or to augment insufficient water supply sources. Besides the two tenders that the District maintains, additional tenders are available through mutual and auto-aid agreements from adjacent Fire Districts.

Appraisal

The District's SOG's for the utilization of available water supply are adequate. In addition, tender shuttle and relay pumping drills are held annually for all companies, as part of MCS training with the exception of 2020 due to the global pandemic. In June 2020, Northwest Fire responded to a very large compost fire that lasted for several days and included multiple agencies and a continuous tender shuttle. The frequency and quantity of drills that incorporate the aforementioned water supply drills are documented in the District's Target Solutions record keeping software. Currently Northwest Fire District and Golder Ranch Fire District perform joint quarterly company readiness drills that are coordinated by each agencies Training Division. The Tucson Fire Department is a new addition to the auto-aid group and while a few joint drills have occurred we are in discussions about making this a regular practice, especially for the bordering Stations along the auto-aid area.

Plan

The Operations and Training Divisions will continue to coordinate and/or schedule more drills to incorporate the listed SOG's. The NWFD Central Services Campus provides the ability to easily incorporate these operations as part of District-wide MCS drills. In addition, the water tender shuttle and relay pumping drills will need to occur both internally and with the District's mutual and auto-aid partners.

References

SOG #7134 Water Supply

FINANCE BUDGET DEPARTMENT ID:

Department Finance ID #	Department(s)
2100	Prevention Services

ANNUAL OPERATING BUDGET REQUEST

\$1,400,971

PROGRAM ECONOMIC EFFICIENCIES IDENTIFIED DURING PREPARATION OF PROPOSED BUDGET

1. Budget line money transfer \$ 500.00 to Warehouse for 3M full face respirator cartridges as they take on that program.
2. Fee schedule update to reflect inflationary costs for prevention training and consumables.
3. Analyze moving training and certification money to training budget if they can encumber the necessary monies to maintain prevention staff training and certification requirements.

CAPITAL ITEM REQUEST DISCUSSION

1. VOC Detector replacement. The new detector is in good working order but would need to be included in the CIP for the future.
2. New Fire investigation Camera (x2)
3. Scene lighting batteries every 3 years. This item could be a grant award to consider under the Federal Assistance To Firefighters Fire Prevention And Safety Grant Program administered by FEMA.
4. Scene lighting replacements every 5 years. This item could be a grant award to consider under the Federal Assistance To Firefighters Fire Prevention And Safety Grant Program administered by FEMA.

LINE-ITEM DISCUSSION

Personnel Requests:

1. Upgrade of current Administrative Assistant II position to a Permit technician or building specialist.
2. Fill vacant Fire Inspector II position.
3. Upgrade of a current Fire Inspector II to a Senior Plans Examiner.

PROPOSED FISCAL YEAR 2024-2025 BUDGET

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
2100 - Prevention Services						
51110	Salaries	\$ 106,183	\$ 113,506	\$ 120,328	\$ 6,822	Market Adj. & Step Increase
51120	Hourly	\$ 738,193	\$ 821,399	\$ 778,683	\$ (42,716)	Aligned to Actual Positions
51150	Overtime	\$ 22,347	\$ 25,440	\$ 24,669	\$ (771)	
51190	PTO Paid Out	\$ 10,078	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 120,865	\$ 123,760	\$ 136,728	\$ 12,968	Premium Increase
51212	Dental Insurance	\$ 3,810	\$ 5,392	\$ 5,312	\$ (80)	
51213	Vision Insurance	\$ 1,041	\$ 1,222	\$ 1,254	\$ 32	
51215	PSPRS-Cancer Insurance	\$ 350	\$ 300	\$ 300	\$ -	
51216	Life Insurance	\$ 436	\$ 504	\$ 462	\$ (42)	
51218	STD Insurance	\$ 2,022	\$ 2,204	\$ 2,253	\$ 49	
51230	Social Security	\$ 16,879	\$ 29,464	\$ 22,617	\$ (6,847)	Aligned to Actual Positions
51231	Medicare	\$ 12,052	\$ 13,891	\$ 13,393	\$ (498)	
51250	PSPRS	\$ 218,922	\$ 212,350	\$ 182,199	\$ (30,151)	Aligned to Actual Positions
51251	ASRS	\$ 34,660	\$ 53,326	\$ 47,344	\$ (5,982)	Aligned to Actual Positions
51280	Deferred Compensation	\$ -	\$ -	\$ 6,312	\$ 6,312	Employee Entered Drop
51290	PEHP	\$ 8,726	\$ 9,580	\$ 9,237	\$ (343)	
Total Personnel		\$ 1,296,564	\$ 1,412,338	\$ 1,351,091	\$ (61,247)	
52139	Operational Equipment	\$ 1,226	\$ 1,225	\$ 425	\$ (800)	
52140	Operational Supplies	\$ 2,708	\$ 1,265	\$ 1,265	\$ -	
52148	Small Tools & Instruments	\$ 15	\$ 375	\$ 375	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 3,998	\$ 3,990	\$ 3,990	\$ -	
52162	FPS Certifications	\$ 1,235	\$ 2,850	\$ 2,850	\$ -	
52170	Travel & Per Diem	\$ 13,602	\$ 23,504	\$ 23,500	\$ (4)	
52177	Meals & Entertainment	\$ 944	\$ 900	\$ 900	\$ -	
52180	Training	\$ 8,038	\$ 15,574	\$ 15,575	\$ 1	
52198	Books & Periodicals	\$ 688	\$ 1,000	\$ 1,000	\$ -	
Total Non-Personnel		\$ 32,456	\$ 50,683	\$ 49,880	\$ (803)	
Total Prevention Services 2100		\$ 1,329,019	\$ 1,463,021	\$ 1,400,971	\$ (62,050)	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A

Exhibit H

NORTHWEST FIRE DISTRICT



Operational Services Health & Safety Division

Program Appraisal

for the upcoming 2024-2025 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 industries best practices to the mental and physical wellbeing of all members of the NWFD family. 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 family.

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’s family is ready to meet this obligation. 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.

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 the NWFD family 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 Programs, 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.

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 family. Safety Officers also complete additional awareness training in areas of fire and highway traffic incidents that assist them in their role as a safety officer.

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

DIVISION ADMINISTRATION

The Operational Services 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.
- Conduct regular facility safety inspections.
- 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.
- Ensure OSHA related programs are annually reviewed and followed to include (Known Programs):
 - Exposure control program
 - Hearing protection
 - Lockout-Tagout
 - Fall Protection
 - Respiratory Protection
 - Energy Control Program
 - Confined Space Program
 - Material Safety Data Bank

- 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 conservations, lockout-tagout, infection control where they serve as oversight to ensure that the other Divisions charged with compliance in the areas are fulfilling the District's obligation and maintain compliance with applicable standards.

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 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 other peers, their family members, and first responders from outside agencies in areas that can cover personal issues dealing with personal stress, relationship issues, issues dealing with response matters.

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, the Return-to-Work Job Hardening Program. Other responsibilities include development of Station exercise equipment load list, 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 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 agencies 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 U – Covid 19
- 1910 Subpart Z – Toxic and Hazardous Substances

Other agencies that have applicable recommendations that are enforced by the OSHA general duty clause include the CDC, FDA, 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, issues dealing with response matters.
- Peer Fitness Program - responsible for assisting employees with the development and implementation of appropriate exercise routines. 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 conservations, lockout-tagout, infection control where they serve as oversight to ensure that the other Divisions charged with compliance in the areas are fulfilling the District's obligation and maintain compliance with applicable standards.
- Station Inspection Program – Safety Officer provides OSHA related inspections to each facility once per year. The Program identifies deficiencies with the

building that may violate current regulations. 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 – Provides a Program that addresses the District's response to an employee's potential blood or airborne exposure. The Program follows current OSHA standards.
- Confined Space Entry Program – Confined Space 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.

CURRENT AND NEEDED MEASURES

CURRENT PERFORMANCE MEASURES:

The Health and Safety Division has completed its first year since the Division's reinstatement. 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 has transitioned to a new Coordinator. The internal Program 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 additional training for the Coordinator to help develop the 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 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 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 utilizing 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.

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 to file workers compensation claims or medical retirement benefits.

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. There is an additional goal to build out the exercise videos on SharePoint and research nutrition certifications for new Peer Fitness Team offerings.

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 making the transition to becoming a more proactive team by providing in-service visits to all NWFD facilities. Current objectives

for the Team include potential development of a Chaplaincy Program and exploring the option for growing the team to include more administrative members.

The Safety Officer's goal is to improve the 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 RELATED GOALS/OBJECTIVES DISCUSSION

Goal 4: Establish systems to maintain compliance with regulating and certifying authorities.

The Operational Services Health and Safety Division

Objective A: Design, develop, and implement an Office of Health and Safety to safeguard all employees from potential hazards.

Complete

CURRENT ISSUES

Current issues in the Division remain the same as last year. The majority of OSHA required programs such as lock-out tag-out, respiratory protection, and infection control have received their annual review. The Division continues to seek out educational opportunities to help develop the knowledge base needed to help understand current requirements. It is the current lack of available affordable formal training that is the issue within the Shift Safety Officer and Health and Safety Officer positions of Health and Safety.

The Peer Support Team has made strides in visiting all NWFD facilities 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.

The Peer Fitness Team is somewhat stagnant and is currently mainly providing Return-to-Work Programs for returning Firefighters. One of the current issues within the Team is visibility and a lack of understanding of what the Peer Fitness Team can offer the workforce of both sworn and non-sworn employees. Other issues of note are

a lack of internal web presence and the lack of a nutritional guidance component. Organizationally, a decision will need to be made on the type of certification the District would like the Fitness Team to hold. Historically, ACE Peer Fitness Certifications were standard. Today, the IAFF and ACE have parted ways. Now, the IAFF is providing the Peer Fitness Certifications for teams. All members have transitioned over to the IAFF Fit to Thrive certification. One of the new challenges will be to ensure all members continue to maintain the annual requirements for recertification.

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

One of the most important goals of the Response Branch for the upcoming fiscal year is to maintain the levels of service necessary to meet ISO community risk analysis for Public Protection Classification ISO 1/Y. This effort includes developing the “ISO Class 1 Rating Maintenance, Review, And Planning Guide: document to outline a review process of current ISO rating requirements and identify opportunities to maintain the current rating. This aligns with Strategic Plan Objective 4B.

Another important goal for the upcoming fiscal year 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. As the Division rebuilds to serve the District, training requirements will be heavy for the first few years. This goal aligns with Strategic Plan Objective 4A.

TRAINING

The Health and Safety Division is entering its second full year. While progress has been made with certain programs within the Division, many aspects of the required functions are still being identified. Training for all assigned personnel will be required to bring the knowledge base up for all required programs that are needed. Specific training for the Shift Safety officers and the Health and Safety Officer in the areas of NFPA and OSHA will be a priority.

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 that will be used.

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 have occurred in the FY23/24 budget year.

- Incident Safety Officer
- Traffic Incident Management
- Basic Peer Support Training
- Peer Support Coordinator Training
- Infection Control – 8 hour ASU offering
- Terror Liaison Officer training – TLO Program
- Field Intelligence Training – TLO Program
- Basic Infection control Program 2 day class
- 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.

OSHA related training is required for the Shift Safety Officers to meet basic understandings of the programs they are assigned. Training has been difficult to find and currently, most offerings are through ASU.

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 for 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 given 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 a 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. FY22/24 CAP team utilization is as follows:

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

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 higher 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

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, review accident/injury reports, and to develop through engineering/equipment, training and SOGs better work conditions to reduce exposures, illnesses, and injuries.

The District maintains a 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.

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 doubts 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 for 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 and is 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 dDivision strives to follow all applicable state and federal regulations and constantly evaluate the programs it is responsible for.

The Health and Safety Division also has three shift assigned Safety Officers who respond to all calls where the need for a dedicated Safety Officer is needed. The assigned Shift Officer helps the Division in meeting its regulatory requirements by overseeing assigned OSHA related programs such as the 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.

Banner Health and Arc Fitness (1582) continue to provide occupational health related services and annual physical exams respectively. However, Banner Health services have begun to deteriorate and have become problematic in the care of District personnel.

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 with clinical direction from MHC Healthcare. The Team size is sufficient to service the organization however expansion of the team to include more representation from the support services side is needed to ensure all employees have a relatable peer to consult with in their time of need.

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 continues and all programs and related regulatory agencies will be monitored to ensure that the District maintains compliant.

References

Division Chief Job Description

Shift Safety Officer Job Description

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 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 will be moving 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 H/S Work Group) consists of HRS, Logistics, Operations, Prevention, IAFF Local #3572 members, and the Health Safety Officer. This Committee attempts to meet quarterly, and, as part of its charter, 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 in a format that is easily accessible on the Health and Safety webpage. Any deficiencies that are found are determined 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 bi-monthly basis. The Committee makeup remains as intended with representation from all 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 continue 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 page and a safety concern reporting page. 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 concerns will be addressed and if any are noted during the investigation. 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 are low.

Plan

The Health and Safety Office is the Designated Infection control officer and has appointed the 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 a 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 dedicated 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.

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 a 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 internet, 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 members 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 Office 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 members 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

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. In 2020, NWFD received a grant from the Gary Sinise Foundation, which purchased two Aeroclave mass-area decontamination machines. These machines have proven to be invaluable during the COVID-19

pandemic, as they can disinfect entire apparatus and fixed facilities in a short amount of time.

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 PPE and 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 Districts 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 Plan (CIP).

References

SOG#2103 PPE Inspection Maintenance and Repair

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 HSO 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 has been 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

requirements. 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

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), 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 of 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

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 are given medical exams in accordance with NFPA 1582 – 2022 edition, Chapter 7 as well as incumbent Firefighters. 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 administrated under the direction of 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. Functional Movement Screens (FMS) are performed every other year to identify individuals at risk for injury based on their movement patterns.

Rehabilitative evaluations and programs are developed and overseen by the contracted occupational physician (in conjunction with specialists/physical

therapists) for members needing rehabilitation resulting from an illness or injury. PFTs are available to assist injured personnel prepare for returning to regular work duty.

Appraisal

This system currently meets the expectations of the District Physician. 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 2023-24 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 at 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 members and their families with crisis support, counseling, and access to other behavioral health and wellness resources. The number of PST members is adequate, but 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, <https://www.azleg.gov/ars/38/01111.htm>

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 new 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 plans to continue its partnership with 1582 and explore new screening tools and technologies, including a more comprehensive behavioral health evaluation for all members.

NWFD is looking to phase in a cancer screening blood test called the Galleri test by Grail. The implementation would be phased in based on years of service. The phase in implementation would be a three-year process with the goal of having all current Firefighters tested.

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 against 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

Formalize the process of comparing results between years for fitness and injuries. Include the results for the FMS and the Y-test in the yearly report. 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 models 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

2019 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

\$448,843

**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

See comments provided in following budget comparison table.

PROPOSED FISCAL YEAR 2024-2025 BUDGET

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
2250 - Health and Safety Services						
51110	Salaries	\$ 111,506	\$ 113,747	\$ 120,652	\$ 6,905	Market Adj. & Step Increase
51120	Hourly	\$ 264,928	\$ -	\$ -	\$ -	
51140	Holiday Pay	\$ 5,955	\$ -	\$ -	\$ -	
51190	PTO Paid Out	\$ 17,482	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 41,867	\$ 12,633	\$ 12,430	\$ (203)	
51212	Dental Insurance	\$ 1,519	\$ 384	\$ 483	\$ 99	
51213	Vision Insurance	\$ 369	\$ 107	\$ 114	\$ 7	
51215	PSPRS-Cancer Insurance	\$ 200	\$ 50	\$ 50	\$ -	
51216	Life Insurance	\$ 131	\$ 42	\$ 42	\$ -	
51218	STD Insurance	\$ 864	\$ 950	\$ 299	\$ (651)	
51231	Medicare	\$ 5,469	\$ 1,649	\$ 1,749	\$ 100	
51250	PSPRS	\$ 102,868	\$ -	\$ -	\$ -	
51280	Deferred Compensation	\$ 8,381	\$ 8,702	\$ 9,230	\$ 528	
51290	PEHP	\$ 4,385	\$ 1,137	\$ 1,207	\$ 70	
Total Personnel		\$ 565,924	\$ 139,401	\$ 146,256	\$ 6,855	
52120	Printing & Duplicating	\$ 911	\$ -		\$ -	
52148	Small Tools & Instruments	\$ 3,000	\$ 3,000	\$ 4,600	\$ 1,600	Aligned to Actuals
52149	Small Fitness Equip & Supplies	\$ 2,987	\$ 3,000	\$ 3,000	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 437	\$ 700	\$ 700	\$ -	
52170	Travel & Per Diem	\$ 8,232	\$ 11,900	\$ 12,900	\$ 1,000	
52180	Training	\$ 3,987	\$ 18,900	\$ 19,737	\$ 837	
52198	Books & Periodicals	\$ -	\$ 300	\$ -	\$ (300)	
52240	Health Services	\$ 227,578	\$ 264,570	\$ 245,050	\$ (19,520)	Less FCC Inf. Vacc. & Occ Med
52241	Mental Health & Wellness	\$ -	\$ 6,600	\$ 6,600	\$ -	
52242	HB2502 Services	\$ 840	\$ 10,000	\$ 10,000	\$ -	
Total Non-Personnel		\$ 247,971	\$ 318,970	\$ 302,587	\$ (16,383)	
Total Health and Safety Services 2250		\$ 813,896	\$ 458,371	\$ 448,843	\$ (9,528)	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A

Exhibit I

NORTHWEST FIRE DISTRICT



Operational Services Training Division

Program Appraisal

for the upcoming 2024-2025 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 is in the process of making major shifts in how the Division approaches training in 2024. A completely redesigned annual training plan outlines our approach, taking into account all of the requirements (ISO, EMS, NFPA, OSHA etc.) laid out in the updated 2023 Training Mandate Manual. While many elements of the system remain, their functions have been refocused to meet their original intent.

The first quarter of the training year will focus on an evaluation of Response, in their current state, in the form of the Company Readiness Drill (CRD). This evaluation is intended to drive a prescriptive response to the needs of the organization based upon actual ground truth. An additional function of Training should be researching or verifying “best practices”. For this reason, a new addition to the annual plan will be to identify prior to, or in the process of, a research project/topic. This additional training tool’s intent is to create greater mindfulness and ensure best practices in fire service trends are being addressed. Furthermore, this practice ensures our organization remains on the frontlines of creativity and ingenuity, staying far from the concept of “this is how we have always done it”.

The second quarter of the training year focuses on a new and improved refresher program, which addresses wildland, hazardous materials, and technical rescue skill sets. The second quarter was chosen for its position in the calendar year, which lies just before the District’s busy seasons in these disciplines. The intent is to equip each member with a fresh skill set as they respond to these incidents resulting in better community service. Additionally, the second quarter will introduce an annual firefighter skills evaluation, conducted by the shift Battalion Chiefs (BCs). This new program has a two-fold intent. First, is to provide shift BCs with an intimate knowledge of the basic firefighter skillsets of each member of their Battalion. Second, is to decrease the likelihood and time required at the Training Center to focus on basic skills. Achieving this will allow the Division to focus on larger, more complex training topics and skills.

The third quarter of the training year will address any weaknesses or deficiencies found during the CRD, in the form of the Training Package (TP). By separating the CRD and TP the Training Staff will be better equipped to design and execute training sessions. Heavy logistical needs are easily addressed with the additional time and the identified research project will see better success with the possibility of additional data metrics.

The fourth and final quarter of the training year is left in an unassigned role. This is intentional for the purpose of building in flexibility for the dynamic nature of the fire

service. Trends and topics realized or identified throughout the year, that may be high risk or time sensitive, can be addressed during this session. Additionally, the research project will be published during this session giving the organization an additional tool to reach their training mandates. Also positioned in the fourth quarter will be a Special Operations Skills Assessment for all members holding special operations credentialing. The Training Division will be absorbing all special operations training in 2024 and, with the guidance of Operations, has identified this as a need. This skills assessment will be conducted by the Training Captain in charge of special operations training, the Operations Division Chief, and the Shift Battalion Chief, if they choose.

EMS training will also receive an update, in the form of an additional quarter of in-person hands-on training. Each of the above quarters will include in-person EMS training, decreasing the number of online hours needed. By shifting to an additional quarter members will no longer be assigned any EMS training (Banner online content) in the months of March, June, or November, providing a much-needed reprieve from the online demands.

Decentralized training will continue to be provided, albeit through the new record management system, Fire Rescue1 Academy, which has taken the place of Vector Solutions.

Drop-in training opportunities will see increased availability with the use of the new scheduling and ticketing (HelpDesk) system. This system enhances the organization's ability to schedule their time in advance or at the last minute. Drop-in training has always seen a downtick during heavy program times, like during an Academy. In the new system, academy scheduling of only the specific props in use on a given day will allow crews to continue their training requirements regardless of high use programs.

The Training Center will begin major construction at, or about, the end of February, concluding in July 2024. The above training plan takes this into account and the organization membership should see little to no disruption in the Division's abilities to meet all its obligations. Contingencies are in place in the event this construction is prolonged.

Additional programs and projects upcoming or that address training needs are as follows:

- Spring and Fall Officer Refresher/CE Program: This program largely derives its content from updates to the Captain Certification Program (CCP). Keeping the District's Veteran Officers trained to the same level as new officers has always been challenging. By creating this refresher program, it removes online requirements from the officers for CE hours and, instead, sees them for in-person classroom and hands-on training. Furthermore, this program is designed to allow a large block of leadership training provided by the Fire Chief

and Assistant Chiefs each year. Providing them with opportunities, twice a year, to communicate intent and organizational vision and direction which produces better decision-making capabilities in the District's officer corps.

- Fall Engineer CE: While the Engineer CE is not new this year, it is a vital part of keeping drivers on the cutting edge of their profession and the community safe. In the Fall, each year, the Division will host a mandatory, in-person CE with hands-on skills training for driver/operators. This session takes the place of eight (8) out of the twelve (12) hours required for drivers per year, again reducing the online requirements significantly.
- Battalion Chief Certification & Civilian Leadership & Management Programs: BCP is expected in or around January 2025 and is currently receiving a full update and rework. The new BCP will place a heavy emphasis on large scale decision making with little to no assistance from higher ranking officers. It will also contain a large section of investigatory procedure utilizing new formats currently being worked on. Not only will the BCP focus on BC level workflow items but will have additional modules containing Division Chief (DV) workflow items, which will include the use of budget tool projection scenarios, program appraisal writing, the requisition process and more. Finally, the BCP will incorporate multiple days throughout the process for civilian managers (non-uniformed personnel) to attend leadership training. By collaborating with Business Services, we have identified this need which will bring the District's current managers together with many of its future uniformed ones. This program takes into account the need for work to continue alongside the program and civilian workdays are minimally disrupted.

DIVISION PURPOSE

Training

The mission of the Northwest Fire District is to “save lives, protect property, and care for our community.”

The NWFD Training Staff strives to serve this mission by training its personnel to be safe, efficient, and effective. The Division believes that firefighters should work to master their craft and maintain their skills for the duration of their career. To accomplish this, training must be relevant and focused.

RELEVANT TRAINING:

- Up to date tactics that are considered “best practices” – data driven and scientifically proven.
- Utilizing a variety of teaching and instructional techniques and multiple learning platforms to meet diverse learning styles.

- Utilize lesson plans with clearly defined objectives that reinforce existing SOGs.
- Identified areas where improvements in performance can be made.

FOCUSED TRAINING:

- Centralized training providing hands-on firefighting skills, using multiple repetitions under realistic and stressful conditions.
- Prop-dependent for high-risk, low-frequency skills/tasks.
- Decentralized training to provide classroom style learning and continuing education.
- Establish training relationships with neighboring districts/departments, public safety agencies, and colleges.

DIVISION ADMINISTRATION

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.

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 of OSHA, ISO, NFPA, as well as its internal requirements. Fire Rescue1 (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
- Aerial Operator Program
- Engineer Academy
- Captain Certification Program (Fire Officer I & II)
- Battalion Chief Certification Program (Fire Officer III)
- Promotional Testing
- Professional Development Coursework (pre-requisites for programs)
 - Leadership I, II, & III
 - Building Construction
 - Instructor I
 - Instructor II
 - Blue Card Certification
- Structured Training
 - Company Readiness Drills (CRD)(data collection)
 - Training Package (based on review of CRD)
 - Live Fire Training
 - EMS quarterly training
 - Firefighter annual skills assessment
 - Fire Officer continuing education conference.
 - Engineer continuing education conference.
 - Special Operations continuing education and annual skills assessment
- Decentralized Training
 - Required annual training.
 - OSHA

- ISO
 - EMS Recertification
 - Wildland, Technical Rescue and Hazardous Materials Refresher Program
 - 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

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 Rescue1 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) has traditionally been a biannual (1st and 3rd quarters) 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 shortly after completion. Response is then able to predict 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 has traditionally been executed during the 2nd and 4th quarters of the year and is based on the current best practices found in the Fire Service.

The Fall 2023 CRD was a standard residential house fire where a major self-contained breathing apparatus (SCBA) malfunction occurred in each user's SCBA. Members attended as a company but were taken through the drill individually so that each member experienced this malfunction. Members were then evaluated on their ability to trouble-shoot the malfunction, call a Mayday, and extricate themselves to safety through multiple Fireground Survival props. The follow-up TP executed in the Spring of 2024 focused on radio communications and prop negotiation.

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

Recognizing the success and need for an annual evaluation of Response, a full departure from the CRD/TP methodology will not occur. However, the Training Division has developed and is beginning implementation of a new annual training plan which is, partially, in response to the annual training survey put out for the field in 2023. The intent of the training plan is to more efficiently and effectively deliver training highlighted in the training mandate as well as evaluate Response and their training needs. Additionally, it was identified that the vast majority of our training was delivered in an online format. This method is cumbersome and monotonous. The new training plan takes that into consideration and attempts to address the issue by providing more in-person training opportunities, which include the aforementioned drop-in training, that crews may utilize to account for some of their hours. The following is a quarterly breakdown of the training plan, which will be fully implemented in January 2025.

Quarter 1 (January-March): CRD Evaluation/EMS (4 Hours Facility)

- Officer CE #1 (8 Hours)
 - 4 hours cog/man
 - 4 hours leadership (Fire Chief round table)
- WL/472/1670 Refresher Online Portion (8 Hours Broken into Modules)

Quarter 2 (April-June): New Training Delivery/Refresher's/EMS (4 Hours Facility)

- Annual Cone Course (2 Hours Facility Training)
- WL/472/1670 Refresher (4 Hours Practical) In-House or Training Center
- Release Newsletter from CRD (2 Hours AAR)
- Annual Skills Assessment (4 Hours) BC Assesses In-House
- Officer CE Online #1 (2 Hours)

Quarter 3 (July-September): TP Response to CRD/EMS (4 Hours Facility)

- Annual Tender Shuttle Drill (4 Hours Facility)
- Officer CE #2 (8 Hours)
 - 4 hours cognitive/manipulative
 - 4 hours leadership (Fire Chief round table)
- Engineer CE Online (2 Hours)
 - Hydraulics Test

Quarter 4 (October-December): New Training Delivery/Refresher's/EMS (4 Hours Facility)

- Annual Consumption Course w/ FGS (2 Hours Facility)
- Release Newsletter or Study from TP (2 Hours AAR)
- Officer CE Online #2 (2 Hours)
- Engineer CE (8 Hours)
- Annual Special Operations Skill Assessment (4 Hours) In-House
 - Swiftwater
 - Rope
 - Confined Space
 - Trench
 - EBS
 - Machinery
 - Hazardous Materials Technician

Annual Hours Provided:

- Officer (20 Hours) 16 in person, 4 online
- Engineer (10 Hours) 8 in person, 2 online
- Facility (24 Hours) in-person
- 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 – 40 hours are satisfied by the training plan leaving 152 hours to be completed in house by each member.

Annual Breakdown by Quarter:

- By reducing the CRD and Training Packages down to only two of the four quarters the Division opens itself to many different options. It can deliver new training that is relevant, timely, and necessary due to the ever-changing state of the fire service or the Division is able to put more emphasis on the refresher programs, ensuring proficiency in ancillary skill sets (i.e. Wildland).

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, which has traditionally been completed in trimesters, will now match up with quarterly fire training. 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.

Officer Training:

- The newly designed Frontline Officer Refresher Program consists of 16 hours of training specifically designed for veteran officers who miss many of the updates given to new officers in the CCP. The topic focus will be on those items new in CCP but are not limited to them either.

- Of the 16 hours, at least 8 of these hours are set aside for that content. The remaining 8 hours are focused on organizational leadership in the form of a Fire Chief round table. 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 provide officers with up-to-date decision-making abilities.

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 home 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 will consist of four foundational firefighting skills. The four skills evaluated annually will be:
 - 28-foot extension ladder throw
 - 1 ¾" hose line deployment
 - SCBA competence with fire gloves and black out mask
 - Turnout time
- Annually, each shift Battalion Chief assesses everyone's ability to perform the above tasks.
- 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.
- Once a crew has been evaluated, the shift Battalion Chief will notify the Training Division and the Training Division will enter the completions for each member of the crew.
- 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, prop dependent. The online portion will include a hydraulics review and test.

Special Operations Skills Assessment:

Training recently acquired Special Operations as an additional training area which the Response Branch had 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. Beginning in the fall of 2024, the Division will implement an 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 Fire Rescue1 RMS including the skills assessment.

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.
 - CRD- (Fall 2023) – Fireground Survival - COMPLETED
 - TP- (Spring 2024)– Radio communications and Fireground Survival. - COMPLETED
 - Engineer Academy – (Summer/Fall 2023) - COMPLETED
 - Rope Rescue Operations & Technician – (Fall 2023) - COMPLETED
 - Swiftwater Technician – (Spring 2024) – IN PROGRESS
 - Trench Rescue Technician – (Summer/Fall 2024) – IN PROGRESS
 - Confined Space Technician – (Spring 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 – COMPLETED
 - Extrication – COMPLETED
 - Minimum Company Standards Drills (MCS) – COMPLETED
 - SCBA Consumption - COMPLETED
 - Driving cone course - COMPLETED
 - Tender Shuttle Drill – IN PROGRESS

- Update training related processes.
 - Recruit Academy (2024-01) – IN PROGRESS
 - Video library– IN PROGRESS (Videos added monthly)
 - Promotional Testing – IN PROGRESS
 - Refresher Program Updates – IN PROGRESS
 - Annual Training Plan Update – IN PROGRESS
 - Training Procedures/SOGs Update – IN PROGRESS (10 procedures completed)
- Professional development and continued education of all ranks
 - Probationary Testing (Academy 23-01 Mid-Term) – (Fall 2023) - COMPLETED
 - Probationary Testing (Academy 23-01 Final) – (Summer 2024) – IN PROGRESS
 - Engineer CE – (Fall 2023) - COMPLETED
 - Driver/Operator Course – (Summer 2023) – COMPLETED
 - Instructor I – (Spring 2024) – COMPLETED
 - Instructor II – (Spring 2024) – COMPLETED
 - Fire Officer CE – (Spring 2024) – IN PROGRESS
 - Engineer CE - (Fall 2024) – IN PROGRESS
 - Fire Officer CE – (Fall 2024) - IN PROGRESS
 - Captain Certification Program – (Summer 2024) – IN PROGRESS
 - Wildland/HazMat/Technical Rescue Refresher Program – (Spring 2024) – IN PROGRESS
 - Battalion Chief Certification Program w/ Civilian Leadership & Management Program – (Spring 2025) – IN PROGRESS
 - Captain's Testing – (Spring 2025) – IN PROGRESS
 - Leadership I, II, III – (Spring 2024) – IN PROGRESS

STRATEGIC PLAN RELATED GOALS/OBJECTIVES DISCUSSION

Goal 5: Create greater financial efficiencies and ensure financial sustainability and responsibility.

Objective F: Design, develop, and propose a plan to consolidate all training personnel across the organization onto the District's Training Center.

Complete

Goal 6: Support and reinforce the critical functions of personnel related services.

Objective A: Explore and implement regularly scheduled professional development for all non-uniformed members to include Executive Staff members.

To be completed January 2025 with the addition of the Civilian Leadership & Management Program which will run within the BCP allowing non-uniformed leaders the ability to gain additional supervisory training.

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 will also be taking over Special Operations training. One position has already been provided for this integration, adding one Captain to the 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 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 workforce 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 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.

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

Training

STRUCTURED TRAINING (Goals 1 and 3)

- Company Readiness Drill- Fall 2025
 - TBD
- Training Package – Fall 2024
 - TBD
- EMS Quarterly hands-on skills training
- Wildland/HazMat/TRT Refresher Program – Spring 2024
- Rope Rescue Operations & Technician – Fall 2023
- Swiftwater Technician – Spring 2024
- Trench Rescue Technician – Summer/Fall 2024
- Confined Space Technician – Spring 2025

DECENTRALIZED TRAINING

- UL/NIST studies
- LODD Case Studies
- Monthly EMS training on Fire Rescue 1
- Engineer CE
- Officer CE
- Firefighter Skills Assessment
- Special Operations Skills Assessment

DROP-IN TRAINING (Goal 1)

- Extrication
- Ventilation
- Forcible Entry
- Search & Rescue
- Fire Ground Survival
- SCBA Consumption Course
- Tender Shuttle Drill
- Driver cone course
- Special Ops

CLASSES/COURSES/PROGRAMS (Goals 1 and 3))

- Leadership I
- Leadership II
- Leadership III

- SVO
- Driver Operator/Aerial Operator
- Building Construction
- Instructor I
- Instructor II
- Blue Card

PROMOTIONAL EXAMS

- Captain Testing
- Battalion Chief Testing

PROJECT WORK (Goal 1)

- Recruit Academy 2024-01.
- Training Center video library.
- Continue EMS Training turnover.
- Continue Special Operations Training turnover.
- Implementation of the Training HelpDesk ticketing system.
- Complete Training Procedures Manual.
- Overhaul and Implement new Annual Training Plan.

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

Training

- Division Chief Ian Cassidy
 - Completed the switch to a new RMS, Fire Rescue1 from Vector Solutions
 - Completed ten new training procedures
 - Completed and implemented a new annual training plan
 - Taught Leadership Series two times
 - Implemented a portable IC simulation lab to be used by the Shift Battalion Chiefs
 - Completed update of Sim Lab, adding six new positions and moving to an all iPad system which allows for more sim variations.
 - Developed and implemented an I.T. Help desk ticketing system for all training requests.
 - Updated facility fee schedule
 - Developed an updated Battalion Chief Certification Program
 - Developed a Civilian Leadership & Management Program for non-uniformed personnel.
 - Developed a new trainer protocol and welcome packet, guiding new trainers on the tasks and details of their positions.

- Promotional Testing for BC
- Developed and implemented new fire officer CE program
- Attended Division managers meetings
- Facilitated Instructor I & II courses with GRFD
- Assisted with CRD Fall 2023
- Assisted with Driver training
- Assisted with EMS Skills training
- Assisted with Spring 2024 Training Package
- Added Special Operations Training to the responsibilities of the Training Division
- Scheduled many classes and training opportunities
- Attended all Medical Direction training/QA/QI meetings
- Sat on Training Grounds RFP for utility work
- Assisted with GRFD Captain testing
- Captain Greg Owen
 - Developed and updated Academy format
 - Managed all FR1 fire training and validations
 - Developed Fall 2023 CRD - FGS
 - Developed Spring 2024 TP – Radio and FGS
 - Attended FDIC for Fire Dynamics Train-the-Trainer course
 - Attended Rope Rescue Technician
 - Attended Swiftwater Technician
 - Developed Fire Dynamics video course
 - Developed an annual firefighter skills assessment
 - Completed multiple new fire sims utilizing the SimsUShare software
 - Assisted with D/O course
 - Assisted with Engineer Academy
 - Assisted with Class 23-01 probationary testing
 - Assisted with WL/HZMT/TRT Refresher program
 - Assisted with new FGS maze construction
 - Worked with Community Relations Division and Media Specialist to develop process for Video Training Library
- Captain Justin Simmons
 - Developed Fall 2023 EMS Training
 - Developed Spring 2024 EMS Training
 - Development and update of CCP
 - Managed all FR1 EMS credentials and training
 - Completed update of manual of firefighting
 - Attended Rope Rescue Technician
 - Attended Swiftwater Technician
 - Developed an annual firefighter skills assessment
 - Attended FDIC for search and rescue, electric vehicle fires and TIC search

- Completed multiple new fire sims utilizing the SimsUShare software
 - Assisted with D/O Course
 - Assisted with Engineer Academy
 - Assisted with Class 23-01 probationary testing
 - Assisted with WL/HZMT/TRT Refresher Program
 - Assisted with new FGS maze construction
 - Worked with Community Relations Divion and Media Specialist to develop process for Video Training Library
- Engineer Marvin Snodgrass
 - Completed Engineer Academy
 - Completed D/O course
 - Completed Engineer CE
 - Assisted with Final Probationary Practical Testing
 - Assisted in making and administering the CRD
 - Taught a Civilian Driving Course
 - Assisted with Fall 2023 CRD/EMS
 - Assisted with Spring 2024 TP/EMS
 - Worked to upkeep all training apparatus and equipment
 - Assisted with Class 23-01 probationary testing
 - Assisted with WL/HZMT/TRT Refresher program
 - Assisted with new FGS maze construction
 - Worked with Community Relations Divion and Media Specialist to develop process for Video Training Library
 - Awarded Firefighter of the Year for his work as the Training Engineer
- Captain Shane Medlen
 - Assisted in the integration of Special Operations training
 - Completed a Rope Rescue Operations and Technician course
 - Completed a Swiftwater Technician course
 - Assisted in implementing all special operations disciplines into new academy format
 - Developed, tracked, and implemented a special operations credential in FR1
 - Developed a special operations annual skills assessment
 - Developed and implemented a new WL/HZMT/TRT annual refresher program
 - Attended FDIC for elevator rescue, heavy rescue and search
 - Developed the mid-term 23-01 probationary test
 - Developed the final 23-01 probationary test
 - Assisted with Fall 2023 CRD/EMS
 - Assisted with Spring 2024 TP/EMS
 - Assisted with new FGS maze construction

- Worked with Community Relations Division and Media Specialist to develop process for Video Training Library
- Paramedic Craig Pierpont
 - Developed and implemented a new EMS Training Equipment Room
 - Attended FDIC for elevator rescue, electric vehicle fires, and search
 - Executed Annual Consumption Course
 - Developed and updated academy EMT course
 - Attended Rope Rescue Technician
 - Attended Swiftwater Technician
 - Assisted with Class 23-01 probationary testing
 - Assisted with WL/HZMT/TRT Refresher program
 - Assisted with D/O course
 - Assisted with Engineer Academy
 - Assisted with Fall 2023 CRD/EMS
 - Assisted with Spring 2024 TP/EMS
 - Assisted with new FGS maze construction
 - Worked with Community Relations Division and Media Specialist to develop process for Video Training Library
- 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

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

Training

- 192 hours company training
- 240 hours recruit training
- 237.5 hours of captain certification training
- 160 hours of battalion chief certification training
- 18 hours facilities training (at Training Center)
- 12 hours existing driver/operator training
- 12 hours officer training
- 13 hours OSHA training
- 120 hours FireFit training

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

Training

- Division Chief Ian Cassidy

- Promotional Testing for Captain and BC
 - Instruct Blue Card 3-day cert class in CCP 2024
 - Instruct BCP 2025
 - Academy 2024-01
 - Update Training Mandate Manual
 - Complete training procedures manual
 - Schedule future professional development and Continuing Education classes
- Captain Justin Simmons
 - Develop and assist with CRD/TP
 - Develop and instruct quarterly EMS
 - Assist with probationary testing
 - Instruct CCP 2024
 - Academy 24-01
 - Promotional Testing for BC and Captain
 - Update NWFD video library
- Captain Shane Medlen
 - Promotional Testing for BC and Captain
 - Develop and assist with CRD/TP
 - Assist with quarterly EMS
 - Develop probationary testing
 - Develop new refresher program
 - Instruct Swiftwater Technician course
 - Academy 24-01
 - Assist with CCP 2024
 - Update NWFD video library
- Captain Greg Owen
 - Develop and assist with CRD/TP
 - Develop and instruct quarterly EMS
 - Assist with probationary testing
 - Assist with CCP 2024
 - Lead Instructor Academy 24-01
 - Promotional Testing for BC and Captain
 - Update NWFD video library
- Engineer (TBD April 2024)
 - Teach an SVO course
 - Teach a DO/AO 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

- Assist crews with their training as needed
 - Help build and maintain the various training props we have here at training
- Paramedic Craig Pierpont
 - 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 2024
 - Academy 24-01
 - Promotional Testing for BC and Captain
 - Develop and complete paramedic testing
 - Lead instructor for EMT in academy 24-01
 - Update NWFD video library
- Administrative Assistant Ortiz
 - Continue Degree work for AA
 - Professional Development Training
 - Peer Support Courses (to continue work with team)
- Structured Centralized training
 - The main issue for structured centralized training is the Training Center grounds and building. Currently, approximately half the training ground roads are unusable. The roads at the Training Center raining is going to be upgraded to concrete in a multiphase project beginning in February 2024 and concluding in July 2024. The Division has worked tirelessly to accomplish additional training sessions in the Fall of 2023 and Spring of 2024 to “get ahead” where it could. This should mitigate many of the training issues that the Division foresaw. Additionally, the second quarter plan (during construction) is to deliver all refresher training in-person, utilizing all the Training Division staff, at each Station. This will reduce the need for coverage as well as keep the Division operational regardless of construction.
 - The second issue involves scheduling the training between both agencies (NWFD and GRFD). The new training plan does not account for other agencies training together on a quarterly basis. In speaking with our counterparts, the Division feels that it can incorporate the bordering Stations into training scenarios throughout the year, when coverage permits. This allows companies to continue to get familiar with each other and our equipment differences without taxing the system.
- 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 availability of coverage and the supply of the equipment requested. During Academes, 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.
- 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.
 - 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 annually 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 develop annual firefighter skills assessments, 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 2022

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

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 1, Objective 1D, Goal 3, Objective 3B, and Goal 5, Objective 5F 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

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 2023

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 Student Syllabus

FireFighter Job Description

Training Mandates 2022

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 2022

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 Medical Services Divisions.

Plan

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.

There has not been a formal metric in place to address individual performance. Individual performance issues are remediated during training and left to the individual supervisors to follow up on.

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 will be 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

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. The use of the 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 maintains individual's 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. 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. Additionally, paper copies of training certificates are readily accessible from the Training Center's high-density file storage system for everyone with dates, hours, location, objectives, and instructor(s).

Plan

Migrate from hard copy file storage to LaserFische searchable documents. This is currently in development. Working with NWFD Technical Services Division, the Training Division is designing digital file folders with micro data tags that will make them easily searchable, reduce space needed for file storage, and create lifelong document retention. Fire Rescue 1 will provide additional digital records management for annual training requirements.

References

NWFD Training High Density Storage (On-Site)

NFPA 1401-17

Fire Rescue 1 (firerescue1academy.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 13,436 student contacts for a total of 6389.33 hours from 01/01/23 to 12/31/23. 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

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, ne 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

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 23-24 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. 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

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

Enterprise Asset Management (assetworks.com)

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

Description

Northwest Fire District Training Division does not currently maintain 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 not readily tracked.

Appraisal

An inventory system for small tools and equipment related to the training function is incomplete and must be further developed. Currently, power tools classified as Fire/Rescue such as chainsaws, PPV fans, and the like are inventoried and tracked using established NWFD procedures. Since the last appraisal period, NWFD has identified, and classified ancillary equipment housed at Training.

Plan

Develop an inventory and tracking system for all other small ancillary training tools and equipment not currently covered by the areas listed above in the description by the end of the year, 2024. This is an ongoing project to find the best way to track small tools and equipment.

References

Enterprise Asset Management ([assetworks.com](https://www.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

Continue with the current informal process of selecting training and educational resources. 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. Work with the Labor-Management to identify future organizational training needs.

References

Training Mandates 2022

2020-2024 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) models 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

2019 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

\$1,254,309

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

N/A

CAPITAL ITEM REQUEST DISCUSSION

N/A

LINE-ITEM DISCUSSION

100-3100-52177-000: Increase in meals & entertainment line to account for new officer CE refresher program.

PROPOSED FISCAL YEAR 2024-2025 BUDGET

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
3100 - Training Services						
51110	Salaries	\$ 111,506	\$ 113,747	\$ 120,328	\$ 6,581	Market Adj. & Step Increase
51120	Hourly	\$ 482,246	\$ 508,004	\$ 544,422	\$ 36,418	Market Adj. & Step Increase
51150	Overtime	\$ 59,314	\$ 21,200	\$ 55,000	\$ 33,800	Market Adj. & Step Increase
51190	PTO Paid Out	\$ 25,383	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 79,000	\$ 83,714	\$ 87,009	\$ 3,295	Premium Increase
51212	Dental Insurance	\$ 1,916	\$ 2,666	\$ 3,380	\$ 714	
51213	Vision Insurance	\$ 561	\$ 713	\$ 798	\$ 85	
51215	PSPRS-Cancer Insurance	\$ 200	\$ 300	\$ 300	\$ -	
51216	Life Insurance	\$ 241	\$ 294	\$ 294	\$ -	
51218	STD Insurance	\$ 1,404	\$ 1,566	\$ 1,620	\$ 54	
51230	Social Security	\$ 3,319	\$ 3,249	\$ 3,558	\$ 309	
51231	Medicare	\$ 9,373	\$ 9,322	\$ 10,436	\$ 1,114	
51250	PSPRS	\$ 220,629	\$ 253,173	\$ 230,276	\$ (22,897)	Employee Entered Drop
51251	ASRS	\$ 6,355	\$ 6,441	\$ 7,041	\$ 600	
51280	Deferred Compensation	\$ 3,133	\$ -	\$ 9,205	\$ 9,205	Employee Entered Drop
51290	PEHP	\$ 8,244	\$ 6,429	\$ 7,197	\$ 768	
Total Personnel		\$ 1,012,824	\$ 1,010,818	\$ 1,080,864	\$ 70,046	
52110	Office Supplies	\$ 84	\$ -		\$ -	
52120	Printing & Duplicating	\$ 11	\$ 1,200	\$ 500	\$ (700)	Aligned to Actual
52139	Operational Equipment	\$ 17,307	\$ 25,000	\$ 25,000	\$ -	
52140	Operational Supplies	\$ 296	\$ 14,500	\$ 14,500	\$ -	
52141	Uniforms	\$ 5,541	\$ -	\$ -	\$ -	
52142	Propane Gas	\$ 2,736	\$ 6,500	\$ 6,500	\$ -	
52150	Postage & Mailings	\$ 200	\$ -	\$ -	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 3,090	\$ 3,000	\$ 800	\$ (2,200)	New Division Chief Request
52161	Blue Card Subscription/Training	\$ 5,608	\$ 20,000	\$ 20,000	\$ -	
52170	Travel & Per Diem	\$ 5,201	\$ 12,000	\$ 9,500	\$ (2,500)	New Division Chief Request
52171	Training Materials	\$ 1,753	\$ 5,700	\$ 5,700	\$ -	
52172	SFMO Certifications	\$ 3,282	\$ -	\$ 2,820	\$ 2,820	Academy Recruits FY24-25
52175	Family Night & Graduation	\$ 1,420	\$ -	\$ 1,000	\$ 1,000	Academy FY24-25
52177	Meals & Entertainment	\$ 2,153	\$ 1,700	\$ 3,000	\$ 1,300	New Officer Refresher Prog.
52180	Training	\$ 200	\$ 8,000	\$ 12,100	\$ 4,100	New Division Chief Request
52184	Training - Recertification	\$ -	\$ 47,200	\$ 49,525	\$ 2,325	Banner Increase
52186	Training - Suppression	\$ 7,198	\$ 13,000	\$ 13,000	\$ -	
52190	EMT Program	\$ 624	\$ -	\$ 1,500	\$ 1,500	Academy Recruits FY24-25
52191	Tuition Reimbursement	\$ 30,253	\$ 35,000	\$ -	\$ (35,000)	Moved to HR - 1240
52198	Books & Periodicals	\$ 7,813	\$ 7,000	\$ 7,000	\$ -	
52540	Building Services	\$ -	\$ 1,000		\$ (1,000)	Budget in 4230
52620	Equipment Rental	\$ 392	\$ 1,000	\$ 1,000	\$ -	
Total Non-Personnel		\$ 95,161	\$ 201,800	\$ 173,445	\$ (28,355)	
Total Training Services 3100		\$ 1,107,985	\$ 1,212,618	\$ 1,254,309	\$ 41,691	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

Training Procedure_Annual Training Plan

Training Mandate Manual 2022

Exhibit J

NORTHWEST FIRE DISTRICT



Operational Services EMS/Dispatch Division

Program Appraisal

for the upcoming 2024-2025 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): Category 5 Criterion F, Category 9 Criterion B, & **9C.3**

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EXECUTIVE SUMMARY

Communications

The Northwest Fire District recognizes the pivotal role of the Public Safety Communications Department (PSCD) in bridging the community with emergency services. The District's mission to, "save lives, protect property, and care for our community" hinges on the efficient functioning of the PSCD dispatch centers. A key element in achieving this synergy is the Alarm Room Captain (ARC), a position jointly supported by Northwest Fire, Golder Ranch Fire District, and Tucson Fire. The ARC serves as a linchpin in emergency response coordination, ensuring the swift dispatch of appropriate units in response to calls. Beyond this critical role, the ARC fosters regional collaboration by liaising with external and internal departments, representing all agencies dispatched by PSCD. In line with District rules and procedures, the ARC oversees emergency response unit dispatch, addresses operational challenges, provides support to PSCD staff, and offers mentorship and training. This collaborative effort underscores the District's shared commitment to community safety. The partnership between Northwest Fire and PSCD extends beyond operational coordination. The District actively engages in efforts to meet NFPA 1221, ISO, NFPA 1061, and ICC fire code standards. Compliance with these regulations ensures the highest level of service by enhancing the skills and expertise of PSCD personnel.

EMS

The Northwest Fire District is dedicated to saving lives, protecting property, and caring for the community. Central to this mission is the provision of top-tier pre-hospital emergency medical care and ambulance transportation, seamlessly integrated within its Response Division. The EMS Division is pivotal in achieving the organization's mission, ensuring continuous planning, support, monitoring, and improvement of the agency's EMS programs. The Division serves as a key link to compliance with federal and state laws, encompassing areas such as ambulance operations, billing, record management, and adherence to regulatory requirements. The EMS Division ensures compliance with an array of laws, statutes, and regulations governing pre-hospital emergency medical care. This is achieved through internal programs focusing on education, recertification, Arizona Department of Health Services (ADHS) compliance, and engagement with the broader EMS/healthcare system. The EMS Division remains committed to excellence, constantly evolving to meet the dynamic needs of the community while upholding the highest standards in emergency medical services.

DIVISION PURPOSE

Communications

The Public Safety Communications Department (PSCD) dispatch centers play a vital role as the link between the community and emergency services. Their ability for information gathering, situational assessment, instruction provision, and response coordination is essential to the mission of the Northwest Fire District, to save lives, protect property, and care for the community. Additionally, the Northwest Fire District consistently demonstrates its commitment to enhancing the PSCD's capabilities through the support of the Alarm Room Captain (ARC), ensuring seamless coordination of emergency response efforts. These collaborative endeavors highlight the District's shared dedication to the safety and well-being of its community, emphasizing the importance of the mission in action.

EMS

The mission of the Northwest Fire District is to "save lives, protect property, and care for our community". A critical aspect of fulfilling this mission lies in the Division's ability to provide top-tier pre-hospital emergency medical care and ambulance transportation, a service seamlessly integrated within the agency's Response Division. However, the effectiveness of this program requires more; it demands continuous planning, support, monitoring, and improvement--this is the primary purpose of the EMS Division. The EMS Division strives to support the organization's mission by providing all firefighters/EMCTs with the best, evidence-based online/offline medical direction, continuous quality improvement (CQI) programs, and EMS equipment standards. Furthermore, in collaboration with several Divisions of the organization, the EMS Division also manages several internal programs intended to secure the Fire District's compliance with associated administrative and statutory requirements, such as those regulating ambulance operations, billing, record management system within Imagetrend-hospital protocols, records and reports, the privacy of information, and external audits of controlled substances and narcotics, among others. Furthermore, the EMS Division plays a pivotal role in connecting the organization with the broader EMS/healthcare system. Through data sharing initiatives, support for clinical research programs like the Save Hearts in Arizona Registry & Education (AZ SHARE), and active participation in state and regional committees such as the Southern Arizona Emergency Medical Services' Protocol Development and Review Committee (SAEMS PDR) and the SAEMS Provider Agency Committee, the Division contributes meaningfully to the enhancement of healthcare practices in the community.

DIVISION ADMINISTRATION

The Operational Services – EMS and Dispatch Division is currently comprised of the following positions and personnel:

Division Chief (1) – responsible for: In this capacity, the Division Chief manages significant areas of operations and coordinates core service and support programs, aligning with the organization's mission to save lives, protect property, and care for the community. As a member of the District's management team, the Division Chief serves as a representative/agent of the organization, ensuring compliance with federal and state laws. They take on assigned responsibilities from their supervisors, holding themselves accountable for any performance failures that may occur. A key aspect of their role involves overseeing assigned staff's professional development and mentorship, promptly addressing performance issues, and motivating team members to strive for excellence by effectively communicating Division objectives in alignment with the organization's Strategic Plan. Furthermore, the Division Chief exercises considerable independence and professional decision-making. They may be required to adapt to the organization's needs, potentially being assigned to different Divisions temporarily or permanently while performing other related duties as assigned, contributing significantly to the District's overarching mission and objectives.

Administrative Captain (3) - responsible for: In their capacity as EMS Captains, individuals in this role have many significant responsibilities vital to the smooth functioning of the Division. One of their primary duties involves managing the intricate quality assurance/quality improvement (QA/QI) processes within the EMS Division, ensuring that the services provided consistently meet a premier provider's high-quality standards and expectations. Additionally, these Captains oversee the Paramedic Transition Courses as a liaison between the department and the student while the Paramedics work through their educational journey and prepare them for the challenges of real-world emergency medical services. Furthermore, they play a pivotal role in managing the records management system, ImageTrend, a crucial software designed to enhance the efficiency and accuracy of patient care documentation and management. Their expertise in handling ImageTrend is essential for maintaining streamlined and organized records, contributing significantly to the overall effectiveness of the EMS Division. In addition to these tasks, EMS Captains conduct thorough Narcotics Audits, examining pharmaceutical practices to maintain compliance with regulatory agencies and state and federal protocols.

Alarm Room Captain (1) - responsible for: In the role of Alarm Room Captain, the primary responsibility is to guarantee the swift and effective dispatch of appropriate

emergency response units in response to emergency calls. This role involves serving as a regional partner, establishing connections with external and internal departments, and representing all fire agencies dispatched by the Public Safety Communications Department (PSCD). Along with following District rules, policies, and procedures, the incumbent is tasked with various duties. These include overseeing and facilitating the dispatch of emergency response units, acting as a liaison between external agencies and internal departments to foster regional collaboration, providing support to dispatchers, floor supervisors, and field units for all nine agencies dispatched by PSCD, addressing operational challenges and ensuring timely resolutions, offering mentorship and training to PSCD staff, and maintaining compliance with the established rules and procedures to uphold functional integrity.

Senior GIS Analyst (1) - responsible for: The Senior GIS Analyst supports the Fire District's mission to save lives, protect property, and care for the community. Their responsibilities revolve around creating, maintaining, and enhancing geographic information systems (GIS) data, workflows, and applications, ensuring efficient emergency response and high service levels. This role involves monthly tasks such as creating, reviewing, processing, and updating dispatch and mobile unit maps in collaboration with City of Tucson staff. Additionally, the Analyst administers and coordinates hydrant data and inspections, promptly identifying necessary repairs. They respond to requests for GIS and computer aided dispatch (CAD) data, providing technical expertise and maps in a timely manner. Collaborating with end-user departments, the Analyst assesses needs, conducts research, and implements customized solutions. Project management skills are essential, as they define and oversee projects that enhance GIS support District-wide based on organizational needs. Additionally, the Analyst conducts risk assessments and pre-plans the data design and implementation processes, ensuring effective emergency response strategies.

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

Communications

The Northwest Fire District collaborates closely with the City of Tucson's Public Safety Communication Department (PSCD), its dispatch contractor, to ensure adherence to regulatory and legal compliance standards. The District's joint efforts aim to meet the rigorous requirements specified in NFPA 1221 Standards, which define emergency services communication systems' installation, maintenance, and use. Additionally, the District strives to comply with the Insurance Safety Office (ISO) standards, emphasizing the importance of meeting insurance-related safety benchmarks crucial for effective emergency response. Furthermore, the District actively engages PSCD in

efforts to achieve compliance with NFPA 1061, which outlines the professional qualifications expected of Public Safety Telecommunicators. By adhering to these standards, they enhance the skills and expertise of their personnel, ensuring the highest level of service for the community. In addition to these standards, the District pays careful attention to the requirements outlined in Section 510 of the International Code Council (ICC) fire code. This section mandates that all new construction must meet specific criteria to guarantee adequate radio coverage, a fundamental element in ensuring effective communication during emergencies.

EMS

As outlined in both the purpose and internal programs' sections, one of the functions of the E.M.S. Division is to ensure the organization's compliance with an array of laws, statutes, and regulations associated with providing pre-hospital emergency medical care, extending to critical areas such as schedule II narcotic tracking, auditing procedures, ambulance transportation, and billing practices. The Division's compliance is evident in its internal programs and reflected in the corresponding NWFD policies and standard operating procedures. Currently, the EMS Division operates within a framework that aligns with the stringent requirements laid out by regulatory bodies such as the Code of Federal Regulations (C.F.R.), Drug Enforcement Administration (D.E.A.), Arizona Administrative Code (A.A.C.), Arizona Revised Statutes (A.R.S.), Arizona Department of Health Services (ADHS), and the Southern Arizona Emergency Medical Services (SAEMS) council. In addition to these regulations, the EMS Division is acutely mindful of safeguarding patient privacy under the Health Insurance Portability and Accountability Act (HIPAA). Furthermore, the Division diligently complies with the Arizona Department of Human and Health Services regulations, particularly concerning Certificate of Necessity (CON) times and compliance with regulations governing ambulance operational readiness, extending from equipment functionality to the overall preparedness of the ambulance units.

INTERNAL PROGRAMS

Communications Internal Programs

- 24-hour Alarm Room Captain
- Mentorship and teaching to Public Safety Communications Department (PSCD) Supervisor Academies, new hire classes, floor trainee support.
- QA/QI of incidents to numerous agencies and aid dispatcher training
- Participates in the QA/QI program at the communications center to ensure 911 calls are handled appropriately and radio dispatch support meets the needs of Northwest Fire.

- Actively involved in developing and delivering Criteria Based Dispatching program for 911 call-takers.
- Develops training scenarios for field testing of officers and trainee dispatchers to include evaluation of performance.
- Provides real time feedback and peer support to dispatchers.
- Research of call types, response times and outcomes for field and dispatcher recognition.

EMS Internal Programs

- EMS education and recertification program: Through the QA/QI process and ePCR data analysis to support the development and delivery of supplemental EMS education based on current needs and trends.
- Arizona Department of Health Services (ADHS) Statutes and Rules compliance program. The program's design is to ensure organizational compliance with ADHS regulations in delivering prehospital emergency medical care and ambulance transportation. Moreover, this program strives to implement industry best practices in the administration and support of the integrated NWFD EMS program. These are some of the program components:
 - Medical direction and protocols
 - Professional services and training agreement (NWFD/University of Arizona/Banner-University Medical Center)
 - Administrative Guidelines (AGs)
 - Scope of practice
 - Agents eligible for administration
 - Emergency Medical Care Technician (EMCT) drug box requirements
 - Transport destination protocols
 - Administration and recordkeeping
 - Ground ambulance program
 - ADHS Certificate of Necessity (CON)
 - Service rates and charges
 - Service area
 - Response times (supporting Strategic Plan Goal 4F)
 - Ambulance Revenue and Cost Report (ARCR)
 - ADHS ambulance registration
 - ADHS ambulance inspections
 - Minimum equipment and supplies standards
 - Minimum vehicle standards (in collaboration with Fleet Services)
 - Records and reports (supporting Strategic Plan Goal 1D)
 - Record Management Systems upkeep (supporting Strategic Plan Goal 1D)
 - Access Point Name (APN) Imagetrend (supporting Strategic Plan Goal 4E)

- National Emergency Medical Services Information System (NEMSIS) standards (supporting Strategic Plan Goal 1D)
 - Opioid overdose reporting requirements
 - Health Insurance Portability and Accountability Act (HIPAA)
- EMS/Healthcare community engagement program. This program aims to develop valuable partnerships within the local EMS/healthcare community, provide an organizational link to the District's external EMS/healthcare stakeholders, and promote continuous improvement throughout the region. These are some of the program components:
 - Regional Emergency Medical Services (REMS) committee
 - SAEMS council
 - SAEMS Provider Agency committee
 - SAEMS Protocol Development and Review (PDR) committee
 - Northwest Medical Center (NMC) EMS meeting
 - EMS/Healthcare community ride-along (EMCT students, nursing students, medical students, and fellows, among others.
 - Paramedic student training program: This program supports the NWFD professional development program and succession plan by offering NWFD firefighters with an EMCT-EMT certification, a path to attaining an EMCT-Paramedic certification, and subsequent job promotion to Paramedic.
 - Applicant evaluation and selection process
 - Liaison with the Public Safety and Emergency Services Institute (PSESI) throughout the course of the training program (supporting SP goal 3)
 - Paramedic student ride-along (vehicular) coordination
 - NWFD Paramedic transition course (40-80 hours)
 - Mentorship program coordination (21 shifts)
 - National Fire Incident Reporting System (NIFRS)
- ePCR management program. This program aims at supporting the organization's reporting and record retention requirements associated with emergency medical incidents, as well as ambulance billing, QA/QI, treatment benchmarks, and controlled substance tracking, accreditation, among others.
- ePCR form field management and compliance (NEMSIS)
- QA/QI module management
- User credentials and permissions
- Controlled substance administration reporting
- Treatment and procedures benchmark analytics
- Walltimes
- Ambulance transport statistics (SP Goal 4.F)
- Billing reconciliation
- User credentials and permissions to the Controlled Access Pharmacy (CAP) provides logistical support to the Response Division in the form of equipment,

parts, and medications, among other supplies required for the delivery of prehospital emergency medical care. These items are available 24 hours a day, seven days a week, through six CAP machines strategically positioned throughout the organization (330, 331, 333, 334, 336, 337, and 338). This program offers a reliable, convenient, and secure way to restock after an emergency medical incident response, reduces out-of-service times, and promotes better patient care. The CAP program is a logistical function and resides with the NWFD Warehouse Division. (SP Goal 5.B)

- Drug Enforcement Agency (DEA) licensing; in collaboration with Dr. Rice/Gaither (DEA registrant)
- DEA Controlled Substance Ordering through Banner/Medical Director
- Shipment receipt (NWFD DEA Power of Attorney)
- Reverse distribution of expired controlled substances
- Documentation management (order confirmation form, packing slip, CAP inventory report, usage report, and discrepancy memos, when indicated)
- Coordination of a monthly controlled substances audit with the Medical Director's delegate and EMS Captain and Division Chief of EMS
- Quality assurance and quality improvement (QA/QI) program. This program strives towards the continuous quality improvement of the integrated EMS program.
- Internal ePCR review to assure reporting completeness and adherence to NWFD documentation standards, established protocols, standards of care, and administrative guidelines.
- Prompt feedback to responding EMCT and Officer-in-charge (OIC) addressing reporting standards, treatment protocols, best practices, and patient outcome follow-up.
- CQI Committee
- Zoll Case Review® Premium (cardiac arrest performance analytics)
- Identification of educational or training needs (individual, crew, collective)
- Medical Director review of all out-of-hospital cardiac arrests (OHCA) and traumatic brain injury (TBI) cases
- Trends and benchmarks, i.e., CPR quality
- AG revisions
- Education and training recommendations
- Medical equipment, medications, and supplies analysis
- External data and quality assurance
- ADHS Arizona Prehospital Information & EMS Registry System (AZ-PIERS)
- ADHS Premier EMS Agency Program (PEAP)
- ADHS Save Hearts in Arizona Registry and Education (AZ SHARE)
- Health Information Exchange (HIE)
- NMC Chest Pain Center (STEMI cancelation and D2B feedback)
- ADHS Premier EMS Agency Program (PEAP)

- ADHS Save Hearts in Arizona Registry and Education (AZ SHARE)
- Health Information Exchange (HIE)
- NMC Chest Pain Center (STEMI cancelation and D2B feedback)

CURRENT AND NEEDED MEASURES

CURRENT PERFORMANCE MEASURES:

Communications

To provide the highest level of care, emergency dispatchers call processing time is measured against the standards set forth in NFPA 1221 7.4.2.2.

During the analysis of call data using NFORS, it was discovered that NFORS may not be the best platform for accurately tracking emergency call processing times. However, Northwest Fire District (NWFD) is currently working together with regional Public Safety Answering Points (PSAPs) and Public Safety Communications Departments (PSCD) to create a more precise method for tracking these times and ensuring compliance.

EMS

The EMS Division uses both qualitative findings and quantitative data to evaluate compliance, assess equipment and training needs, measure program effectiveness, and evaluate outcomes. For instance, the ePCR QA monitors adherence to the NWFD documentation standards and offline Administrative Guidelines. The Zoll Case Review® Premium provides data to evaluate the crew's overall performance during an out-of-hospital cardiac arrest (OHCA). The current qualitative measures employed by the EMS Division include:

- ePCR QA to assess compliance with the NWFD documentation standards, Administrative Guidelines (AGs), SAEMS protocols, and standards of care.
- Internal and External ePCR QA of all Out of Hospital Cardiac Arrest (OHCA) and Traumatic Brain Injury (TBI) cases by B-UMG (medical direction) and the 40-hour Administrative Captain to ensure adherence to AGs, protocols, and standards of care.

Current quantitative measures employed by the EMS Division include:

- ePCR-based performance analytics. These include time-based analyses, such as patient contact to CPR, patient contact to defibrillation, patient contact to transport, and total out-of-service time.
- Performance analytics to include skill-specific analyses, i.e., intubation, intravenous (IV), intraosseous (IO) placement, and success rate.

- Zoll Case Review® performance analytics. This web-based platform utilizes data uploaded from the Zoll X-Series® heart monitors to analyze the Division's provider's performance after an OHCA incident. Some of the data collected include depth and rate of compressions, length of CPR pauses, time from CPR pause to defibrillation, ETCO2 levels, respiration rate, and volume measurements.
- OHCA performance analytics performed by B-UMG. This analysis uses both methods mentioned above, but it is entirely independent. The District's Medical Director shares all relevant findings during the weekly-scheduled EMS meetings.
- Other external quantitative data. These include the annual AZ- Save Hearts in Arizona Registry & Education (AZ-SHARE) report on OHCA, Cath-lab cancellation data (ST-elevation myocardial infarction (STEMI) alerts), and Door-to-Balloon (D2B) times.

The current measures within the EMS Division are satisfactory in promoting the CQI of the integrated EMS program. In FY23/24, EMS expanded the CQI program from a 40-hour Administrative Captain to a CQI Committee to complement the benchmarking of critical calls with electronic feedback direct to crews from the medical direction team via SmartSheets. Additionally, there is a need for more efficient methods of data collection and performance analysis. For instance, this may include further development of quantitative, evidence-based benchmarks and continued investment in Zoll Case Review Premium, and further development of Continuum and Report Writer through ImageTrend.

PERFORMANCE MEASURES IN DEVELOPMENT:

- CON time tracker.
- Smartsheet tracking for complaints, treatment/protocol issues and trends.
- QR code use for easier access and documentation for Narcotic and Controlled Substance tracking.
- ePCR updates to help with tracking Narcotics and Controlled substances that are drawn up but not used and wasted.

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

Communications

- Response Card update.
- Continue to develop the Alarm Room Captain Position.
- Consolidate all GIS Hexagon licenses under PSCD.
- Review and streamline G2 availability and use.

EMS

- Certify EMS staff as Ambulance Compliance and Privacy Officers through Page, Wolfberg and Wirth, LLC.
- Continue to support EMS training and education transition to the Training Division.
- To assist with building supplementary instructional content to meet the educational needs identified through the QA process.
- Maintain NWFD's designation as one of Arizona's Premier EMS Agency Providers (ADHS).
- Update Standard Operating Guidelines (SOGs) to address the QA/QI process, documentation of Time-Sensitive Illness and Injury incidents (TSII) and the finalization NWFD transports.
- Continue to support NWFD Logistics in the management and the use and dispensing of Schedule II medications.
- Build a continuity reference document for updating the Power of Attorney for managing Schedule II narcotics.
- Maintain the UPS account to track narcotic deliveries in real-time.
- QR code for narcotic and controlled substance tracking and auditing.
- Annual reconciliation of user access to Ucapit machines.
- Continue to work with and collaborate with Support Services with user access and reconciliation of the CompX program for apparatus drug boxes.
- Continue to refine the Q&A process.
- Educate all Captains on the proper Q/A process as First-Line Supervisors.
- Continue the use of SmartSheets for direct feedback from Medical Direction team to crews.
- Continued support of the Paramedic Program and development of the Liaison Officer position with the Pima Community College's Public Safety and Emergency Services Institute (PSESI).
- Improve communication and feedback with EMCTs.
- Provide standardized training for NIFRS reporting to the District.

STRATEGIC PLAN RELATED GOALS/OBJECTIVES DISCUSSION

Goal 4: Establish systems to maintain compliance with regulating into certifying authorities.

The Operational Services EMS and Dispatch Division

Objective F: Develop monthly reporting process to assure compliance with Arizona Department of Health Services response time and financial reporting requirements.

Complete

CURRENT ISSUES

Communications

Over the last year, the City of Tucson has continued to work through the consolidation of Police and Fire dispatching services. This consolidation has shown to be a challenge for the City, and they are still working to optimize this change. They have also recently changed the management structure of the Public Safety Communications Department due to the promotions of the previous director. The current staff is actively working to address outstanding concerns and increase call performance across the entire Department while expanding its workforce in the new addition/workspace of the dispatch center.

EMS

Current issues faced by EMS are:

- The ongoing realignment of education and training to the Training Division.
- The efficient utilization of Health Information Exchange (HIE) for real-time patient updates and follow-up.
- The collaboration and communication from logistical support regarding the ongoing medication and equipment shortages nationally.
- Maximizing the full potential of continuum and Report Writer.
- Maintaining an effective ambulance response with extended off-load times at local hospitals.
- CON ambulance coverage based on analytical data and response times for the Northern parts of the District.
- Department of Health Services Complies with statute changes in response times and required equipment and vehicle standards.

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

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

Communications

- Annual Public Safety Consortium

- ESRI Conference
- Imagetrend Connect Conference
- US Digital Design (USDD) training
- Pima County Wireless Integrated Network (PCWIN) training

EMS

Division Chief of EMS

- Ambulance Service Manager Program
- Blue Card Instructor re-certification
- National Academy of Ambulance Compliance (NAAC) Certified Ambulance Documentation Specialist
- Paige Wolfberg and Wirth (PWW) Compliance Officer Program
- ImageTrend Connect Conference
- ImageTrend/NEMSIS 3.0 training

Administrative Captains

- ImageTrend Connect Conference
- ImageTrend/NEMSIS 3.0 training
- Banner Arrest Train-the-Trainer course
- Compliance Officer Program Certification
- NAAC Certified Ambulance Documentation Specialist

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

EMS

NIFRS Training

Privacy Officer Training

Annual Southern Arizona Trauma Conference

Imagetrend Connect Conference

Continuum and Report Writer training

Continuing education and professional development via in-person conferences and classes, as well as distance learning opportunities.

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

Communications

Alarm room Captain backfill training.

Continuing education and professional development via in-person conferences and classes, as well as distance learning opportunities.

A GIS analyst works reports to the communication Division and continued education and training will be needed as 911 systems move to geospatial routing of calls.

ESRI conference

GIS conference

Imagetrend Connect Conference

Annual CAD Conference

New preplanning software training

Alarm room Captain training on USDD and updated encrypted PCWIN radios

EMS

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 work with the primary and secondary public safety answering points to capture the call transfer time for inclusion in the total response time. (CC 2C.5)

Category 5

Criterion 5F: Emergency Medical Services (EMS) Program

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that protects the community from injury or death. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency should conduct a thorough risk-assessment as part of activities in Category 2 to determine the need for a specific EMS program and support the overall risk reduction strategy.

NOTE: EMS is a major element of many fire service agencies. Fire service personnel are frequently the first responder to medical emergencies. For that reason, emergency medical response can be organizationally integrated with fire suppression activity. Care should be exercised not to create a priority or resource allocation conflict between the two program activities. Agencies that only provide first responder services must also complete this criterion.

Summary

NWFD is the primary EMS provider within its jurisdiction. NWFD believes that evidence-based medicine and tracking patient outcomes are the best ways to ensure that an organization meets the community's true emergency medical needs. To meet that goal, the District continues its partnership with world-class medical control through Banner Main Hospital, with Dr. Rice as its medical director. NWFD has initiated an Advanced Life Support (ALS) transport program with the addition of a Basic Life Support (BLS) CON to ensure the ability to transport all ALS calls and BLS if needed. Additionally, in the Spring of 2022, the NWFD entered into an EMS Auto-Aid agreement with Tucson Fire and Golder ranch to provide the District residence with the closest emergency response regardless of jurisdiction. The District has invested in new technologies and fully embraced the idea of evidence-based medicine, and pre-hospital care.

The District believes that the ultimate evaluation of how well the system is meeting the community's needs lies with patient outcomes; however, patient outcomes are a difficult data point for the District to acquire on a vast majority of the patients, particularly in a timely manner. For that reason, the District has joined the Health Information Exchange (HIE) to make tracking patient status and outcomes easier. Additionally, with the reconfiguration of the District's ePCR form, analytical data is readily available from the report Writer program coupled with the continuous fine-tuning of the District's benchmarking program and two-way digital feedback for reviewing calls using SmartSheets.

As a surrogate for patient outcomes data, the District has invested in several areas to ensure the community consistently receives the highest levels of care. First, regarding the transition of EMS training, education, and Paramedic trainers to the Training Division to better align programs and processes within the appropriate Division to support the Mission more effectively. Furthermore, the District is working to finalize a Q/A committee to review selected call types. The District expects to improve the breadth of review and timeliness of feedback through this program, which also helps to ensure the community receives the quality of care they deserve.

CC 5F.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus and equipment deployment objectives for each type and magnitude of emergency medical incident(s).

Description

To meet the needs identified in NWFD's CRA-SOC and The District's deployment objectives, NWFD operates 16 full-time ALS response apparatus and an ALS peak activity unit (Monday-Thursday 0800-1800) to handle, on average, 40 EMS incidents a day. In addition to other crew, there is a paramedic on each engine (average of 1.51 paramedics/engine) and one paramedic on each transport-capable ambulance for staffing. To effectively respond to any type/magnitude of emergency medical incident, all apparatus are fully equipped ALS units, with additional equipment on

transport units relevant to their intended use. Additionally, the District contracts with a private ambulance company that deploys three staffed BLS units in stations 24/7. NWFD also has backup agreements with the District's private provider, Auto-Aid partners at Golder Ranch Fire District, the City of Tucson, and surrounding fire districts that provide additional coverage when the system is stressed. To further assist with maintaining a readily available response force, NWFD has established an in-house restocking process and strategically positioned pharmaceutical dispensing machines throughout the District for units to rapidly replenish medications used on a call without the traditional long waits at the hospital pharmacies, allowing for a quicker return to service status.

To ensure proper deployment and response, dispatching of NWFD units to incidents falls into 7 deployment models, BLS1, ALS1, and ALS2, ALS3, ALS4, ALS5. Additionally, the configuration of these run cards is data-driven according to historical scene outcomes, and anticipated patient needs to ensure that the appropriate level of care responds, and that unit utilization is optimal. There are additional, less utilized deployments, such as major medicals and interstate responses.

In 2013, the Communications Section was moved into the Medical Division to improve oversight of the deployment and call processing times associated with 90% of the District's responses. Furthermore, with the expansion of Auto-Aid with the District's regional partners, Golder Ranch Fire District and Tucson Fire, in August of 2021, a uniformed Fire Officer was assigned to PSCD dispatch. The position is now a 24-hour Alarm Room Captain cross-staffed by all three agencies. They are embedded and incorporated within the Public Safety Communications Department (PSCD) to serve all fire departments under the dispatch umbrella. The Alarm Room Captain assists with resource management, notifications, real-time decision-making related to dispatching units, rapid creation of audio files, response technology troubleshooting, call research, response plans/CAD programming, and special events, and acts as an extension of the Command Staff during significant events on the alarm room floor, ensuring deployments, processes, and training are in line with the NWFD's mission.

Appraisal

NWFD EMS is in a strong and well-planned position. With the renewal of the Arizona Department of Health Services Certificate of Necessity (CON) and updating response times through GIS analytics, NWFD has positioned itself to maximize District coverage for its ALS ambulance services, anticipating adding an ALS ambulance to cover the 37 and 39 corridors. The District has also expanded the UCAPIT program with the addition of a pharmaceutical machine in the Northern area of the District placed at Station 337. Additionally, with a dedicated 24-hour Alarm Room Captain, real-time decision-making on resource management ensures that the correct unit or units respond to the calls. However, as the pandemic ended, there has been a continued shortage of hospital staff coupled with the rise in call volumes, the District has seen an increase in extended offload times. NWFD continues to meet the emergency response needs of the community through planning and collaboration with Auto, Mutual Aid partners, and external stakeholders.

Plan

NWFD maintains a high level of service; however, continual improvement remains crucial. Areas of improvement are/will continue to monitor the District's dispatch program regarding Auto-Aid and realigning NWFD run cards to unit utilization based on historical data to further increase transport efficiencies. Furthermore, with the analytical data provided through GIS, Continuum, and reporter writer, NWFD can continue forecasting additional ambulance and UCAPIT machine placement to meet the growing community's needs and CON requirements. To address the growing offload times at local emergency rooms, NWFD has engaged with local and regional committees to include SAEMS and PEMS in addition to meeting with the administrative staff at local hospitals directly and communicating daily to bring down hospital offload times for the Division's transports and continues to support the implementation of the SAEMS regional off load protocol.

References

NWFD CRA-SOC

2018 First Amended and Restated Emergency Ambulance IGA with South West Ambulance d.b.a. American Medical Response

Backup Ambulance Agreement City of Tucson FULLY EXECUTED

Criteria Based Dispatching Response Plans

Alarm Room Captain Job Description

Northwest Fire District CON

Paramedic Drivetimes North Battalion

Ucapit Training NWFD 2018

Offload Times 2022

PEMS-off-load-plan-ver-1

CC 5F.2 The agency has administrative guidelines/protocols in place to direct EMS response activities to meet the stated level of EMS response including determination criteria for specialty transport and receiving facility destination.

Description

On medical incidents, the District's field personnel operate under agency-specific offline Administrative Guidelines (ALS & BLS) built in collaboration with the District's Medical Direction team and its Auto-Aid partners, who fall under the same Medical

Direction umbrella. These Administrative Guidelines (AGs) have been specially tailored for the organization and community, allowing the District to sidestep the pitfalls typically associated with regional protocols.

The collaborative processes with the Medical Direction team allow the District to rapidly incorporate evidence-based research and emerging science or equipment changes into the AGs. The Administrative Guidelines are under constant review as part of the District's internal QA process and monthly QA/QI meetings with the medical directors.

Appraisal

With the addition of the Banner Medical Direction Team and evidence-based researched Administrative Guidelines, the NWFD has been able to meet its mission to save lives, protect property, and care for the community, with improved patient outcomes as the goal. While the offline medical direction outlined within the AG guides patient care, the QA/QI program assesses how they are applied. NWFD can facilitate these assessments in several ways, including the standing up of a QA/QI committee and a realignment with the University Medical Center's EMS Fellowship program for a more formal annual review to coincide with the orientation process for emergency medicine physicians entering the program.

Plan

The NWFD's Medical Services Division ensures the comprehension and compliance of these Guidelines and the availability of the AGs to providers, from a user-friendly app to downloadable PDFs and the use of Handtevy. With more perspective on this issue, the data sets created by Report Writer enable NWFD medical services personnel and the Medical Direction Team to query and identify Guidelines with low compliance ratings. From this analysis, medical services can identify, form, training, or equipment issues and address non-compliance issues to improve patient care and outcomes.

References

NWFD Administrative Guidelines

5F.3 The agency annually reviews and updates, as needed, order/protocols, and engages external stakeholders in the process.

Description

The Northwest Fire District utilizes the University of Arizona Administrative Guidelines to provide the highest quality of evidence-based pre-hospital care daily. NWFD plays a significant role in developing and updating these guidelines with semi-annual meetings with the Medical Direction team, Auto-Aid partners, and stakeholders. Stakeholders include but are not limited to Tucson Fire and the Golder Ranch Fire

District, and other agencies who fall under the numerous medical directors with UA also utilize these guidelines.

Appraisal

During the revision and roll-out of the annual administrative guidelines, the NWFD played a significant role. Throughout the year, frequent feedback is gathered from field providers to ensure that the administrative guidelines continue to meet the providers and the community's needs. Dialogue with the medical direction team is weekly, and communication streams with stakeholders occur regularly.

Plan

The plan moving forward is to continue the process of having a seat at the table with the development and updating of these guidelines. The District's partnership with the Medical Direction Team is strong and more of a collaboration. The review process is ongoing, and we will continue to monitor the publishing of new evidence-based research and best practices so that the District can stay at the forefront and continue to provide the latest in evidence-based pre-hospital care.

References

NWFD Administrative Guidelines

CC 5F.4 The agency has online and offline medical control.

Description

The District provides responding personnel with online and offline medical control, memorialized in the NWFD contract with Banner University Medical Center for medical direction. Medical Direction provides offline medical control to the members via Administrative Guidelines. Online communication with a Board-Certified Emergency Physician at Banner UMC is available 24/7 via unit-assigned phones or 800Mhz mobile or portable radio, with an added Arizona's Revised Status, which requires the availability of offline medical control.

Appraisal

A vast majority of NWFD's care occurs through offline Administrative Guidelines, which works well for an organization that strives to allow its caregivers to think critically and have the flexibility to adapt to the patient's needs as rapidly as possible. The NWFD/Banner UMC system of Administrative Guidelines is crucial in accomplishing this goal as it allows providers to use several AGs simultaneously depending on the patient's (multiple) complaints. AGs differ from standing orders, which, in Arizona at least, allow the provider to follow one order per patient encounter without online medical guidance. The administrative guidelines are, for the most part, broad in nature, which provides medical providers flexibility to treat the patient how

they see fit with only general guidance. As the Division moves forward, it will be essential to promote a more critical thinking way of managing patient treatment versus the previous practice, which was more of a "checkbox" method of providing care.

Plan

While the content of Administrative Guidelines and means of communication are under constant evaluation, these forms of medical direction work well, and there are no plans to discontinue either of these guidance methods.

References

Banner UMC Medical Direction Contract

CC 5F.5 The agency creates and maintains a patient care record, hard copy or electronic, for each patient encountered. This report records a provider impression, patient history, data regarding treatment rendered and the patient disposition. The agency must make reasonable efforts to protect reports from public access and maintain them as per local, state/provincial and federal records retention requirements.

Description

The District creates patient care reports for each medical incident for every patient encounter. Currently, the reports are captured and maintained via the ePCR system, a NEMSIS-certified ePCR, ensuring the capture of relevant data for each patient. All patient care reports, electronic or historical paper reports, fall under the records retention rules that Arizona's Secretary of State manages. As a public agency, most work product is available to the public. However, the District takes its responsibility to safeguard protected patient information seriously. To this end, the District manages protected information in compliance with federally mandated rules and laws (HIPAA) and Arizona's revised statutes. For any records request, initiation of a request must go through the District's Attorney, then Privacy Officer. The District does not allow its billing company to release patient care records. The billing contract refers interested persons, including patients, insurance companies, and attorneys, to the District for this information.

Appraisal

The CAD system automatically creates a run number for each patient encounter for each medical incident. QA then ensures the creation of an ePCR for each run number (unless the call was determined to be a non-patient interaction). The ePCR will remain open until completed and cannot be deleted by field personnel. As stated earlier, the ePCR reports are NEMSIS v3 compliant, ensuring the complete documentation of necessary information before the report can be closed. As per above, public access to patient care reports or requests go through the District's

administrative offices, and all requests are approved in accordance with applicable laws by the District's Attorney, then Privacy Officer.

Plan

With monthly audits, the EMS Division compares completed ePCR reports in the system with unit dispatches to reconcile any issues or errors found. The District will implement NEMSIS version 3.5 in July 2023 to integrate with the latest standards throughout the healthcare industry. Version 3.5 will help ensure the continuation of report completion for each patient encounter, and the reports capture relevant and required information.

While the processes to ensure patient-related information safety are in place and appropriate, keeping up with the changes in rules and laws, and succession is where the District's primary effort has been and will continue to be. To address this, the District continues to send personnel from the Medical Services Division to compliance-related classes; with the mission for this group to ensure the District is successful in meeting all state and federal requirements.

References

EPCR Record Retention

Public Records Requests, NWFD: <http://www.northwestfire.org/public-info/public-record-request/>

NWFD SOG 7518 EMS Incident Reporting

NWFD ALS & BLS Documentation Training Power Points

CC 5F.6 The agency has a program to maintain compliance with privacy laws such as the Health Insurance Portability and Accountability Act (HIPAA) or equivalent (e.g., Canada's Freedom of Information and Protection of Privacy) that meets federal and state/provincial guidelines. All personnel are trained in HIPAA/FOIP regulations and procedures.

Description

The District makes its HIPAA information, Notice of Privacy Practices, available to the public via the District's external website within two mouse clicks per HIPAA guidelines. All patients transported by the Northwest Fire District have a Notice of Privacy Practices sent to them by the District's billing company. Additionally, the District mails or emails a copy of this document to anyone requesting it. All employees (paid or volunteer) or other individuals (ride-along) that have the potential to encounter patients or patient records are required to complete HIPAA

training and test. Annual refresher training is delivered through Target Solutions learning management system.

With the start of the District's ambulance transport program, the District's Notice of Privacy Practices (NPP) was reviewed and updated by the District's legal counsel and the compliance department of the contracted billing service. To ensure HIPAA compliance, the District's billing company, upon receipt of an ePCR, automatically sends a copy of the District's NPP to each patient via USPS.

Appraisal

The Northwest Fire District has complied with all HIPPA regulations and procedures; however, the rules and regulations for managing privacy-sensitive information are constantly evolving. Three members are Certified Ambulance Privacy Officers, and one is a Certified Ambulance Compliance Officer as of April 2021, with additional personnel slotted for Privacy and Compliance officer training in 2023.

Plan

In response to the changing landscape of privacy protection, the District is investing heavily in compliance-related training, including best practices information from the leading EMS compliance law group (PWW), and sending personnel to compliance-related classes. The District will continue working with the billing vendor (Digitech) to ensure NWFD complies with federal billing regulations.

References

NWFD Notice of Privacy Practices

NWFD HIPPA Guidelines

NWFD Target Solutions HIPPA Training

5F.7 The agency has a quality improvement/quality assurance (QI/QA) program in place to improve system performance and patient outcomes including provisions for exchange of patient outcome data between the agency and receiving facilities.

Description

The Medical Services Division has two stated goals - to improve patient outcomes and to support personnel in that endeavor. The District's QA/QI program is the foundation of these goals. It provides reviews on multiple levels, including with the State via two programs the District voluntarily participates in – Save Hearts in Arizona Registry and Education (SHARE) and Excellence in Prehospital Injury Care

(EPIC), through a weekly QA meeting with the Medical Direction Team and through focused ePCR reviews.

The State provides individual and system-level feedback on Cardiac Arrest and Strokes through the SHARE programs and feedback on Traumatic Brain Injuries through the EPIC program. The District's weekly meetings with the medical direction team focus on QA/QI reviews that may require additional work on Administrative Guidelines or training - these are typically the most intensive calls. Further, to maintain the District's Premier EMS Agency Status with ADHS, one hundred percent (100%) of cardiac arrest, stroke, seizure, TBI, and chest pain incident types will be reviewed in the QA/QI process. Additionally, the District continues to follow the guidelines (NEMSIS elements) of the State and its Medical Director and benchmarking with regular reports created for each incident type as mentioned above. After the first step of the QA/QI process is complete at the station Captain level, the EMS Captains review ePCRs and provide focused feedback to the crews to improve individual and system-wide performance.

Appraisal

Providing one hundred percent (100%) QA/QI of all EMS incidents has proven valuable for the Organization. The first level of QA/QI at the station Captain level provides immediate feedback to the crew member completing the patient care report. There needs to be a more thorough understanding at the captain level as to the specific focus during this level in the QA/QI process. Once established, the second level in the QA/QI process will filter through the Q/A committee.

Plan

EMS will create a QA/QI Peer Review Workgroup comprised of field personnel and guiding documents to perform the second level of QA/QI. The EMS Division will develop training in report writing and Q&A to deliver field personnel and crews.

References

EPIC Website

SHARE Website

QA/QI Guidelines

5F.8 The agency has implemented or developed a plan to implement a cardiopulmonary resuscitation (CPR) and public access defibrillation program for the community.

Description

The District is committed to educating community members on the steps to take if someone experiences cardiac arrest. With guidance from the University of Arizona's Sarver Heart Center, American Heart Association, and Medical Director Dr. Amber Rice, the Division's goal is to deploy hands-only CPR and Automatic Electronic Defibrillator (AED) training to as many community members as possible. The Division's execution plan includes AREST CPR and AED training for all attendees of babysitting classes and middle school courses, for all civilian members of the agency, and for community members and groups by appointment.

Working with the EMS Division, efforts extend beyond the scheduled classroom or requested events. Following a donation of CPR Anytime Kits, the District deployed a virtual training session to businesses in the community. Those kits were then taken back to employees who could scan a QR code on their cell phone, taking them directly to the short video produced by the District.

Staff coordinates with the Andra Heart Foundation, a local non-profit organization that provides AEDs for select community locations upon identification of a need.

Appraisal

The District has evolved its efforts related to CPR training and remained focused on delivering hands-only CPR and AED training to improve both the number of witnessed cardiac arrests where bystander CPR is initiated, as well as improving outcomes for those who suffer sudden cardiac arrest. Public Education staff successfully identified opportunities and delivered CPR/AED training to numerous community members. District staff partnered with the Andra Heart Foundation to provide AEDs and associated training to organizations in the District including the Marana Regional Airport and Carden of Tucson Charter School.

The Division purchased new CPR training cubes for all training programs offered. The cubes "talk" to the individuals going through the training and have proven to be an effective tool for training.

Plan

The Division will be committed to increasing the number of community members trained in hands-only CPR and AED use each year. The Division will offer training through videos released via social media outlets, effectively expanding the reach of education to the palm of someone's hand.

To further the Division's reach and efforts, the Team will be applying for a marketing grant through PulsePoint/CPR/AED. If the District's idea to promote CPR, AEDs and PulsePoint in the community is selected, PulsePoint will fund the project.

References

[Hands-Only CPR Training Video](#)

CC 5F.9 The agency conducts a formal and documented program appraisal, at least annually, to determine the impact, outcomes and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.

Description

Since NWFD partnered with UMC/Banner in 2012, the District has used an evidence-based approach to provide emergency medical services. One of the most significant steps in this process is identifying major call types where intervention can significantly impact patient outcomes through time and treatment. These call types are STEMI, Cardiac Arrest, Stroke, Traumatic Brain Injury, and Respiratory Illness. NWFD reviews 100 percent of these responses for performance on all these call types. The EMS captains constantly monitor this review and through NWFD's medical direction, as well as in annual ePCR summary reports and as reported to the AZ State headquarters of the SHARE (Save Hearts in AZ Registry & Education) and EPIC (Excellence in Prehospital Injury Care) programs.

Documented evidence-based EMS outcomes are reported in the agency program appraisal (formerly ICBP) process that has been used as the program appraisal across the organization. The EMS ICBP is in alignment with the budget and strategic planning processes.

Appraisal

The current NWFD system of EMS performance appraisal, combined with the input from NWFD's medical control, has proven to be very effective in evaluating the most crucial call types, which directly correlate to the District's overall performance in meeting the goals and objectives of the EMS division. The EMS program appraisal has worked well to document and report on the outcomes realized by the Division's effort and tie together the budget and Strategic Plan's goals and objectives.

Plan

The Division will continue to complete an annual Program Appraisal using the data gathered from the forementioned reports to appraise the agency EMS system and function. The Medical Direction Team will continue to monitor critical calls through various benchmark dashboards through Report Writer and Continuum.

References

ICBP Operational Service EMS & Communications Division

SHARE website

EPIC website

Written Guidelines for QA/QI

Criterion 9B: Communication Systems

The public and the agency have an adequate, effective and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies.

Summary

Northwest Fire District utilizes various Motorola portable, mobile, and transmitter/receiver equipment to ensure system reliability and adequacy. Northwest Fire District contracts with the City of Tucson to provide dispatching services. Northwest Fire District maintains a staff trained and certified in radio system maintenance within its Technical Services Division and has a contractual relationship with the City of Tucson for radio infrastructure maintenance on an as-needed basis. The District is also a full member of the Pima County Wireless Interoperability Network (PCWIN) and has a program with them to maintain and service compatible radios. This system is a robust, county-wide 800Mhz digital trunked interoperable radio system with multiple simulcast redundant sites that provides communication between all public safety agencies.

The City of Tucson Public Safety Communications Department (PSCD) uses technology, personnel, and procedures to be as effective and efficient as possible and can handle the current and anticipated call volume. NWFD has asked for the Alarm room to work towards meeting compliance with NFPA 1061, Standard for Professional Qualifications for Public Safety Telecommunicator, and NFPA 1221, Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems. The PSCD has an uninterrupted power supply (UPS) capable of supporting operations during the transition to the generators. This set of units is redundantly configured and capable of powering all equipment within the center, including the HVAC system.

CC 9B.1 A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field. When an area is identified as not allowing for adequate emergency scene communication, such as inside buildings or below grade-level, an operational plan is documented and tested.

Description

Northwest Fire District uses the most current Motorola two-way radios for handheld and mobile applications. As a full participating member in PCWIN, the radios are dual-band 800 MHz / VHF radios. NWFD conducts all radio communications on the

PCWIN system. As a member of PCWIN, the radios are serviced annually by the PCWIN radio staff.

PCWIN maintains coverage with a full multi-site simulcast 800 MHz trunked digital radio system. This system allows interoperable communications with all neighboring departments and local law enforcement.

NWFD also maintains a very high frequency (VHF) radio system, a seven-site, analog, simulcast system to provide redundant coverage of the entire District. This new system was designed with computer modeling to ensure complete coverage with field transmission testing to ensure coverage. This system would only be relied upon when the PCWIN system has failed. It also provides the District with a full-time, monitored, simplex channel that the dispatch center can monitor.

Appraisal

With the combination of PCWIN and the District's VHF system, Northwest Fire District has a robust and reliable radio system. There are occasional interruptions in service delivery due to network outages; however, there are redundant links to compensate for these interruptions. Historically there have also been certain buildings within the District where radio reception in certain parts of the building has been an issue.

Plan

Northwest Fire District has yet to traditionally require builders of new construction to meet Section 510 of the ICC fire code. However, the NWFD Prevention Division ensures that all new construction meets section 510 to provide adequate radio coverage.

The switch to the PCWIN system has also dramatically improved radio communications from inside structures, and NWFD will continue to strengthen the VHF simulcast radio system to ensure adequate radio reception coverage.

References

International Fire Code 2018 Edition, Section 510 Pages 67-69

PCWIN member memo [Resolution No. 2015.pdf](#)

[PCWIN MAINT.url](#)

9B.2 The emergency communications system is capable of receiving automatic and/or manual early warning and other emergency reporting signals.

Description

The City of Tucson Public Safety Communications Department (PSCD) is not currently configured to receive automatic alerts from outside sources. No pull boxes are available in the system, and all communications into the center are handled via wired or wireless phone lines. There are no fire alarms directly monitored in the center, and weather alerts are received via Cable Television or the internet through monitoring the National Weather Service. All contact with the telecommunicators occurs via wired or wireless telephone, radio voice, and data systems. Mutual aid requests are received via landlines from other area dispatch centers.

Appraisal

The communications system works well per its original design; however, the current Computer Aided dispatch system does not interface with outside data sources such as RSS feeds for weather or the reception of automatic alarms.

Plan

Collaborate with PSCD to explore the feasibility of integrating external data sources into the District's CAD system. By doing so, the Division can enhance the emergency response capabilities of the system by enabling it to receive automatic and/or manual early warning and other emergency reporting signals from these sources. The Division's collaboration with PSCD will be crucial in identifying potential data sources, assessing their feasibility for integration, and implementing any necessary changes to the system to improve its functionality. Additionally, the Division plans to monitor the flow rates of streams, dry riverbeds, and washes through Pima County during monsoon or storm conditions, which can provide critical information for emergency response planning and decision-making. Furthermore, Northwest Fire District will continue to work with PSCD to expand the system's reach beyond the city, through the implementation of the TRAK School emergency push button, which will directly interface with CAD and make it possible to extend its use into the County further ensuring that the system can receive automatic and/or manual early warning and other emergency reporting signals to better serve the community.

References

COT Memorandum Paragraph 3

9B.3 The agency's communications center(s) is/are adequately equipped and designed (e.g., security, telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting and map displays).

Description

The dispatching and communication systems that the District contracts with the City of Tucson consist of Enhanced 911, computer-aided dispatching, and other

communications systems, such as the Master Street Address Guide, that adequately, effectively, and efficiently dispatch emergency apparatus and support staff. Fire Alarm (title of the City of Tucson dispatch services) can disseminate pertinent information to emergency personnel and various public safety agencies via voice or electronically to NWFD in-vehicle computers. The various components are redundant.

Additionally, the Communications Center recently underwent a 4-million-dollar renovation. This renovation encompassed all aspects of the center, from flooring, consoles, chairs, lighting, and arrangement. It also included the addition of numerous LCD televisions that can project current weather information and weather radar from the National Weather Service (NWS) during storms.

Appraisal

The communications Center has adequate radio control stations, consoles, computerized telephony devices, and accommodations to manage incidents within the Northwest Fire District. With the recent transition to PCWIN, any position in the center can back up NWFD during significant events. The Alarm room has shown the ability to meet the demands of major operations, including multiple full alarm incidents at the same time.

Plan

The City of Tucson has entered into an agreement with the State of Arizona for a new “Managed Services” agreement for Next-Gen 911. This agreement will significantly increase the capabilities of the and upgrades of hardware and software for the 911 phone system. This system provides for more seamless redundancy and transition to the back-up 911 center in the event of catastrophic failure. This service was brought online at the end of 2017 and is currently being optimized. NWFD will continue to work with the City of Tucson Public Safety Communications Department (PSCD) staff to evaluate the supervision, management, personnel and equipment requirements, and operating policies necessary for operational proficiency.

References

COT Memorandum paragraphs 1 & 2

9B.4 The uninterrupted electrical power supply for the primary communications equipment in the communications center is reliable and tested and has automatic backup capability.

Description

The uninterrupted electrical power supply for the primary communications equipment in the communications center is a reliable and tested system that is equipped with automatic backup capability. The City of Tucson Public Safety

Communications Department (PSCD) has implemented an uninterrupted power supply (UPS) that is capable of supporting operations during the transition to the generators, ensuring that communications can continue uninterrupted even during a power outage. To ensure that the generators are in optimal condition, the generators at the City of Tucson Public Safety Communications Department (PSCD) dispatch center are subject to a monthly test schedule. During these tests, the generator is run once a month for about 30 minutes with building load connected, which is only about 10% of the generator rating. Without adding any fuel, the generator can easily handle 48 to 60 hours, which provides ample time for any required maintenance or repairs to be completed without any interruption to the center's operations. In addition to the maintenance and testing of the generators, the City of Tucson Fleet Services is responsible for handling all refueling requests, ensuring that the generators are always fully fueled and ready for use at a moment's notice. Logs of these tests are kept and are available for review to ensure compliance with all regulatory requirements and to facilitate ongoing maintenance and improvement efforts. The primary fuel for the generators is diesel fuel, which is supplemented by a propane feed backup system. This set of units is redundantly configured and is capable of powering all equipment within the center, including the HVAC system, which ensures that the communications center can continue to function even during extended power outages or other emergencies. Furthermore, to ensure the reliability of the system, the generators undergo preventive maintenance checks on a monthly, quarterly, semi-annual, annual, and three-year basis. Moreover, a UPS system is in place to back up the center in case the generator fails to start during an outage. The system also has redundant transfer switches, and if one fails, the load can be rerouted to the working transfer switch. Additionally, there are connections available to bring in a portable generator if the site generator experiences a major failure. In addition, all radio tower sites and NWFD fire stations are supplied with generators and UPS to keep mission-critical communications devices running during the transition to generator power. NWFD facilities have a variety of fuel sources/types on a quarterly test schedule. The results of these tests kept in the District's central Managers Plus site for monitoring/repair by facilities maintenance.

Appraisal

The scheduled and documented generator tests verify the ability of the system to provide uninterrupted power to the control center (City of Tucson Public Safety Communications Department (PSCD)), the radio transmission sites, and the Emergency response facilities (ERF-Fire Stations). The system in place has operated effectively during storms and power outages.

Plan

There are no plans to replace any of these systems in the near term. However, the design of the new Pima Emergency Communications and Operations Center (PECOC) is to be entirely independent of the electrical grid should the power supply be compromised. This facility is the backup dispatch center for The City of Tucson and Northwest Fire District.

References

Exhibit 9B.4 Generator PM Program

9B.5 Adequate numbers of fire or emergency telecommunicators, supervisors and management personnel are on duty to handle the anticipated call volume.

Description

The City of Tucson Public Safety Communications Department (PSCD) ensures adequate staffing to handle the anticipated call volume for both fire and police emergencies. The department has an authorized staff of 183 to provide 24/7 position coverage in the Alarm Room. The staffing levels for the consolidated center are approved as follows: Call Takers (50), Dispatchers (74), Lead Dispatchers (5), and Supervisors (21). The current full-time staffing levels meet the minimum requirements based on anticipated call volume, with 44 Call Takers, 40 Dispatchers (25 Fire Dispatchers and 15 Police Dispatchers), one (1) Lead Dispatcher, and 21 Supervisors. While the exact number of positions has not been specified, the number of dispatchers/radio operators on duty is never below a minimum of six fire dispatchers, with the minimum number of call takers at 12 and minimum of eight (8). This provides a dispatcher for calls and a tactical radio operator. The City of Tucson Public Safety Communications Department (PSCD) and NWFD have transitioned away from dedicated "County" call takers and instead, all call taking positions handle calls for all agencies. In addition, all positions in the room have the same telephone system and radios, thus enabling any position to back-up and assist during heavy call volumes or large incidents. The consolidation with police positions has increased this capacity and has required that employees participate in cross training for call taking and dispatching. NWFD closely monitors the performance of the Communications Center and has worked with City personnel to streamline and simplify response plans as well as create more consistency amongst agencies. Northwest Fire District has assigned a Captain to the PSCD Alarm room as a regional liaison with two other Captains from Golder Ranch Fire District and Tucson Fire who work a 3/4 24-hour schedule to ensure that the District's needs are being met 24/7. The NWFD Captain will work with PSCD Dispatch Supervisory Staff and consortium partner agencies to update the dispatch procedure manual.

Appraisal

The City of Tucson Public Safety Communications Department (PSCD) has seen a decrease in performance and a high turnover rate over the last year as the police and fire dispatchers have been consolidated. City staff has recognized this and engaged a new senior staff in the division to address these issues.

Plan

There is room for more efficiency in the City of Tucson Public Safety Communications Department (PSCD). When the number of FTEs and total number of calls processed

are compared with other cities, the information suggests that PSCD operators process about half of the number of calls in comparable cities.

NWFD's plan is to assist PSCD with evaluating workflows and dispatch/call taking positions to make operations more efficient. Northwest Fire has recognized the benefit of having all agencies in the dispatch center utilizing the same station alerting system but funding for other agencies has not been realized. The Division will continue to evaluate call processing times as a part of the SOC to ensure that the needs of the District continue to be met.

References

9B.5 Folder Staffing Levels

NFPA 1221 Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems.

9B.6 A maintenance program is in place with regularly scheduled and documented system tests.

Description

The City of Tucson Public Safety Communications Department (PSCD) has adequate maintenance programs in place and system tests that occur regularly in accordance with NFPA 1221, chapter 11, with the exception of daily testing for battery back-ups. In this system, the batteries are constantly monitored, and tests are performed weekly. The CAD system is continuously creating a backup. An automated system completes a test of the backup generator every week. The Center conducts radio and station alerting system tests daily. In-house support and maintenance contracts are in place to support various components of the system. Northwest Fire District provides radio infrastructure support for the Northwest Dispatch Consortium from the Technical Support services section. This infrastructure support is 24/7, with a paid-on call system of technicians.

The City of Tucson Public Safety Communications Department (PSCD) Radio Maintenance Division provides assistance to Northwest Fire District when central radio equipment needs testing/repair. All peripheral/remote equipment is maintained by a team of technicians, employees of the Northwest Fire District and contractors to the Northwest Fire District.

Appraisal

The scheduled maintenance program for the City of Tucson Public Safety Communications Department (PSCD) has proven adequate with procedures established to handle power failures, radio outages, and allow monitoring circuits to stations. Radio and station circuits are monitored by a remote system and alerts are sent to staff in the event of a failure/interruption.

Plan

Northwest Fire District has developed a routine maintenance program to assess the effectiveness of the communications system as well as ensure that all equipment has preventative maintenance performed on a regular basis. This assessment and service will be documented and stored in a central location. As part of the program, the end users will be surveyed to ensure that the system is meeting their needs.

References

COT Memorandum Paragraph 4

[IGA-PCWIN 2015-020.pdf](#)

[Resolution No. 2015.pdf](#)

9B.7 The agency has established time-based performance objectives for alarm handling. These objectives are formally communicated to communications center managers through direct report, contracts, service level agreements and/or memorandums of agreement and are reviewed at least annually to ensure time-based performance objectives are met.

Description

Northwest Fire District has adopted the standards set in NFPA 1221 as the standard for alarm handling.

Appraisal

Northwest Fire District has been diligent in working with the City of Tucson alarm room to reduce call processing times (CPTs). One of the objectives of the NWFD captain assigned to the alarm room is to assist with the reduction of call processing times, particularly related to those calls that are time sensitive i.e., stroke, chest pain and cardiac arrest. NWFD has worked with PSCD to use the First Watch program for dispatchers to see real-time status of CPTs.

There has been a steady decline in CPT's over the last several years, particularly evident at the point that NWFD began to assign a captain to the alarm room. With these decreases, there is still much room for improvement. The NWFD Alarm Room Captain, with help of PSCD statisticians, evaluates the CPTs monthly. The goal is to be fully compliant with the standards set forth in NFPA 1221. In addition, the SOC group will evaluate the performance on an annual basis to ensure that the needs of the District are being met.

Plan

Northwest Fire District will continue to work with the City of Tucson Public Safety Communications Department to decrease Call processing times for emergency calls. In addition to working with PSCD directly, NWFD continues to use Station alerting system that helps to decrease CPTs by eliminating a step in the dispatch process.

Calls are sent to the individual Stations as soon as the call is created and does not rely on the dispatcher to speak the dispatch information over the air.

This also eliminates the inherent lag time with the current system and allows simultaneous dispatches to multiple stations.

References

See times listed for SOC and CPTs

NFPA 1221 Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems.

[CPT.url](#)

9B.8 Communications training programs for emergency telecommunicators and emergency response personnel ensure adequate, timely and reliable agency emergency response.

Description

The City of Tucson Public Safety Communications Department maintains a training program that includes classroom, hands on and guided on the job training activities. The system in place is an 'in house' developed program that does not depend on the Association of Public Communications Officials (APCO) – International 33 or National Emergency Number Association (NENA) standards. While some facets of this training program have been based on principles outlined in APCO/NENA standards, they are more specific and targeted to the NW Dispatch consortium operations and guidelines.

The training period is about nine to ten months from the time of initial hiring and is broken down into four major steps. These steps are designed to train operators to become 9-1-1 call takers, radio dispatchers and familiarize them with the more specific county fire district policies and procedures. Operators are initially trained for six weeks to become a call taker. They then move on to train for six weeks at each position and receive an additional seven weeks of training on County-specific operations. Before program completion, each of the candidates is closely supervised and does not function independently.

Northwest Fire District and Fire Alarm staff have made great strides in creating workflow patterns that are similar for both the county and the city positions, thereby making it easy for dispatchers to comfortably transition and operate in support of either area.

Appraisal

The training program produces functional telecommunicators, and the Alarm Room experiences about 65% retention of personnel that complete the training. A 35%

turnover is on par with other communications centers in the Pima County and Arizona area. While there will continue to be differences in the different organization's needs, the commonality of operations has increased the effectiveness of the dispatchers.

Plan

The NWFD alarm room captain will continue to work closely with the training office to ensure adequate training of the dispatchers with an emphasis on County operations. The NWFD alarm room captain will also continue to work with PSCD staff to find areas where more efficient processes can be used.

References

[Shift Alarm Room Captain.pdf](#)

9B.9 The interoperability of the communications system is documented, tested and evaluated. The agency has processes in place to provide for interoperability with other public safety agencies in the field including portable, mobile and fixed communications systems, tools and equipment.

Description

NWFD is a fully participating member of the Pima County Wireless Interoperability Network (PCWIN) and can communicate with any other member of PCWIN, including fire, EMS, and law enforcement agencies. In addition, Northwest Fire District maintains a robust VHF radio network that members of the County Consortium can utilize. NWFD can communicate with neighboring agencies, not full members of PCWIN, through this VHF system. NWFD also can operate on Arizona Interagency Radio System (AIRS).

Appraisal

PCWIN provides a functional interoperable system that allows participating users to communicate efficiently. There is still some resistance from agencies to utilize the interoperability talk groups, and they tend to use their routine talk groups. More training and familiarity are needed with the system.

Plan

The NWFD Alarm Room Captain will develop a written guide and training to help with the familiarity of the PCWIN system and its use.

References

PCWIN Managing Talkgroups – Interoperability Talkpaths

[Auto Aid Radio Fleetmap 2021.pdf](#)

9B.10 The dispatch process utilizes a formal and recognized emergency medical dispatch (EMD) system that allows for pre-arrival instructions and adequate triaging of medical calls for service.

Description

Northwest Fire District, through the City of Tucson Public Safety Communications Department, utilizes Criteria Based Dispatch (CBD) for Emergency Medical Dispatch and pre-arrival instructions. Northwest Fire District, through the City of Tucson Public Safety Communications Department, utilizes Criteria Based Dispatch (CBD) for Emergency Medical Dispatch and pre-arrival instructions. CBD was developed by King County, Washington and implemented in 1990. Criteria Based Dispatch (CBD) is based on the recognition that the level of care (ALS vs. BLS) needed by the patient and the urgency of patient care should be the determining factors in the level of response. (Emergency Medical Dispatch (EMD) Program - King County, n.d.)

Appraisal

The ProQA system previously used by NWFD did not adequately meet the needs of the District. The City of Tucson switched from ProQA to CBD in April of 2017.

NWFD worked with its Dispatch Center, at the time run by Tucson Fire Department, to evaluate the effectiveness of the current EMD program, ProQA. It was determined that ProQA did not meet the needs of the District because it took too long to determine an appropriate dispatch code and determine the need to provide pre-arrival instructions. The Dispatch Center adopted Criteria Based Dispatch (CBD) in 2017 with the expectation it would decrease the amount of time needed to dispatch units and recognize the need to provide pre-arrival instructions. This change has not produced the expected results of decreased call processing times; however, call takers have demonstrated an increased recognition of the need to perform CPR and provide instructions. While not all factors impacting the delayed call processing time are known, there are several factors we believe contribute to the long processing times. First the call takers at PSCD are cross trained to answer both Police and Fire 911 calls. The reality is the steps to process these call types differ greatly between fire and police. Often with Police calls (with the exception of the highest emergent call types), the role of the call taker is to gather as much information as possible before the call is dispatched. On the Fire side the opposite is preferred where minimum information necessary is gathered to determine emergent vs non-emergent and dispatch units. The human nature side would suggest that the call taker may experience some challenges switching back and forth between these two different tempos. Additionally, PSCD dispatches nine different fire departments/districts. Each fire agency has different resourcing and response plan. Eight of the agencies are subscribers to PSCD paying a fee for service with the ninth being Tucson Fire

Department who is the host agency. Due to the significantly higher population densities and call volume Tucson Fire uses multiple different response apparatus to respond to different call types. This requires more questions to be asked prior to dispatching to identify the appropriate call type and therefore the appropriate resource deployment. NWFD on the other hand, sends an ALS Engine company to every call type and supplements with additional resources if they are determined to be needed. This would allow for quicker dispatching of District units if automatic call acceptance were to be enabled but that feature cannot be segregated to just one agency. Ultimately the only method to decrease call processing time is to collaborate with all other fire agencies and PSCD to find solutions to the increased processing time. The executive staff of PSCD meets with all nine Fire Chiefs and/or the assigned representatives on a quarterly basis. The topic of response times has been on the agenda for several of the past meetings and is a recurring topic for upcoming meetings. Additionally, The Tucson Fire Department has initiated the internal process to seek accreditation themselves and NWFD and TFD staff members are sharing information to assist them in being successful in the process. The Tucson Fire Department is aware of the challenges associated with increased call times and has a vested interest in assisting with finding a solution so that their own accreditation process will be successful.

Plan

The greatest challenge to overcoming the call processing times for NWFD is that it is a subscriber and not an owner of the system and therefore is limited in the ability to demand changes to operational procedures. With that being known, NWFD has two choices at its disposal. It can leave the services of the PSCD Dispatch Center and stand up its own system or work collaboratively with PSCD staff to identify challenges and improve the system for all users. The task of standing up a District owned system would be premature given all the other tremendous benefits associated with being a subscriber of PSCD and would be cost prohibitive. The alternative of working with PSCD as a continued partner offers much greater opportunities for success. There have been recent management changes at PSCD, which have resulted in the new Department Director being a retired Assistant Chief from Tucson Fire and the Interim Deputy Director is a Deputy Chief from Tucson Fire on extended loan to PSCD. The deep fire service background these two individuals possess is beneficial to understanding the challenges faced. NWFD and TFD Operations Chiefs along with the management staff from PSCD hold a weekly meeting to discuss challenges that are identified in the system and work to find quick solutions to mitigate those problems and as mentioned earlier, the Command Staff from PSCD and all agency Fire Chiefs meet quarterly to identify larger problems that are not easy to resolve and identify solutions to those problems. Most of the changes just mentioned are relatively new collaborations that have just been initiated or revamped in the past year and we expect to see positive solutions to many of the larger challenges being addressed within the next year. As a more immediate and simpler remedy the NWFD Alarm Room Captain is the onsite and first level solution to improving call processing times. It is recommended to PSCD staff that the alarm room Captain work with the call takers at PSCD to ensure the expected efficiencies of CBD are realized. The mentoring of the call takers by the alarm room Captain will help combat any human

error and help the call takers understand why the call processing benchmarks are so important to the end user.

References

CBD Licensing Agreement

[CPT.url](#)

9B.11 The agency has a documented and tested system in place for the notification and recall of off-duty agency personnel and telecommunicators for unplanned, large-scale incidents.

Description

NWFD has implemented a comprehensive system for the recall of off-duty personnel during incidents of significance, ensuring a rapid and effective response. The responsibility for initiating the recall lies with the Battalion Chief who is not assigned to the incident or the Alarm Room Captain in situations where both Battalion Chiefs are assigned. This system provides clear guidelines and protocols for contacting and mobilizing available personnel during emergencies. PSCD does not have dispatchers on call but can request them to come in during emergencies. The agency is staffed to the requirements set by NFPA and will hold over staff as needed to maintain these staffing levels. Although dispatchers are not required to monitor their phones after hours, PSCD is committed to maintaining adequate staffing levels during emergencies to ensure a timely and effective response. PSCD has its own Continuity of Operations Plan (COOP) that they utilize to ensure operations continue during times of unplanned, large-scale incidents. PSCD has advised that they have a process in place to request personnel to report back to the Dispatch Center in the event of a large-scale emergency. PSCD also states that due to the consolidation and cross training of Police and Fire dispatchers they have an appropriate level of staff on duty daily to mitigate any request for service that may be required. Specifically, the dispatchers on the fire side can handle the four separate medical response channels and the three different tactical channels with the personnel available on a daily basis plus support from the on-duty supervisor and Alarm Room Captain.

Appraisal

The off-duty recall system is rarely used (last event January 8, 2011) due to District growth along with use of automatic and mutual-aid agreements with surrounding entities. Communications for recalls are reliable through Telestaff messages sent to primary and secondary contacts for all off-duty personnel. The same messaging system is used reliably for filling last-minute vacancies.

Plan

A formalized process for recalling off-duty personnel for incidents of significance will be developed in the form of an SOG, along with a group paging system and made available to all personnel on SharePoint. Additionally, an updated Command Staff paging system is being developed in collaboration with PSCD. In order to improve the recall of off-duty personnel for incidents of significance, NWFD will develop a formalized process in the form of a Standard Operating Guideline (SOG). This SOG will be made available to all personnel on SharePoint and will include a group paging system for efficient communication. Furthermore, in collaboration with PSCD, an updated Command Staff paging system will be developed to improve the recall process. These efforts will help ensure that the agency has a documented and tested system in place for the notification and recall of off-duty agency personnel and telecommunicators for unplanned, large-scale incidents.

References

SOG #6902: Daily Staffing

SOG #6905: Move-Ups

[Command Page Template.xlsx](#)

9B.12 The agency has a documented plan, which is reviewed and tested annually, to ensure continuity in communicating during any partial or total disruption or failure of a communications system or facility.

Description

The City of Tucson Public Safety Communications Department has a documented plan that provides guidance in relocating some or all the communications functions to a backup facility if needed. This includes 911 primary phone lines, radios, and CAD systems. A documented plan guides the dispatch center in a CAD-down scenario that does not require relocation.

Pima County controls the PCWIN Radio system. This system is robust and has built-in redundancies should a partial failure occur. It is also designed to fail back into site trunking if needed. These challenges field units sometimes because they can communicate with each other but not with the dispatch center. As a backup to that scenario, NWFD maintains a seven-site analog VHF simplex system that is monitored by the dispatch center and available for use on all radios.

Appraisal

PSCD's plan is maintained internally. Personnel from the Dispatch Center are sent to the backup location once per month to verify the functionality of all systems in case a move is required.

Pima County's backup plan for the PCWIN Radio System is maintained internally and is coordinated through contracts with Motorola.

The backup VHF system is a low-maintenance system. Receiver sites are all connected through the network and are monitored by IT staff for connectivity issues. There needs to be a documented plan for testing the VHF backup system. NWFD Staff will need to develop and implement a document that ensures the system is functioning.

Plan

NWFD will continue to be active participants in its systems with contract partners to validate and verify that their internal back up plans continue to meet the need of this organization. Staff will also work to provide a documented procedure for testing the backup VHF system operated outside the contracts with PSCD and PCWIN. Additionally, the agency will continue to review and update its contingency plan to account for any changes or improvements in communication technology.

References

CC 9B.13 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications systems and their impact of meeting the agency's goals and objectives.

Description

The Northwest Fire District has implemented the Program Appraisal process, which aligns the organization's Strategic Planning process with the Commission on Fire Accreditation International (CFAI) model's performance measures and budget. The Program Appraisal document template is completed annually, and it serves as a formal and documented appraisal of the organizational programs, including the Communications Division, ensuring that they are evaluated based on efficiency and needs and budgeted accordingly for improvement needs if applicable. Additionally, the Northwest Fire District holds formal quarterly meetings with the Southern Arizona Fire and Emergency Response Consortium (SAFERC) group. It maintains documentation of meeting agendas to address any concerns or issues with the effectiveness of PSCD in meeting the consortium's needs. The District also participates in weekly meetings with the City of Tucson Public Service Communication Department (PSCD) command staff to manage issues weekly and in a timelier manner that are not addressed in the quarterly meetings. Overall, these efforts aim to ensure that the effectiveness of the emergency communications systems is formally and regularly appraised, and the agency's goals and objectives are met.

Appraisal

Northwest Fire District has been diligent about surveying its members as to the effectiveness of the communications system. The Northwest Fire District implemented the Program Appraisal, formerly known as the Internal Compliance, Budget, and Planning (ICBP), process in 2018. This plan should help to document changes that occurred in the last year as well as plans for changes in the future. One of the items that is constantly evaluated is call processing times. NWFD has been using the First Watch and NFORS system to track and evaluate these times with PSCD using Vest internally. NWFD continues to monitor and evaluate response plans and the impact they have on responders and the public. Northwest Fire District conducts regular appraisals to assess the effectiveness of its communication system, with call processing times being a key factor in the evaluation. The Division has been using the First Watch and NFORS system to track and evaluate call processing times internally with PSCD. To aid in this effort, the District has implemented the Program Appraisal process, which provides a formal and documented assessment of the division's activities and plans. The Program Appraisal process aligns with the CFAI model's performance measures and ties in with the organization's budget. NWFD is committed to monitoring and evaluating response plans and their impact on responders and the public, with the Program Appraisal process serving as an effective tool for tracking current goals and objectives. The outcomes of the appraisal are reported to the Fire Board monthly, and the Program Appraisals are integrated into the budgeting process and presented and approved during the agency's budget approval process. The Communications Division has completed these documents since 2019, with the current document being the fourth program appraisal in the current accreditation cycle. Through these efforts, NWFD is continually improving its emergency communications systems and their impact on meeting the agency's goals and objectives.

Plan

The District plans to continue the Appraisal process as the formal and documented appraisal for all Divisions within the organization. Updates to the document will result from changes in credentialing authorities and as the agency works toward continuous quality improvement.

References

NWFD Comm. evaluation program

NFORS [analytics.nfors.org.url](https://analytics.nfors.org/url)

FINANCE BUDGET DEPARMENT ID:

Department Finance ID #	Department(s)
3400 and 4150	EMS and Dispatch Services

ANNUAL OPERATING BUDGET REQUEST

\$859,313 EMS Services

\$954,719 Dispatch Services

\$1,814,032 Total

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

N/A

CAPITAL ITEM REQUEST DISCUSSION

N/A

LINE-ITEM DISCUSSION

See comments provided in following budget comparison table.

PROPOSED FISCAL YEAR 2024-2025 BUDGET

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
3400 - EMS Services						
51110	Salaries	\$ 293,192	\$ 113,506	\$ 197,101	\$ 83,595	Addl. Position, Mrk. Adj, Step
51120	Hourly	\$ 253,649	\$ 200,838	\$ 208,776	\$ 7,938	Market Adj. & Step Increase
51150	Overtime	\$ 1,180	\$ -	\$ -	\$ -	
51190	PTO Paid Out	\$ 24,149	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 79,000	\$ 37,899	\$ 49,719	\$ 11,820	Premium Increase
51212	Dental Insurance	\$ 2,671	\$ 1,152	\$ 1,932	\$ 780	
51213	Vision Insurance	\$ 561	\$ 321	\$ 456	\$ 135	
51215	PSPRS-Cancer Insurance	\$ 550	\$ 150	\$ 150	\$ -	
51216	Life Insurance	\$ 198	\$ 126	\$ 168	\$ 42	
51218	STD Insurance	\$ 1,650	\$ 1,650	\$ 991	\$ (659)	
51230	Social Security	\$ 3,777	\$ -	\$ 4,760	\$ 4,760	Addl. Position, Mrk. Adj, Step
51231	Medicare	\$ 7,900	\$ 4,558	\$ 5,885	\$ 1,327	Addl. Position, Mrk. Adj, Step
51250	PSPRS	\$ 185,484	\$ 131,962	\$ 136,018	\$ 4,056	Market Adj. & Step Increase
51251	ASRS	\$ 8,020	\$ -	\$ 9,420	\$ 9,420	Addl. Position, Mrk. Adj, Step
51290	PEHP	\$ 8,516	\$ 3,143	\$ 4,059	\$ 916	
Total Personnel		\$ 870,498	\$ 495,305	\$ 619,435	\$ 124,130	
52139	Operational Equipment	\$ 5,982	\$ 7,500	\$ 7,500	\$ -	
52140	Operational Supplies	\$ 738	\$ 4,000	\$ 4,000	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 1,940	\$ 1,600	\$ 1,600	\$ -	
52162	AZDHS & Federal Licensure	\$ 5,940	\$ 6,440	\$ 7,328	\$ 888	
52170	Travel & Per Diem	\$ 12,408	\$ 10,000	\$ 16,900	\$ 6,900	Additional Requests
52177	Meals & Entertainment	\$ 1,153	\$ 300	\$ 500	\$ 200	
52180	Training	\$ 3,549	\$ 7,500	\$ 8,450	\$ 950	
52181	Training-Paramedic School	\$ 46,356	\$ 56,000	\$ 56,000	\$ -	
52184	Training - Recertification	\$ 47,922	\$ 2,700	\$ -	\$ (2,700)	HandTevy Budgeted in 4100
52220	Software	\$ (480)	\$ -	\$ -	\$ -	
52225	Medical Direction	\$ 124,586	\$ 131,200	\$ 137,600	\$ 6,400	Price Increase
52550	Equipment Supplies	\$ 73	\$ -	\$ -	\$ -	
Total Non-Personnel		\$ 250,167	\$ 227,240	\$ 239,878	\$ 12,638	
Total EMS Services 3400		\$ 1,120,664	\$ 722,545	\$ 859,313	\$ 136,768	

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
4150 - Dispatch Services						
51110	Salaries	\$ 2,189	\$ 72,843	\$ 80,432	\$ 7,589	Market Adj. & Step Increase
51120	Hourly	\$ 89,017	\$ 90,770	\$ 102,496	\$ 11,726	Market Adj. & Step Increase
51140	Holiday Pay	\$ 1,370	\$ -	\$ 2,105	\$ 2,105	Market Adj. & Step Increase
51150	Overtime	\$ 6,141	\$ 6,360	\$ 9,360	\$ 3,000	
51190	PTO Paid Out	\$ 5,480	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 7,917	\$ 20,550	\$ 24,860	\$ 4,310	Premium Increase
51212	Dental Insurance	\$ 384	\$ 768	\$ 966	\$ 198	
51213	Vision Insurance	\$ 96	\$ 214	\$ 228	\$ 14	
51215	PSPRS-Cancer Insurance	\$ 50	\$ 50	\$ 50	\$ -	
51216	Life Insurance	\$ 37	\$ 84	\$ 84	\$ -	
51218	STD Insurance	\$ 216	\$ 476	\$ 465	\$ (11)	
51230	Social Security	\$ 121	\$ 4,516	\$ 4,987	\$ 471	
51231	Medicare	\$ 1,499	\$ 2,464	\$ 2,819	\$ 355	
51250	PSPRS	\$ 37,157	\$ 40,775	\$ 47,100	\$ 6,325	Market Adj. & Step Increase
51251	ASRS	\$ 269	\$ 8,952	\$ 9,869	\$ 917	
51290	PEHP	\$ 1,020	\$ 1,700	\$ 1,944	\$ 244	
Total Personnel		\$ 152,962	\$ 250,522	\$ 287,765	\$ 37,243	
52140	Operational Supplies	\$ -	\$ 1,575	\$ 1,575	\$ -	
52170	Travel & Per Diem	\$ 788	\$ 7,500	\$ 5,100	\$ (2,400)	Aligned to Actual
52180	Training	\$ 400	\$ -	\$ 3,400	\$ 3,400	Aligned to Actual
52389	Network Services	\$ 102,897	\$ -		\$ -	
52390	Dispatch Services	\$ 472,347	\$ 656,370	\$ 656,879	\$ 509	
Total Non-Personnel		\$ 576,432	\$ 665,445	\$ 666,954	\$ 1,509	
Total Dispatch Services 4150		\$ 729,394	\$ 915,967	\$ 954,719	\$ 38,752	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A

Exhibit K

NORTHWEST FIRE DISTRICT



Administration Services

Program Appraisal

for the upcoming 2024-2025 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): **3A.1**, 3A.2, **3B.1**, 3B.2, **3B.3**, 3B.4, 3B.5, 3B.6, **3C.1**, **3C.2**, 3C.3, **3D.1**, **3D.2**, 3D.3, **9C.1**, 9C.2, **9C.3**, & 9C.4

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EXECUTIVE SUMMARY

The Administration Services Division exists to provide administrative support to the agency, including the Governing Board, and project management services to all Divisions at the request of the Fire Chief.

DIVISION PURPOSE

The purpose of the Administration Services Section is to provide administrative support to the Fire Chief, Governing Board, Executive Staff, and the entire agency. The Division oversees front lobby reception and customer care, annexations, public record requests, compliments and complaints, Custodian of Records duties, and compliance with open meeting law as it pertains to the Governing Board. The Division provides support for accreditation, Strategic Planning, ISO, work and task groups, and special projects. The Administration Services Manager serves as Clerk to the Governing Board, handling monthly meetings and the daily administrative needs of the Fire Chief and the Governing Board. The Assistant Chief of Administration Services manages annexations, acts as a liaison with other government agencies, serves on a variety of committees, and manages special projects.

DIVISION ADMINISTRATION

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

Administration Services Manager - responsible for assisting the Fire Chief and Executive Staff with various projects, serving as the clerk to the Governing Board, fulfilling statutorily required duties as the Custodian of Records, and managing a team of Administrative Assistants who provide administrative support throughout the agency.

Administrative Assistant (3) - responsible for customer service, public records requests, agenda and minutes preparation and publication, and various projects as assigned.

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

To ensure the District complies with open meeting law, legal counsel is present at every Governing Board meeting. Open meeting law training is provided to the Governing Board and clerk to the Governing Board. To ensure compliance with Arizona Records Management statutes, the Administration Services Manager received Custodian of Records training.

INTERNAL PROGRAMS

Annexations

The Assistant Chief of Administration Services, with support from the Administration Services Division, is responsible for the District's annexation efforts. This includes interfacing with community members and businesses who wish to annex and coordinating billing for out-of-District responses, including informing bill recipients of the annexation options.

Records Management

The Division is responsible for all Custodian of Records duties including processing public records requests, facilitating, and reporting controlled destruction of records, and maintaining an essential record listing that is submitted to the state every five years.

Accreditation & ISO

The Assistant Chief of Administration Services is responsible for oversight of the agency's accreditation and ISO designations. This oversight includes management of staff and resources to support the efforts necessary to maintain internationally accredited and ISO 1 status.

Strategic Planning

The Administration Services Section is responsible for facilitating the Strategic Planning process. This includes plan development, internal and external stakeholder engagement, accreditation compliance, stewardship of plan execution, reporting to the Governing Board, and documenting Strategic Planning efforts.

Governing Board Support

The Administration Services Manager serves as clerk to the Governing Board, ensuring compliance with Board bylaws and Arizona Open Meeting Law and providing overall administrative support.

General Administrative Support

The Administration Services Division provides administrative support to all divisions of the District on a project level basis. This support typically consists of copywriting, efficiency identification and implementation, records management, document and graphic design, or project management.

CURRENT AND NEEDED MEASURES

Two Administrative Assistants in other areas of the organization are expected to retire in the coming few years. Each of these members has been in their respective role for over fifteen years, and each holds significant institutional knowledge. To capture as much of this institutional knowledge as possible, and to reduce the number of potential challenges associated with a valued, long-term administrative support member retiring, cross-training, and documentation of the responsibilities of these positions occurred in FY22/23 and FY23/24. Refresher training will continue for all Administrative Assistants assigned to the Administration Services Division.

CURRENT PERFORMANCE MEASURES:

The primary goal for FY23/24 was to complete the cross training and documentation of the responsibilities of each administrative position in the agency. This goal was achieved by Administration Services personnel cross-training and documenting processes in both the Training Division and Prevention Division. Within the Administration Services Division, the three Administrative Assistants are fully cross trained on each other's responsibilities and regularly complete refresher training with their peers.

PERFORMANCE MEASURES IN DEVELOPMENT:

Administration Services personnel are committed to processing public records requests timely, thoroughly, and efficiently. In calendar year 2023, staff reduced the average turnaround time for public records requests by 39% (from an average of 4.49 days to an average of 2.74 days). Staff will continue to look for opportunities for efficiency in this process that do not compromise efficacy. In January 2024, state legislation was introduced that, should it pass, would require the agency to provide those requesting records with an estimated turnaround time.

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

During FY22/23 and FY23/24, Administration Services personnel cross-trained with two administrative assistants in other areas of the organization who are expected to retire in the coming few years. Each of these members has been in their respective role for over fifteen years, and each holds significant institutional knowledge. To capture as much of this institutional knowledge as possible, and to reduce the number of potential challenges associated with a valued, long-term administrative support member retiring, cross-training for each position was completed and the processes and protocols associated with each position were documented.

The Division continues to focus on identifying opportunities for efficiency within the agency and providing support to various areas of the organization on a project level basis. The Division is tasked with facilitating the development and ongoing execution of the Strategic Plan; therefore, a primary goal for FY24/25 is implementation of the

2024-2028 Strategic Plan which is scheduled to be developed and adopted prior to the end of FY23/24.

STRATEGIC PLAN RELATED GOALS/OBJECTIVES DISCUSSION

The Assistant Chief of Administration Services is the Goal Lead for Goal 1 of the 2020-2024 Strategic Plan. Six of the seven Objectives are the responsibility of the Administration Services Section.

Goal 1: Develop and document administrative processes to foster communication, collaboration, involvement, transparency, fiscal responsibility, and succession.

Objective A: Develop a formal process for communication development and delivery methods.

This objective is scheduled to be reported on in April 2024. Numerous efforts have been made to improve communication while reducing communication fatigue where necessary. In conjunction with the Technical Services Division, the Administration Services Section is slated to launch a communication display board program to enhance communication throughout the District.

Objective B: Create document workflows and flow paths of all responsibilities for all Divisions and Departments.

This objective was deemed complete in January 2024 with the Assistant Chief of Administration Services reporting that there had been a focused effort from each Division to capture processes and workflows for each position in the organization. In the Administration Services Division, all Division responsibilities and processes have been documented in position-specific manuals. The Division also assisted the Prevention and Training Divisions in documenting the administrative responsibilities and processes for their respective Divisions.

Objective C: Implement project management techniques and software.

This objective was deemed complete in January 2023. Microsoft Planner was adopted as the District's primary project management tool and was made available to all District staff.

Objective D: Incorporate data analysis into every Division and Department with an emphasis on Accreditation, ISO, and Annual Report reporting requirements.

This objective was deemed complete in July 2023. Although the data that is measured and considered valuable to the agency will likely change over time, the exercise of collecting relevant and actionable data in every area of the organization was achieved as evidenced in the publication of the annual report, updated Community Risk assessment/Standards of Cover, and Division-specific program appraisals.

Objective E: Design, develop, and implement an annual reporting procedure to include the production and dissemination of a District Annual Report.

This objective was deemed complete in January 2021 upon completion of the 2019-2020 Annual Report.

Objective G: Design, develop, and implement an internal meeting process which fosters greater communication and engagement with the members.

This objective was deemed complete in April 2023. Over the course of two years, staff identified and executed opportunities for efficiencies in terms of organizational meetings. A meeting matrix was developed that includes the meeting purpose, scope, frequency, meeting dates, attendees, facilitators, and whether formal agendas and minutes will be used for the meeting. Administrative Assistants were assigned to each meeting body to provide clerical support.

Goal 4: Establish systems to maintain compliance with regulating and certifying authorities.

Objective C: Maintain Accreditation status and implement all requirements into daily process.

This objective is scheduled to be deemed complete in April 2024. The District achieved reaccreditation status in August of 2023.

Objective E: Create processes to protect HIPAA information and develop reporting systems in the event of a breach.

This objective was deemed complete in October 2021. Following a voluntary third-party HIPAA compliance audit, the District acted on auditor's recommendations, including adopting comprehensive policies and procedures regarding HIPAA compliance.

CURRENT ISSUES

N/A

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

Costs associated with Strategic Plan objective 1.A will be carried in the Technical Services Division budget.

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

The Assistant Chief of Administration Services attended the July 2023 Arizona Fire District Association (AFDA) conference as well as the 2023 Western Fire Chiefs Association FORCE Conference. The Administration Services Manager completed refresher Notary, Custodian of Records and Open Meeting Law training in FY23/24. The Administration Services Division staff completed administrative-specific training through the American Management Association.

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

The Administration Services Manager will complete refresher Notary, Custodian of Records and Open Meeting Law training.

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

Administrative Assistants will participate in software-specific training opportunities. The Administration Services Manager will participate in management training with District counterparts.

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 continue to expand the video meeting process used to explain its goals and objectives to their personnel. (CC 3C.2)

Category 3: Goals and Objectives

Agencies should establish general organizational goals designed to implement their assigned missions and short-range plans. Additionally, agencies should establish goals and objectives to direct the priorities of operational programs (to include at least those outlined in Category 5) and support services. All goals and objectives should be developed consistent with the elements of the published Strategic and Capital Improvement Plans.

Objectives are specific statements designed to document the steps necessary to achieve the agency's goal statements within a specific time period. For purposes of accreditation, objectives should be consistent with the elements of the acronym "S.M.A.R.T." (Specific, Measurable, Attainable, Realistic, Time-bound).

Criterion 3A: Strategic Planning

The mission, vision and values of the agency are incorporated into a Strategic Plan. Once a Strategic Plan is in place and resources are available, the Strategic Plan provides direction, determines initiatives, and guides the goals and objectives of the agency.

Summary

The District has operated with a Strategic Plan in place since the mid-1990s. Due to the rapidly changing external environment, it is not realistic for NWFD to extend a Strategic Plan operational period beyond four years. While the annual budget has traditionally supported the Strategic Plan goals and objectives, the primary focus in the development of the 2020-2024 Strategic Plan was to better integrate and align the two elements. This integration included cementing the principle that the Strategic Plan is the touchstone by which agency policy, programming, and budgetary decisions are made. This living document guides not only the strategic direction of the agency, but day-to-day decision making as well. The Governing Board reviews and adopts the Strategic Plan. The 2020-2024 Strategic Plan was unanimously adopted on June 23, 2020.

CC 3A.1 The agency has a current and published Strategic Plan that has been submitted to the authority having jurisdiction.

Description

NWFD has a published Strategic Plan that covers the period of 2020-2024. The Strategic Plan is available in hardcover, on the District's intranet (SharePoint), and on the NWFD public website. The 2020-2024 Strategic Plan was adopted by the Governing Board at the June 23, 2020, regular Governing Board meeting.

The Governing Board is involved in the development process, and ultimately approves Strategic Plans. The Governing Board is also notified when a new Strategic Planning process begins and is informed of plan progress several times per year.

Appraisal

NWFD has operated under a published Strategic Plan since the mid-1990s. The Strategic Plan process has worked well for the District in achieving its goals and objectives, and ultimately, its mission. With the 2017-2019 Strategic Plan, the everyday management aspect of operating under the Strategic Plan was enhanced significantly with strong evidence throughout the organization of the Plan's existence and members' understanding of the direction of the District. The integration of the Strategic Plan into daily operations continued with the 2020-2024 plan. The availability of the published Strategic Plan by hard copy, website, and intranet was very effective.

The Strategic Plan approval and reporting process through the Governing Board has been effective in gaining feedback from the board members as well as keeping them informed of the District's strategic issues, goals, and objectives.

Plan

There will continue to be a strong organizational commitment to quarterly Strategic Planning progress meetings where goals and objectives will be examined for their status and relevancy. These meetings will occur on a regular basis and will be facilitated by the Assistant Chief of Administration Services with support from the Administration Services Manager.

The 2024-2028 Plan will be developed during the first half of calendar year 2024 and is anticipated to be adopted in June 2024. The four-year plan will align with the District's fiscal year. Status updates regarding the 2024-2028 Strategic Plan will be delivered to the Governing Board and published to the District website in the form of Governing Board meeting agenda packets and meeting minutes.

The Governing Board will be to continue to review the plan and approve the District's goals and objectives by way of the Strategic Plan development and progress reporting process as well as their approval of expenditures that support the execution of plan objectives.

References

NWFD Strategic Plan 2020-2024

Governing Board Meeting Minutes June 2020

3A.2 The agency coordinates with the jurisdiction's planning component to ensure the Strategic Plan is consistent with the community master plan.

Description

During the development process for the 2020-2024 Strategic Plan, feedback is solicited from external community stakeholders including representatives from Pima County and the Town of Marana. Great care is taken to evaluate and ensure alignment with the Town of Marana's ratified *Make Marana 2040 General Plan*. Representatives from the District, including the Fire Chief, were invited to participate in the development of Marana's 2040 Plan. The Fire Chief attended multiple public hearings regarding the 2040 plan as the fire service representative for the town. The District prioritized relationships with the State of Arizona, Pima County, the Town of Marana, and other surrounding communities. The Fire Chief and other executive staff members were in regular communication with representatives from each to ensure the District's Strategic Plan remained relevant and aligned with respective community master plans. District staff was involved with the development of the *Make Marana 2040 General Plan* and Town of Marana staff was involved with the development of the District's Strategic Plan to ensure alignment. The Fire Chief was recognized as a department head at various Town of Marana meetings and functions and hosted standing monthly meetings with the Town of Marana development services director. Chief Bradley was asked by the mayor to speak at the annual Marana State of the Town address in July 2021 which highlighted progress of the *Make Marana 2040 General Plan*. The District's Administration Building moved to the heart of the Town of Marana in May of 2022, allowing for greater communication and collaboration with Town officials due to the proximity of respective administration buildings.

Appraisal

The process of coordination with Pima County and the Town of Marana to ensure consistency between the respective community master plans and the District's Strategic Plan was effective. The process further strengthened relationships between the entities. The District's effort to align its Strategic Plan with the respective community master plans elicited long-term buy-in and support of the District's Strategic Plan from both the Town of Marana and Pima County leadership. Regularly scheduled meetings between NWFD leadership and members of both the Town of Marana and Pima County continued after adoption of the agency's Strategic Plan to remain aligned as respective plans evolved. Although effective, the coordination was not explicitly documented which is an opportunity for improvement going forward.

Plan

The Strategic Planning Team will continue, at quarterly reporting sessions, to evaluate and ensure that the NWFD Strategic Plan is consistent with the community master plans of the communities we serve, specifically the Town of Marana. District staff will leverage their proximity to town officials to promote engagement and collaboration

between the District and the Town of Marana and will continue their regular communication with town and county officials and other community partners. During the 2024-2028 Strategic Plan development process, the Strategic Planning Team will document efforts to ensure alignment with the community master plans of both the Town of Marana and Pima County.

References

NWFD Strategic Plan 2020-2024

Make Marana 2040 General Plan

Criterion 3B: Goals and Objectives

The Strategic Plan defines the agency's general goals and S.M.A.R.T. objectives, directs its activities in a manner consistent with its mission and is appropriate for the community it serves.

Summary

NWFD ensures that the general goals and objectives included in the Strategic Plan are consistent with its mission and appropriate for the community by developing them with input from both external and internal stakeholders. External stakeholders are utilized in each Strategic Plan development process and are consulted with periodically during the operational period of the Strategic Plan. Internal stakeholders, consisting of a Strategic Planning Team that is representative of all aspects of the organization, are the backbone of ensuring that the goals and objectives are consistent with the mission and are in line with the District's identified core services of fire, emergency medical services, and prevention.

CC 3B.1 The agency publishes current, general organizational goals and S.M.A.R.T. objectives, which use measurable elements of time, quantity, and quality. These goals and objectives directly correlate to the agency's mission, vision and values and are stated in the Strategic Plan.

Description

General organizational goals directed toward achieving the District's long-range plans are developed in alignment with the District's mission, vision, and values and are included in the published Strategic Plan. The current Strategic Plan lists six goals and associated objectives that correlate to achieving the goals. The objectives follow the S.M.A.R.T. methodology; they are specific, measurable, attainable, realistic/relevant, and time bound. Objective lead sheets are published and include up to date

information related to personnel responsible for oversight of Strategic Plan objectives as well as agreed upon target objective completion dates. In addition, the District maintains a Capital Improvement Program (CIP) that is updated annually and includes the tangible assets necessary to accomplish the long-term goals and objectives of the organization.

Appraisal

The development and implementation of long-range goals over the past 20+ years has been a key factor in the continued success of Northwest Fire District's ability to improve its services to the community. Several objectives included in the 2017-2019 Strategic Plan were not accomplished in the time frame identified due to other organizational priorities identified after the development of the plan, including a lack of personnel or resources and a lack of quarterly progress meetings early in the plan period. With personnel and resources now in place to support achieving these objectives and regularly occurring progress meetings, these objectives were included in the 2020-2024 Strategic Plan development process. Additional goals and objectives were identified for inclusion in the 2020-2024 Strategic Plan through a strengths, weaknesses, opportunities, challenges (SWOC) analysis and solicited feedback from internal and external stakeholders. This data was harvested and synthesized into six goals with associated objectives that were specific, measurable, attainable, relevant, and anchored with a timeline. The District's mission, vision, and values were reviewed and validated for relevancy during the Strategic Planning process. As goals and objectives were developed, they were reviewed for alignment with the mission, vision, and values. Status updates related to the goals and objectives of the plan, including timelines, necessary resources, and desired measurable outcomes were published quarterly in the form of agenda packets, minutes, and reports to the Governing Board.

Plan

The plan will be to continue to identify, develop, and publish long-range goals and associated objectives in the Strategic Plan. There is confidence among the Strategic Planning Team that a strong commitment to quarterly progress meetings will continue to ensure that the associated objectives for the goals are being accomplished, or the timeline adjusted as deemed necessary. The District will continue to require objectives be specific, measurable, attainable, realistic/relevant, and time bound and will publish quarterly Strategic Plan status updates. The Fire Chief has tasked the Assistant Chief of Administration Services, with support from the Administration Services Manager, with facilitating regularly scheduled progress meetings, and controlling documentation of the plan in the form of agendas, minutes, and documentation supporting objective completion. The Strategic Plan will continue to be reviewed regularly for relevance and alignment with the mission,

vision, and values of the agency. Development of the 2024-2028 plan will include an emphasis on S.M.A.R.T. goal development as well as mission, vision, and values alignment.

References

NWFD 2020-2024 Strategic Plan

NWFD Capital Improvement Program FYE 2023-2027

NWFD Strategic Plan Development Presentation

NWFD Strategic Plan Development Meeting Minutes 02-12-20

3B.2 The agency conducts an environmental scan when establishing its goals and objectives.

Description

As part of the development of the Strategic Plan, NWFD forms a Strategic Planning Team that reviews the previous Strategic Plan including successes and failures and completes a strategic issue identification process. An environmental scan and strengths, weaknesses, opportunities, challenges (SWOC) analysis are conducted as part of the Strategic Plan development process. As part of the Strategic Plan development process, the District conducted an environmental scan by analyzing industry-specific publications, conducting one-on-one meetings with agency staff as well as leaders of relevant regional agencies and organizations, hosting open forum meetings, and conducting surveys to identify and track trends and influences that could impact the current and future success of the organization. The Strategic Planning Team used this input coupled with relevant data to identify trends and signals of both quantitative and qualitative change that may impact the strategic options available to the District.

Appraisal

The environmental scan embedded in the Strategic Plan development process, in combination with the performance analysis that occurs with the development of each SOC, provided a comprehensive organizational profile that served as a very competent tool when developing District long-term goals and objectives. The environmental scan process provided an opportunity to strengthen relationships with internal and external stakeholders. Representatives from each area of the agency were included in the SWOC analysis exercise which made it particularly valuable in terms of internal stakeholder engagement and buy-in. Although the feedback from

the environmental scan was collectively harvested and incorporated into the SWOC analysis, an identified opportunity for improvement was to document the feedback from each individual source with specificity during development of the next plan.

Plan

The Strategic Planning Team will continue to solicit input from internal and external stakeholders via surveys and open dialogue. District staff will monitor industry-specific publications along with relevant data when developing long-term goals and objectives. The District will continue to seek out additional ways to gain a more accurate assessment of its status by increasingly leveraging opportunities with external partners and through the identification and utilization of more efficient and comprehensive information management systems. The agency will perform informal SWOC analysis throughout the life of the plan through general staff meeting roundtables and meetings of the Fire Chief with each Division individually. Feedback from each of these sources will be documented on an individual basis rather than collectively. Internal and external stakeholder meetings have been scheduled for February – May 2024 to conduct an environmental scan for development of the 2024-2028 plan.

References

NWFD 2020-2024 Strategic Plan

NWFD Strategic Plan Development Presentation

NWFD Strategic Plan Development Meeting Minutes 02-12-20

CC 3B.3 The agency solicits feedback and direct participation from internal and external stakeholders in the development, implementation and evaluation of the agency's goals and objectives.

Description

Goals and objectives are developed as part of the Strategic Planning process. A Strategic Planning Team consisting of internal members is formed each time a new Strategic Plan is developed. The current make-up of the 25-member Strategic Planning Team includes the Fire Chief, the three Assistant Chiefs, the Business Services Director, and representatives from each area and rank of the organization, including the International Association of Fire Fighters (IAFF) local chapter. This team, along with other identified objective-specific subject matter experts, also participates in the quarterly Strategic Planning progress meetings. The Fire Chief has tasked the

Assistant Chief of Administration Services, with support from the Administration Services Manager, with facilitating regularly scheduled progress meetings and controlling documentation of the plan in the form of agendas, minutes, and objective supporting documentation.

An external stakeholder group is created and utilized for each Strategic Planning process. The external stakeholder group includes members of the community including representatives from local government, law enforcement, local schools, health care service providers, hospitality industry vendors, local businesses, and homeowners' associations. These stakeholders are engaged through both individual and group meetings and a community survey. The District considers every interaction by a District member with an external stakeholder as an opportunity to solicit feedback to aid in the continuous improvement of the agency. Input is harvested from these external stakeholders and incorporated into the goal and objective development process.

Appraisal

The practice of utilizing both internal and external stakeholders in the goal and objective development process resulted in relevant goals that are aligned with the mission, vision, and values of the District. Every three years, a community survey was conducted to harvest valuable data regarding community perception and needs. The 2019 community survey was used to help inform the development of relevant goals and objectives, and the 2022 community survey results were utilized to gauge the continued relevancy of District goals and objectives. The Strategic Planning Team and key external stakeholders were involved in the implementation and evaluation of goals and objectives through quarterly meetings, status reports to the Governing Board, and strategic partnerships with external stakeholders.

Plan

The plan will be to continue utilizing both internal and external stakeholder groups in the goal and objective development process. Internal stakeholders will continue to provide feedback and direct participation in the implementation and evaluation of goals and objectives through execution of objectives, quarterly status meetings, and status updates to the Governing Board. District staff will continue to engage external stakeholders to solicit feedback and participation in the implementation and evaluation of goals and objectives. Feedback harvested from community survey cards distributed by crews will be reviewed and incorporated in the 2024-2028 plan. Internal and external stakeholder meetings have been scheduled for February – May 2024 for development of the 2024-2028 plan.

References

2022 Community Survey Results

NWFD 2020-2024 Strategic Plan

3B.4 The agency uses internal input to implement and evaluate its goals and objectives and to measure progress in achieving the Strategic Plan.

Description

A Strategic Planning Team consisting of internal members is formed each time a new Strategic Plan is developed. The current make-up of the 25-member Strategic Planning Team includes the Fire chief, the three Assistant Chiefs, the Business Services Director, and representatives from each area and rank of the organization, including the IAFF Local Chapter. This team, along with other identified objective-specific subject matter experts, also participates in the quarterly Strategic Planning progress meetings. The purpose of the quarterly meetings is to evaluate goals and objectives, solicit and provide input regarding plan implementation, and measure progress on individual objectives and the entire plan.

Appraisal

The Strategic Planning Team's diverse makeup and quarterly status meetings provided adequate opportunity for internal input regarding the implementation and evaluation of goals and objectives. The purpose of the quarterly meetings was to evaluate goals and objectives, solicit and provide input regarding implementation, and measure progress on individual objectives and the entire plan. Each goal is assigned a goal lead, who also serves as a voting member of the Strategic Planning Team. A vote is held to deem an objective complete, extend a deadline for objective completion, or to revise the language of an objective. Objective Leads present supporting documentation to the team and present a summary of objective implementation for an objective to be considered for a vote to deem complete. Objective Leads must also present compelling information to the team to request a deadline extension or language revision. This added layer of accountability has led to more measured progress of objective completion for the 2020-2024 Strategic Plan. The commitment of the Fire Chief and executive staff members to attending quarterly reporting sessions and to integrating the Strategic Plan into daily operations has led to increased engagement and participation regarding goal and objective implementation and evaluation.

Plan

The Strategic Planning Team will continue to be comprised of representatives from all areas of the organization and will meet quarterly to share feedback and evaluate progress regarding implementation of the goals and objectives that make up the 2020-2024 Strategic Plan. Agendas and minutes from these meetings will continue to be available to all District members on the District's intranet site (SharePoint). In addition to other agency representatives, all members of the 2020-2024 Strategic Planning Team will participate in the development of the 2024-2028 plan.

References

NWFD 2020-2024 Strategic Plan

Strategic Planning Team Agenda Packet with Minutes

3B.5 The governing body reviews the agency's goals and objectives and considers all budgetary and operational proposals in order to ensure success.

Description

The Governing Board reviews and approves the District's goals and objectives in the form of the Strategic Plan and Capital Improvement Program (CIP). Agenda items submitted to the board for approval indicate which strategic goal the item, and any associated expenditure, supports.

Appraisal

The process of the Governing Board reviewing and approving the goals and objectives of the District was effective in ensuring they had a good working knowledge of the goals and objectives and that they in turn are transparent to the public. Each item included on Governing Board meeting agendas identified the Strategic Plan goal(s) that applied to the agenda item, allowing the Governing Board and community to easily identify how each budgetary and operational proposal aligned with and supported the Strategic Plan. Quarterly updates on the status of the Strategic Plan were provided to the Board in the form of written reports, with a full presentation before the Board annually.

Plan

The plan will be to continue to have the Governing Board review and approve the District's goals and objectives by way of the adoption of the Strategic Plan and capital improvement program documents. Staff will continue to identify applicable strategic goals with all budgetary and operational proposals and will continue to provide quarterly status updates on the Strategic Plan to the Governing Board.

References

NWFD 2020-2024 Strategic Plan

Governing Board Meeting Minutes June 2020

NWFD Capital Improvement Program FYE 2023-2027

3B.6 When developing organizational values, the agency seeks input from its members and is in alignment with its community.

Description

As part of the Strategic Planning process, the organizational values are reviewed by the Strategic Planning Team. The team members are in turn responsible for engaging members within their sections, branches, and Divisions and gaining their input regarding the review of existing values and the development of any new values. As part of the 2014-2016 Strategic Plan development, the team added clarification statements to the existing five values and added a sixth: inclusivity.

Appraisal

The process of including the review of organizational values in the Strategic Planning process was effective regarding the involvement of members through the Strategic Planning Team and in turn their engagement and input from other members. The District's mission, vision, and values were evaluated during the development of the 2020-2024 Strategic Plan with input from internal and external stakeholders. The consensus of all was that the mission, vision, and values remained relevant and aligned with our community.

Plan

The Plan will be to continue to involve internal and external stakeholders in the review and development of organizational values by way of the Strategic Planning process.

References

NWFD 2020-2024 Strategic Plan

NWFD Strategic Plan Development Presentation

Criterion 3C: Implementation of Goals and Objectives

The agency uses a management process to implement its goals and objectives.

Summary

The goals listed in the Strategic Plan each have identified goal leaders as approved by the Strategic Planning Team members, and ultimately the Fire Chief. Each Goal Lead is responsible for creating action plans for the associated objectives to ultimately accomplish the goal. The intent is to conduct quarterly Strategic Plan meetings to ensure that the implementation of the goals and objectives is on track and to identify any obstacles or additional resources necessary to keep the implementation on track.

CC 3C.1 The agency identifies personnel to manage its goals and objectives and uses a defined organizational management process to track progress and results.

Description

The Strategic Plan provides the platform for the organization's broad-based goals and associated objectives. The progress made toward these goals and objectives are tracked through quarterly reports developed and presented by goal leads. These reports are presented at formal quarterly report meetings facilitated by the Assistant Chief of Administration Services, with support from the Administration Services Manager. The quarterly meetings are attended by the Fire Chief, the Strategic Planning Team, and objective-specific subject matter experts. Operational-related goals and objectives are reviewed on a regular basis by the operational services senior staff. The operational services senior staff reviews Strategic Plan goals and objectives that are operations-related as well as the performance objectives that are outlined in the SOC.

The six long-term goals as listed in the Strategic Plan each has a designated Goal Lead. The Goal Lead is responsible for the accomplishment of the goal and the associated objectives. The Goal Lead is an individual selected by the Strategic Planning Team that maintains a position in NWFD that enables them to develop and execute an action plan to accomplish their assigned goal. Goal Leads are responsible for identifying objective leads to steward the progress of each objective within their assigned goal.

Quarterly meetings are memorialized in the form of agendas, minutes, and documentation supporting objective completion which are distributed to all members of the organization via email. The purpose of the quarterly meetings is to evaluate goals and objectives, solicit and provide input regarding implementation, and measure progress on individual objectives and the entire Plan. Each Goal Lead also serves as a voting member of the Strategic Planning Team. A vote is held to

deem an objective complete, extend a deadline for objective completion, or revise the language of an objective. Objective Leads present supporting documentation to the team and present a summary of objective implementation for an objective to be considered for a vote to deem complete. Objective Leads also present compelling information to the team to request a deadline extension or revision to objective language.

Appraisal

Early in the implementation of the 2017-2019 Strategic Plan, the need for an increased commitment to regular meetings and plan progression was identified and a quarterly meeting schedule was implemented. The commitment to quarterly reporting sessions continued with the 2020-2024 plan and was successful in both documenting plan progress and keeping members engaged and aware of the plan. The practice of emailing agenda packets including minutes of the previous meeting and supporting documentation for objective completion to all members was also effective in increasing awareness and engagement of the agency's members. Designating Goal Leads as voting members, and publishing goal and objective lead information in agenda packets, added a layer of accountability and led to more measured progress of objective completion for the 2020-2024 Strategic Plan.

Plan

The plan moving forward will be to continue to strictly adhere to the Strategic Plan quarterly reporting meetings. Agenda software implemented for the 2020-2024 Strategic Plan to produce agenda packets including proposed supporting documentation for objectives, narratives supporting proposals for deadline extensions, goal and objective lead information, and meeting minutes will continue to be utilized and agenda packets will continue to be distributed to all members of the agency. As delegated by the Fire Chief, the Assistant Chief of Administration Services will continue to facilitate meetings, and the Administration Services Manager will serve as the Custodian of Records for documentation supporting objective completion.

The process of assigning goal leads and objective leads will continue. Goal leads will continue to serve as voting members for approval of objective completion, deadline extensions, and language revisions to provide for additional accountability.

References

NWFD 2020-2024 Strategic Plan

Strategic Planning Team Agenda Packet with Minutes

CC 3C.2 The agency's personnel receive information explaining its goals and objectives.

Description

All Strategic Planning Team meetings were open to all members of the agency, with required attendance by division managers, section directors, and chief officers. Meeting schedules were available to all members on the District's intranet (which was Back Office at the time and has since converted to SharePoint). A Governing Board study session was held during the development of the plan that included discussion surrounding the importance of Strategic Planning, environmental scanning, SWOC analysis, S.M.A.R.T. goals, and an explanation of how goals and objectives included in the plan are developed. A separate email reminder of the study session with a hyperlink to the agenda was sent to all members, division managers and chief officers were required to attend, and it was open to the public. Minutes for the meeting are available on the District's website. Due to the COVID-19 pandemic, there was not a high attendance rate for members not required to attend. Therefore, a decision was made to present an overview and explanation of the goals and objectives at the May 2020 Governing Board meeting which was livestreamed and available for replay on the District's website so that all members could view the presentation. All members were notified of the meeting via email with a hyperlink to the agenda packet. The Strategic Plan was adopted at the June 2020 Governing Board meeting, which was also livestreamed, available to view via video on the District's website, and all members were notified of in advance via email with a hyperlink to the agenda packet. After adoption, the plan is published and available in hard copy and on the District's intranet and external website. Due to the challenges associated with attendance at in-person meetings during the pandemic, the agency also relied on supplemental communication via the chain of command. Chief officers, division managers, and section directors are intimately involved in the plan development process and have comprehensive knowledge of each goal and objective which they are tasked with providing education on and answering questions about for their respective sections, branches, and divisions.

The Strategic Plan is reviewed with civilian new hires as part of the onboarding process and with suppression new hires as part of the probationary firefighter process.

Appraisal

Despite the challenges presented by communicating a new Strategic Plan at the height of a pandemic that required social distancing, the methods utilized to inform all members of the District of the goals and objectives are effective. During distribution of the 2020-2024 Strategic Plan, greater emphasis was placed on

ensuring that all members not only received the goals and objectives information, but also understand the methodology behind them. The Strategic Plan was also integrated into the District's Captain Certification Program and Battalion Chief Certification Program to ensure District leadership had a strong understanding of the plan. Agenda packets, including minutes, were distributed to all District members in advance of quarterly meetings. All members were notified of updates to the Governing Board via email with a hyperlink to the agenda packet.

Plan

The Plan will be to continue to inform members of the goals and objectives through the publication and distribution of the Strategic Plan and associated agendas/minutes. Upon adoption of the 2024-2028 plan, members will be informed of the goals and objectives via a video message from the Fire Chief as recommended during the 2023 reaccreditation process. A concerted effort will be made by section managers and supervisors to discuss the goals and objectives of the Strategic Plan during employee meetings, the budget development process, and daily operations. The Strategic Plan will continue to be integrated into the curriculum of the Captain Certification Program (CCP) and Battalion Chief Certification Program (BCP). New hires will continue to be educated on the Strategic Plan as part of the onboarding and probationary processes.

References

NWFD 2020-2024 Strategic Plan

BCP 2022 Syllabus

Onboarding Checklist & Probationary Firefighter Sign Off (references highlighted)

May 2020 Governing Board Meeting Presentation

2020-2024 Strategic Plan Development Minutes Examples

3C.3 The agency, when necessary, identifies and engages appropriate external resources to help accomplish its goals and objectives.

Description

The District has historically utilized outside resources to assist with accomplishing major goals and objectives and will continue to do so.

Goal 3 of the 2020-2024 Strategic Plan speaks to maximizing collaboration with outside partners and stakeholders. The Fire Chief is the Goal Lead and leads efforts to

coordinate with the University of Arizona, the NWFD medical direction team, surrounding municipalities and agencies, and our auto-aid partners.

Appraisal

NWFD has a long history of utilizing outside resources to assist with accomplishing the District's goals and objectives. The value of outside resources in this capacity was well recognized and continued to show benefit to the District.

Outside resources were leveraged to accomplish production of the Annual Report (Goal 1, Objective E) and the development of a strategic funding strategy to manage long-term pension rate increases (Goal 5, Objective J). The District also participated in a number of intergovernmental agreements (IGAs) with agencies that bolstered the District's efforts to meet our mission and achieve the goals and objectives included in the Strategic Plan.

Plan

As internal resources continue to be stretched thin, the importance of continuing to use outside resources to accomplish the goals and objectives of the District increases. Senior staff will continue to be encouraged to consider broadening this application in the coming year.

References

Grant consultant contract

Annual Report

GovInvest Contract

Resolution Log listing IGAs

Criterion 3D: Measurement of Organizational Progress

Processes are in place to measure and evaluate progress toward completion of goals and objectives and overall plan performance. The goals and objectives are re-examined and modified periodically.

Summary

The District has six major goals that are listed in the 2020-2024 Strategic Plan (SP). The six goals each have associated objectives. The progress of these goals is examined at quarterly Strategic Plan meetings, attended by the Strategic Planning Team members. In addition to the progress status of each goal, the goals are re-examined for their relevancy and modified if necessary. The quarterly Strategic Plan progress

meetings occur on a regular basis and are facilitated by the Assistant Chief of Administration Services with support from the Administration Services Manager.

CC 3D.1 The agency reviews its goals and objectives at least annually and modifies as needed to ensure they are relevant and contemporary.

Description

The District's goals and objectives are reviewed at least annually at Strategic Plan progress meetings to ensure adequate progress is being accomplished as well as items being reviewed for continued relevancy. Formal quarterly Strategic Plan report meetings are attended by the Fire Chief, the Strategic Planning Team, and objective-specific subject matter experts. At these meetings, goals and objectives are re-evaluated for quality, relevance, and consistency with the District's mission, vision, values, and long-range plans. A formal presentation is made to the Board annually regarding the progress of the Strategic Plan. Input is solicited from the Board regarding plan progress and goal/objective relevancy. A continuing emphasis is placed on the plan being a living document that warrants consistent evaluation and revisions, as necessary.

Appraisal

The practice of quarterly evaluation of goals and objectives was successful. Emphasizing the importance of consistent evaluation of the plan was successful and garnered strong support from internal stakeholders. Since Plan inception, the language of some goals was updated in response to the evolving environment and needs of the agency. The annual formal presentation to the Governing Board of the Strategic Plan was also successful. The Board was pleased with the progress of the plan and the flexibility of staff to revise the plan when appropriate.

Plan

The plan moving forward will be to continue to evaluate goals and objectives as part of the Strategic Plan quarterly reporting meetings. Revisions to goals and objectives will be documented in the form of minutes. Agency leadership will continue to emphasize the importance of the evolution of the Strategic Plan to remain relevant and contemporary. Staff will continue to provide the Governing Board with an annual formal presentation of plan progress and will also include quarterly updates in the form of a written summary to the Board.

References

CC 3D.2 The agency reviews, at least annually, its overall system performance and identifies areas in need of improvement, which should be considered for inclusion in the organizational goals and objective.

Description

All six goals in the 2020-2024 Strategic Plan speak to increasing efficiencies within the organization. Since 2018, a primary focus has been the evaluation of internal administrative and operational processes to ensure that there is maximum utilization of existing resources and to identify any new efficiencies that may be implemented to streamline processes. Performance is reviewed monthly in most areas and statistics are included in monthly reports to the Governing Board. Data measuring metrics for each area of the organization is harvested annually to produce the annual report, which is distributed to all members, the Governing Board, and external stakeholders. Areas of improvement are addressed at a divisional level, with plans and associated resourcing needs included in the divisional program appraisal (formerly ICBP) documents developed annually and required for budget submission. Division managers, section directors, and chief officers use this data to inform proposed revision to the Strategic Plan goals and objectives.

Appraisal

Identification and implementation of effective efficiencies was a guiding principle in the development of the 2020-2024 Strategic Plan. This focus was evident in the resulting goals and objectives. The agency reviewed performance at least monthly in most areas, as evidenced by statistics and narratives included in monthly reports to the board. Data-driven decision making, and continuous improvement were driving forces of the District's organizational culture. A comprehensive harvest of data was conducted annually in support of the production of the annual report. The metrics measured in the report assisted in the review of performance in all areas of the organization and served as a basis for the consideration of revising the goals and objectives of the organization. Several objectives were revised in response to new information received during the execution of the plan. One objective regarding implementation of a family practice nurse practitioner clinic was added to the plan in response to analysis of annual self-insured medical plan performance.

Plan

The Fire Chief, executive staff, and the Strategic Planning Team will continue to emphasize the evaluation of administrative and operational processes to identify

opportunities for improvement in efficiency and execution in pursuing organizational goals and objectives through completion of the Strategic Plan objectives as well as daily practice. The data harvested for production of the annual report will continue to serve as a tool to measure performance and provide a foundation for data-driven revision of goals and objectives. Program appraisals will continue to be required of each Division as part of the budget development process.

References

Annual Report

2020-2024 Strategic Plan

Monthly Board Report Example

3D.3 The agency provides progress updates, at least annually, on its goals and objectives to the AHJ, its members and the community it serves.

Description

Goal and objective progress updates are made available to members on the District's intranet site and progress reports are included in the Fire Chief's reports to the Governing Board. A formal presentation of Strategic Plan progress is made annually to the Governing Board by the Assistant Chief of Administration Services. The most recent annual presentation was made at the regular meeting of the Governing Board in July 2021. It is through this formal presentation, and written updates to the Governing Board included in agenda packets, that Strategic Plan progress reports are made available to the public.

Appraisal

Strategic Plan quarterly progress meetings occurred on a regular basis. Agendas, minutes, and supporting documentation are posted to the District's intranet site. Quarterly status updates were provided to the Board in written reports included in the agenda packet. A formal presentation of Strategic Plan progress was made annually to the Governing Board by the assistant chief of administration services. Annual progress on the Strategic Plan is also included in the annual report which is published and distributed to both internal members and our community members.

Plan

The plan will be to continue to post detailed minutes and documentation of the development process to the District's intranet site and communicate to the

Governing Board at least quarterly through the Fire Chief's report included in each agenda packet for regular Governing Board meetings. Annually, the Assistant Chief of Administration Services will formally present to the Board regarding the status of the plan and solicit feedback. Metrics and guidelines for a District Annual Report have been developed by the Fire Chief. This report includes the status of Strategic Plan goals and objectives. The Annual Report will continue to be distributed both internally and externally.

References

Fire Chief's Board Report 01-25-22

Strategic Plan Formal Board Presentation

NWFD intranet Strategic Plan SharePoint site

Annual Report

Category 9: Essential Resources

Essential resources are defined as those mandatory services or systems required for the agency's operational programs to function. They should be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self-analysis to adapt the typical components listed below to the local situation. For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources, such as water lines and fire hydrants, but may include alternative resources, such as tankers (tenders), ponds, streams, lakes, cisterns, etc.

Criterion 9C: Administrative Support Services and Office Systems

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

Summary

Administrative support services are primarily provided by the administration services section. Additional need-based administrative support is provided within individual departments. The Administration Services Division duties are broad in nature, and include managing the Strategic Planning process, serving as the District's Custodian

of Records, facilitation of public records requests, coordination and administration of agency meetings, and project-based work as assigned by the Fire Chief.

CC 9C.1 The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately managed.

Description

The District currently staffs one Administration Services Manager and five administrative assistants. These positions are reflected in the budget approved by the Governing Board in the following Divisions: Administration Services, Prevention Services, and Training Services. Administrative support staff report to various managers and chief officers throughout the organization, while the Administration Services Manager is responsible for coordinating staff to cover general reception, public records requests, compliance with open meeting law, and general administrative support to the organization.

Appraisal

The current administrative support staff was adequately managed and able to appropriately meet the needs of the agency by providing efficient and effective administrative support. Internal procedures were documented, and sufficient training was provided so that administrative support staff was knowledgeable regarding District operations and were well situated to deliver administrative support to management. Staff was able to meet the needs of the District, and the addition in FY22/23 of an additional administrative assistant created the capacity to cross-train staff in anticipation of the upcoming retirement of key administrative support members.

Plan

The District will continue to evaluate workloads and staffing levels to adjust according to need. Cross-training in anticipation of administrative support personnel retirements will continue. The Administration Services Manager will continue to monitor and manage the workloads and training of administrative support staff.

Reference

FY 22-23 Adopted Budget

NWFD Organizational Chart

9C.2 Public reception, public information and electronic communication components support the customer service needs of the agency.

Description

The District currently has two lobby administrative assistants that handle the incoming general calls for the District in addition to walk-in traffic for the administration offices. The two Administrative Assistants have different roles and responsibilities, whereas one is responsible for general reception and project-based administrative support and the other is responsible for public records requests, agency meeting coordination and administration, and Open Meeting Law compliance. These two front-line Administrative Assistants are fully cross trained. A third and fourth administrative assistant provide support to the Prevention Services Division, handling issues related to code enforcement and plans review, as well as handling reception of all prevention services related calls. A fifth Administrative Assistant provides support to the Training Services Division, handling all administrative support aspects of the Training Division and physical Training Center location, including general reception and customer service as it relates to internal and external customers who utilize the District's Training Center.

The District website provides information regarding ongoing personnel recruitments, annexation processes, public record requests, past and upcoming Governing Board meeting minutes and agendas, and upcoming public education classes. The site has been expanded to engage mobile technology, social media platforms, and segmented mail lists with digital mailing that provide NWFD with engagement metrics. The website allows for access to specific documents that provide consistent answers to common questions from the public. Customers are also able to pay electronically for various services through the website.

Appraisal

The current staffing level of the lobby provided for efficient and comprehensive customer service. Incoming calls were almost always answered by a person during normal business hours, and rarely resulted in a voicemail being left for reception. The proximity of the Prevention Services Administrative Assistants to the lobby created short wait times for the business community and resulted in positive feedback. It has been noted that when information that is repeatedly asked for by front-line staff or community members was added to NWFD website (and social media feeds), reception and front-line staff received fewer requests for the specified information.

Plan

The Administrative Assistant responsible for general reception tracks the quantity of customer interactions by type and reports monthly to the Assistant Chief of Administration Services. This report allows for analysis of requests for information by the community and determination of the value of adding additional information to the website. This data is also shared with the executive staff and Governing Board monthly. Staff will continue to track this information. In addition to managing the staff responsible for general reception, the Administration Services Manager will work in conjunction with the Technical Services Work Group to identify and implement communication components that will support the customer service needs of the District.

References

Job Description for Administrative Assistant

Monthly Administration Services Metrics

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), procedures, standard operating guidelines, and manuals (reviewed at least every three years and updated as needed), are reviewed and up to 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 contract with Lexipol was to ensure policy and procedure reviews are completed on the Center for Public Safety Excellence (CPSE) models review schedule.

Appraisal

The District's 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 standard operating guidelines (SOGs) into the platform. To not inundate the Fire Board, Business Services staff is bringing batches of policies through the monthly Fire Board meetings for approval. The Knowledge Management System (KMS) 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 within Lexipol and will evaluate once the project is complete.

References

2019 Essential Records Listing

Sample of Lexipol policy review and revision

9C.4 Public records are maintained, available and disposed of in accordance with local, state/provincial, and federal legal mandates. Record retention and destruction are documented in accordance with an adopted procedure.

Description

Retention and destruction of District records follows the Archives and Records Management Arizona State Library (State), Archives and Public Records, a Division of the Arizona Secretary of State standards and guidelines, and Arizona Revised Statutes. The District maintains a records management program as required by Arizona Revised Statutes §41-151.14. This program is outlined in District policy, approved by the Governing Board.

A record's retention is based upon the legal, administrative, historical, fiscal, or informational value of the records, not the format of the record. The Arizona State Library Archives and Public Records has deemed all records created by the District relating to the COVID-19 pandemic as historical, and therefore must be kept permanently. This is applicable to all grant records (awarded), project records, administrative directives, and any documents that reflect how the organization addressed and handled COVID-19. No District official or employee has, by virtue of their position, any personal or property right to District records even though they may have helped develop those records. Such records are the property of the Northwest Fire District and ultimately the State of Arizona. The unlawful destruction, removal of files, or use of District records is prohibited.

Records needed for easy access to conduct business on a frequent basis may remain stored in the respective department. Records not required to conduct business on a frequent basis may be stored in secure archive storage at the District's Training Center. Records with a retention requirement of permanent will be stored in secure archive storage at the District's Training Center. Pursuant to A.R.S. §41-151-14 (A)(4), every local agency is required to submit lists of all essential records in the custody of the agency to the state library every five (5) years.

Pursuant to A.R.S. §41-151.15, retention periods are the minimum amount of time records may be kept. Keeping records for a time period shorter than their approved proceedings is illegal. Only the State of Arizona State Library, Archives, and Public Records has the authority to set records retention periods. Public records, including electronic records, not listed in the retention schedules are not authorized to be destroyed.

The Administration Services Section is currently assigned oversight of record storage and destruction for the District. The Administration Services staff arrange for collection of boxed records to be destroyed by a contracted company.

Appraisal

The Administration Services Division complied with all applicable laws and internal policies regarding records availability, maintenance, and destruction. The Arizona State Library retention schedules were made available to all staff. During FY23/24, records stored in the District's Training Center were methodically transferred to the new Administration Building for secure storage and retention.

Annually, the Custodian of Records consulted with each Division to prepare records for destruction based on the retention schedule published by the state. If records were not ready for destruction and no longer needed to remain within the department, they were prepared for secure storage at the District's Training Center. Each Division was provided with a box label template for maintaining records that easily identified the type of record, corresponding retention schedule reference, and scheduled date of destruction. These labels were used to catalog records and determine which records were scheduled for destruction in any given year. The Custodian of Records inspected all records prior to destruction, reported details of destroyed records to the Arizona State Library and retained a certificate of destruction of the records. The Custodian of Records also coordinated the production and submittal of an essential records list every five (5) years.

Plan

The Administration Services Manager will continue to serve as the District's Custodian of Records. The Custodian of Records will coordinate annual and periodic destruction of records in accordance with applicable laws and District policy. Revised Essential Records List will be developed and submitted in 2024.

References

Arizona Revised Statute 41-151.14

Arizona Revised Statute 41-151-14 (A)(4)

Arizona Revised Statute 41-151.15

Arizona State Library, Archives & Public Records Record Retention and Destruction Schedules

NWFD Records Management Policy

Records Management Box Label Example

Certificate of Destruction Example

State Certificate of Destruction Example

2019 Essential Record Listing

FINANCE BUDGET DEPARMENT ID:

Department Finance ID #	Department(s)
1230	Administration Services

ANNUAL OPERATING BUDGET REQUEST

\$660,132

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

N/A

CAPITAL ITEM REQUEST DISCUSSION

N/A

LINE-ITEM DISCUSSION

See comments provided in following budget comparison table.

PROPOSED FISCAL YEAR 2024-2025 BUDGET

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1230 - Administration Services						
51110	Salaries	\$ 294,547	\$ 356,106	\$ 252,727	\$ (103,379)	Nurse Practitioner to 1260
51120	Hourly	\$ 114,029	\$ 130,127	\$ 145,608	\$ 15,481	Market Adj. & Step Increase
51190	PTO Paid Out	\$ 13,050	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 62,436	\$ 41,119	\$ 62,149	\$ 21,030	Premium Increase
51212	Dental Insurance	\$ 2,649	\$ 2,304	\$ 2,414	\$ 110	
51213	Vision Insurance	\$ 628	\$ 590	\$ 570	\$ (20)	
51215	PSPRS-Cancer Insurance	\$ 50	\$ 50	\$ 50	\$ -	
51216	Life Insurance	\$ 214	\$ 252	\$ 210	\$ (42)	
51218	STD Insurance	\$ 857	\$ 960	\$ 1,036	\$ 76	
51230	Social Security	\$ 17,343	\$ 21,955	\$ 15,784	\$ (6,171)	Nurse Practitioner to 1260
51231	Medicare	\$ 5,978	\$ 7,050	\$ 5,776	\$ (1,274)	Nurse Practitioner to 1260
51250	PSPRS	\$ 50,062	\$ 55,467	\$ 59,414	\$ 3,947	Assistant Chief Movement
51251	ASRS	\$ 33,992	\$ 43,520	\$ 31,237	\$ (12,283)	Nurse Practitioner to 1260
51290	PEHP	\$ 3,107	\$ 4,862	\$ 3,983	\$ (879)	
Total Personnel		\$ 598,942	\$ 664,362	\$ 580,958	\$ (83,404)	
52115	Fees	\$ 499	\$ 2,530	\$ 2,530	\$ -	
52117	Annual Fee - Accreditation	\$ 1,860	\$ 1,910	\$ 1,950	\$ 40	
52139	Operational Equipment	\$ 780	\$ -	\$ -	\$ -	
52140	Operational Supplies	\$ 2,631	\$ 20,000	\$ -	\$ (20,000)	Nurse Practitioner to 1260
52150	Postage & Mailings	\$ 5,384	\$ 6,750	\$ 6,750	\$ -	
52160	Dues, Memberships & Subscriptions	\$ -	\$ 165	\$ 165	\$ -	
52162	AZDHS & Federal Licensure	\$ 180	\$ -	\$ -	\$ -	
52170	Travel & Per Diem	\$ 17,455	\$ 16,500	\$ 12,379	\$ (4,121)	Nurse Practitioner to 1260
52177	Meals & Entertainment	\$ 2,499	\$ 500	\$ 500	\$ -	
52180	Training	\$ 3,865	\$ 8,100	\$ 7,350	\$ (750)	
52199	Books - Accreditation	\$ -	\$ 750	\$ 750	\$ -	
52223	Consultants-General	\$ 70,063	\$ 46,000	\$ 46,000	\$ -	
52340	Refuse Removal	\$ 495	\$ 800	\$ 800	\$ -	
52545	Furnishings & Appliances	\$ 2,924	\$ -	\$ -	\$ -	
Total Non-Personnel		\$ 108,635	\$ 104,005	\$ 79,174	\$ (24,831)	
Total Administration Services 1230		\$ 707,577	\$ 768,367	\$ 660,132	\$ (108,235)	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A

Exhibit L

NORTHWEST FIRE DISTRICT



Community Relations and Public Education
Services

Program Appraisal

for the upcoming 2024-2025 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): Category 5 Criterion B, 5F.8, **9C.3**, & Category 10 criterion A.

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EXECUTIVE SUMMARY

Community is at the core of the services the Community Relations and Public Education Services Division provides. As demographics, geographical boundaries and hazards associated with them change, it is important for the Division to remember that it must engage with the community in the commitment to serve.

The mission of the Northwest Fire District is “to save lives, protect property and care for our community”, which is woven into nearly every aspect of the Community Relations and Public Education Services Division. The risks that can be identified, safety messaging that can be shared and more education that can be provided, the more lives that will be saved and property that will be protected in return.

Delivering a strong and consistent message is key to success in the organization, both internally and externally with partnering agencies, media partners, and the community. The Community Relations and Public Education Services Division has a heavy hand in Goal #3 of the Strategic Plan, working to maximize collaboration with outside partners and stakeholders to share success in fire safety.

DIVISION PURPOSE

In pursuit of this mission, the Community Relations and Public Education Division’s top priority is providing opportunities and educational resources to enhance the health and safety for neighborhoods of all ages. With a focus on the Community Risk Reduction plan, the Division will continue to deploy safety initiatives and track its footprint in fire and life safety throughout the District.

Community Relations

The Community Relations Manager is committed to working with local, state, and regional partners to provide accurate, educational, and engaging messaging to the District’s members and the community it serves. Enhancing the District’s social media presence is a priority, with the ability to interact with individuals, both near and far, as technology continues to evolve. While the District’s relationship with regional media partners and community stakeholders remains in good standing, the Division would like to use those relationships to master new messaging techniques and provide even more educational opportunities to reach more members in the community.

In a Public Information Officer (PIO) role, this position has a responsibility to keep the public informed with accurate and transparent messaging. The PIO will continue to

work to provide timely information from emergency scenes and major incidents while working with Battalion Chiefs to provide information seven days a week and/or overnight.

Public Education Services

As the Public Education Services Team continued to evolve in FY23/24, it invested in professional development and training in peer-to-peer education to ensure its Educators were delivering the highest level of education and communication to community members.

The Public Education Coordinator will continue to build new and creative lesson plans to enhance the fire and life safety curriculum from the NFPA and fire service partners. The Coordinator will continue to expand educational opportunities both in and outside the classrooms in the District. The coordinator will work with Fire and Life Safety Educators (FLSE) on educational methodology and essential elements of instruction, while the FLSEs in turn share their own fire safety knowledge and experience in the service.

DIVISION ADMINISTRATION

The Community Relations and Public Education Services Division is currently comprised of the following positions and personnel:

Community Relations & Public Education Services Manager (1) - The Community Relations Manager is responsible for managing budgets, creating content for proactive and reactive messaging (internal and external), planning community interaction, events and managing the Public Education team. The manager maintains and updates the Northwest Fire website, all social media platforms, and distribution of information to media or government, business, and community groups.

Media Specialist (1) - responsible for the Fire District's digital media projects and events, to include virtual training manuals, academies, and ceremonies. The Media Specialist creates and maintains a robust collection of photo and video content that can be used for many District uses to include social media, District publications, and employee photos. The Media Specialist works closely with the Community Relations Manager to provide timely content updates to social media platforms related to general safety information and emergency incidents.

Public Education Coordinator (1) – responsible for continuing to build new and creative lesson plans to enhance the fire and life safety curriculum from the National Fire Protection Association (NFPA). The Coordinator will continue to expand our educational opportunities both in and outside the classrooms in our District. The Coordinator works with the Fire and Life Safety Educators (FLSEs) on educational

methodology and essential elements of instruction, while the FLSEs in turn share their fire safety knowledge and experience in the service.

Fire and Life Safety Educator (2) - responsible for delivering quality fire and injury prevention education to the community. The Educators maintain the programming and provide in-classroom instruction to children as well as providing safety information to adults and elderly community members about fire and injury prevention topics that are relevant to them.

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

Arizona Revised Statute 48-805 Fire District; powers and duties; B17 outlines the responsibilities of the fire District through the board. Specifically, the parameters for entering into an intergovernmental agreement.

The District's 2020-2024 Strategic Plan addressed the importance of identifying relationships with external agencies/systems and their anticipated impact to mission, operations, or cost effectiveness by dedicating one of the District's six goals to "maximize collaboration with outside partners and stakeholders". The associated objectives call for collaboration, reduction of redundancies, and the reduction of duplicate expenditures. The District is authorized under Arizona Revised Statutes (§48-805 B. 17) to enter into agreement(s) or contracts to achieve its purpose. Intergovernmental agreements (IGA) must be approved by the Governing Board via adoption of a resolution. Each submission to the Governing Board includes a discussion of the impact of the agreement to the District's mission, operations, and budget.

INTERNAL PROGRAMS

The 2023-2024 fiscal budget year brought an opportunity to expand the Community Relations and Public Education Services Division to gain a further reach into our community. The Division is committed to keeping a strong working relationship with first responder agencies, community partners, and media entities.

Public Education Services

The Public Education Services Team offers several educational programs and opportunities for members of the community. The Team focuses primarily on educational requests and classroom instruction, while the Community Relations Manager generally schedules, staffs and coordinates events with government partners, businesses, and regional organizations.

Educational Programs (Pima County Schools)

- **Fire & Life Safety (Formerly Fire Pals)**

Northwest Fire District currently teaches Fire and Life Safety lessons in nearly two dozen schools. Kindergarten lessons are taught in 30-minute increments, while second and fourth grade lessons are taught in 45-minute increments. Each school typically has two to five classes per grade.

In FY23/24, the Public Education Services Team continued to provide a teaching format for elementary students that offered individual classroom instruction with one class at a time. After peer evaluation and feedback from area teachers, it was determined this style is preferred to effectively reach all the students while continuing to expand our programs. To ensure consistency in messaging instructional “go kits” were created so that the resources needed for the classroom instruction are ready to go in individual bags that an educator can take with them easily to a school and deliver the fire and injury prevention messaging effectively.

Fire & Life Safety Middle School Program

In FY23/24, the Public Education Coordinator continued to teach the Fire & Life Safety Skills After-School Program for middle schoolers in the area to address a lack of fire safety skills programs available for the age group. The Coordinator identified efficiencies with the delivery of this content and made those enhancements. This included streamlining messaging for this age group and consolidating learning exercises. This curriculum features First Aid, CPR, medication safety, the fire service career path, and more.

Not only are we able to reach more residents, but the curriculum was built with our Community Risk Reduction goals as a driving force, with a focus on the risks and hazards the older, middle school-aged child may face.

- **Mini-Musters**

The Mini-Musters program is offered to second grade students in the District. The fire and life safety field day promotes team building while reinforcing the fire safety behaviors taught in the classroom.

The Division was awarded grant funding to purchase an inflatable smoke house, which replaced the safety trailer. This new resource has become a favorite with the students and provides a realistic opportunity for them to practice Exit Drills in the Home (EDITH).

Additionally, the Team evaluated opportunities for streamlining the props and evolutions of the mini muster course and incorporated suggestions from suppression personnel and teachers to maximize participation from students of varied physical and cognitive abilities.

Community Education Programs

- **Babysitting Classes**

The two-day Northwest Fire Babysitting Course is offered in the summer months, giving students in our area several options to attend. The course provides teens with the skills and knowledge necessary to care for children safely and responsibly.

The course was updated in FY22/23, adding new content and an original Northwest Fire “workbook” for students to take with them and reference in the future. Applied Resuscitation Education and Specialized Training (AREST) CPR, a course created by our Northwest Fire Medical Director and EMS Personnel, was offered to students, which allowed them to walk away with an AREST certification card. The certification was offered to the students at a discount rate, which the Division built into its budget for FY23/24.

After a year of evaluation, Public Education Services continued to adjust the curriculum and build a District-specific course. This is not only a way to stay current with technology and teaching trends, but will be a cost-saving mechanism, as the Division will not need to purchase books from the American Red Cross to distribute to students.

- **Grandparents’ University- February 2024**

In FY23/24, the Division plans to offer a “Grandparents University” course to seniors in our District. Aligning with the Community Risk Reduction plan and current population, the course will provide seniors with the skills and knowledge to care for infants and young children.

- **Fire Extinguisher Training**

Offered upon request, Fire and Life Safety Educators provide hands-on training to community members on the different types of fires and extinguishers, and on the proper procedures and use of a fire extinguisher.

- **Truck Demos / Station Tours**

Fire truck demonstrations and station tours are, by far, the most requested Community Education Program offered by Northwest Fire District and have the largest reach in terms of interactions with community members. The Division continues to coordinate and fulfill requests to the best of our ability.

In FY23/24, the Team continued to work in collaboration with on-duty crews at truck demonstrations and station tours to provide an effective educational experience. The Team continued to lean heavily on support from the Operational Services Division to assist with requests.

- **Hands-Only CPR / First Aid**

Offered upon request, Fire and Life Safety Educators can provide Hands-Only CPR training to groups and organizations. Northwest Fire crews respond to an average of five cardiac arrests a week. Based on that statistic, a goal of the District is to get as many people trained in Hands-Only CPR as possible, to step in and help save a life.

- **Safety Expos/Presentations**

The Division coordinates, schedules, and participates in several safety expos and presentations throughout the year. While most are based on requests, usually from businesses, apartment complexes, neighborhood associations or medical/health organizations, the Division has worked to identify and take the lead on offering expos in some locations.

In FY23/24, the Division focused community engagement efforts on assisted living and independent senior living communities to provide targeted injury prevention education related to fall prevention. Additionally, the Community Relations Manager developed relationships with members of management at the facilities which have been identified as high frequency users of the 911 system to provide education on the use of 911 emergency medical response as well as non-emergency medical transport services offered by American Medical Response. The goal is to reduce the frequency of 911 response to these types of facilities for non-emergent calls and provide the appropriate patient care.

- **Safety Storefront/Display**

Through a partnership with Simon Malls, the owner of the Tucson Premium Outlets, the Division maintains a storefront safety display year-round. With the storefront empty, the mall ownership provides the space to the District at no cost.

With great feedback and success, the Division decided to continue the partnership with Simon Malls, changing the safety messaging to align with season hazards and social media messaging from the District. The storefront is assembled at virtually no cost, with hundreds of shoppers walking past every day.

Community Safety Programs

- **Car Seat Inspection**

The Community Relations and Public Education Services Division offers free inspections to reinforce proper use and correct installation of child safety seats. In a partnership with SafeKids Pima County, the technicians stay up to date on new information, recalls, technology, and events.

An issue identified in the last year was the lack of child seats the District could offer to members of the public, if they were to show up to an inspection with a broken seat or the wrong size for their child, as well as the need for more assistance in scheduling. The Division works with the Finance Division to identify opportunities for grant funding to acquire child passenger seats of varied sizes.

- **Bike Helmet Fittings**

Fire and Life Safety Educators offer free bike helmet fittings for community members of all ages. The goal is to highlight the importance of not only wearing a bike helmet but making sure the helmet fits correctly to do its job in the event of fall or incident.

In FY23/24, the Team worked collaboratively with the Finance Services Division to find grant opportunities that would award helmets but have not yet been successful. The Team will continue to research options for securing bike helmets to provide to the public with the goal of deploying those helmets through community events.

Community Relations/External Partners

The Division is committed to working with the District's Automatic Aid and regional partners to share a common message and extend the reach of our safety goals.

The District's partnership with the Town of Marana (TOM) remains strong, with support provided to the Parks and Recreation Department, as well as the Marana Police Department and Marana Chamber of Commerce.

In FY23/24, the Division assisted with the first Impact Marana program. This program is managed by the Marana Chamber of Commerce and brings together community members to participate in a seven-month course to learn more about the community they live, work, and play in. Northwest Fire District sponsored the inaugural Public Safety Day in collaboration with Marana Police Department to teach class participants about the inner workings of both the Fire District and the Police Department. Joint training and collaboration were highlighted during the eight-hour training.

In FY23/24, the Division continued to work with Town of Marana Parks & Recreation to support their extensive drowning prevention campaign "#SplashSavvy". The goal is to spread community awareness and education of drowning response by providing community members with the tools and resources needed to effectively respond to a drowning. Suppression will partner with the Public Education Division in community outreach efforts.

The Public Education Team continues to work with the Arizona Fire and Burn Educators Association and Pima County SafeKids to share ideas, educational

opportunities, and remain current with health and safety standards. The certified Car Seat Technicians attend meetings for SafeKids and participate in regional inspection events to continue education.

Social Media Use

Technology continues to evolve, and the Division will adapt with it. Community Risk Reduction drives safety messaging, whether seasonal or District-specific, while reaching a larger number of community members to meet and exceed Accreditation/ISO guidelines.

The Community Relations Manager, who acts in a Public Information Officer role, relies on social media and electronic communications to interact with media, our stakeholders, and the public during emergency response or in sharing District messaging. The Community Relations Manager oversees all social media messaging and collaborates with the Media Specialist to develop content for each platform. The Media Specialist is granted access to social media outlets and has approval to make posts or share information with media partners.

Messaging, as a District, remains transparent, consistent, and accurate. Below are the current forms of electronic communications used by the Division:

- **Email:** Used daily for communication with both internal and external stakeholders, media partners, and community members.
- **X:** Used to report emergency information and community messaging, dependent on the content. X is often one of the first, if not the first, outlets that media members will check for breaking news or updates to emergency situations. To keep that track clear, the District has designated X as the official form of communication during an emergency incident.
- **Facebook:** Facebook is used for messaging during emergency incidents, as research shows the older age groups navigate the outlet frequently. The Division relies heavily on interactions on Facebook, with a mix of content (safety messaging, feature videos, etc.) to connect with community members. Based on Facebook algorithms, the Division schedules posts during designated times of frequent follower use.
- **Instagram:** Similar to Facebook, Instagram is used to share visually appealing content, whether it be through photos, videos, stories or reels. Through a trial-and-error approach, it's been found that Instagram users like to see internal progress, such as drills or the training academy, as well as emergency response.
- **NextDoor:** During FY21/22, the District was granted a government agency account on NextDoor, which is used to connect with specific neighborhoods on particular needs. The Division plans to increase engagement on this social media platform in FY24/25.

Areas of emphasis for content unrelated to emergency incidents has been focused on sharing the “day in the life of a firefighter” experience related to many facets including, cooking, fitness, and training to name a few. Additionally, safety messaging is shared through narrative and video instead of infographic to encourage and increase engagement. Lastly, the use of assistive text tools has been used with social media posts to encourage inclusivity and access for community members who may be visually impaired. This tool is noted by a “ALT” posted in the corner of photos in a post that describe what the picture is.

CURRENT AND NEEDED MEASURES

CURRENT PERFORMANCE MEASURES:

The Community Relations and Public Education Services Division continues to evolve with staffing, technology, and opportunities to share fire and life safety skills and messaging in the community.

The Division continues to review programming and curriculum to identify opportunities for enhancements to include revision of props used for grade school programs and expansion into charter and private schools. Team members will identify opportunities for efficiencies to maximize fire and injury prevention messaging penetration to increase the reach for these initiatives.

The Division provides opportunities to collect appraisals of their in-classroom instruction by asking students and teachers to complete and turn in class surveys. This paper survey is provided to all teachers for every in-classroom instruction experience. Students in second and fourth grades as well as babysitting class participants provide written feedback as well. The feedback provided is reviewed by the team and when appropriate, suggested changes are implemented to programs.

PERFORMANCE MEASURES IN DEVELOPMENT:

The Division regularly engages with the public and provides relevant and timely fire and injury prevention messaging. As a result of the District’s recent accreditation process, the feedback received was that the Division needed to create measurable outcomes to gauge the effectiveness of the community outreach that the Team executes. The Division would like to create a program that has a measurable approach to fire prevention with a community smoke alarm initiative. After reviewing call data, the Division identified that Station 331’s first due area would benefit from a residential smoke alarm program. The Division is working with the Finance Services Division to seek out and pursue opportunities for grant funding that would allow the organization to obtain residential smoke alarms that could be handed out to neighborhoods in Station 331’s first due area.

Additionally, in the late part of FY23/24 a community feedback card will be shared with community members by suppression at every encounter to share a safety message, inform the public about the Fire District, and provide them with a QR code to access to provide feedback. The QR code directs the resident to a community feedback survey on the District's website where they can provide feedback related to their experience.

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

Division Goal #1: Update Curriculum & Improve Classroom Management Skills

The Public Education Coordinator will continue to adapt curriculum to current state/county standards while aligning with NFPA and other fire service standards and/or guidance. With peer-to-peer training, Fire and Life Safety Educators will continue to work on managing classrooms of all age groups and abilities. This goal will carry over for FY24/25.

Division Goal #2: Improve Babysitting Course Materials

During an evaluation of the Babysitting Course in 2021, it was determined that purchasing and distributing the American Red Cross book pertaining to babysitting skills to attendees was unnecessary. Along with District-specific materials already developed and deployed on the topic, the team created a cohesive manual to give to students.

The manual is a take-home item that students can reference, share with family members, friends, or classmates, extending the reach of the course materials and safety information from the single student enrolled.

This goal has been met. We successfully printed the new workbook and put it into practice with our summer 2023 students.

Division Goal #3: Experiment with New Technology for Content Dissemination

In an effort to expand our digital footprint, the District must stay up to date with current trends and resources to connect with community members of all ages. The Community Relations Manager and Media Specialist are committed to testing out new options and are presently becoming more familiar with NextDoor. At this time, the Team will not be pursuing a presence on TikTok due to recent trends that have indicated that the platform can sometimes be viewed as less credible and less secure.

With almost anything available on a cell phone or tablet in the palm of your hand, the Division wants to provide accessible and effective messaging. Messaging, on average, can be shared 3-5 times on social media, reaching upwards of 1,500 followers with one photo and accompanying informational caption.

Due to the fast-paced and ever-evolving world of technology, this goal has been met in part but will carry over to FY24/25.

Division Goal #4: Plan/Coordinate New Safety Events/Engagement in Community

Prior to the Division realignment, several events and community partnerships were developed upon request. In the last year, the Team has implemented a more proactive approach in identifying and addressing hazards in the community through events.

In FY23/24, the Team continued to generate new ideas to deploy community campaigns in fire and life safety. These came from feedback and communication while in classrooms, with homeowners' associations, or with regional partners. With this mindset, the Division budgets appropriately to purchase tangible items to bolster the safety messaging for distribution to community members. For example, if Northwest Fire crews rescue three hikers in distress from a trail in June, educators could deploy to that trail with water bottles, first aid kits, hats, and educational materials to better inform those individuals who are taking off on a hike.

This goal has been met in part but will be rolled over to FY24/25 so that further progress towards continuous improvement and continued community engagement can continue.

STRATEGIC PLAN RELATED GOALS/OBJECTIVES DISCUSSION

To ensure alignment with the District's 2020-2024 Strategic Plan and organizational direction, the Division has reviewed the current needs, objectives, and goals for the Division.

The Community Relations Manager remains involved with an effective deployment of Goal #1, working with the appropriate chain of command to develop a better internal communication program for NWFD members.

Strategic Plan Goal #1: Develop and document administrative processes to foster communication, collaboration, involvement, transparency, fiscal responsibility, and succession.

1.A: Develop a formal process for communication development and delivery methods.

In FY21/22, administrative staff moved into the new Administration building. This transition allowed the entire Community Relations and Public Education Division to work in one, collaborative workspace where all members of the team have ample workspace for both individual and collaborative teamwork. The Community Relations Manager is in the

same area as the Team, which allows seamless and timely communication. Additionally, the Manager is in the same building as the Command Staff which also ensures continuity of communication.

1.B: Create document workflows and flow paths of all responsibilities for Division and Departments.

The Team created a planning form for all new and/or existing projects, with responsibilities outlined and specific deadlines to drive effective time management and increased accountability. Leadership will continue to work to hold team members accountable with deadlines and responsibilities.

The Community Relations and Public Education Team continues to use an online community request form, where community members can submit information for any kind of event, they would like Northwest Fire members to participate in. The form is then sent to the Community Relations Manager's and Public Education Coordinator's email for approval and scheduling. In FY23/24 the Division would like to create a similar request form for internal use to request the Media Specialist for photography and videography special projects. The goal is to maintain an organized and timely schedule of projects and cultivate content for use on our District's social media platforms.

1.C: Implement project management techniques and software.

The Division relies heavily on ImageTrend to track events, interactions, and other pertinent information. It is one individual's responsibility to enter the information into the application, while all team members are asked to track and provide data from any events or lessons they are a part of.

Strategic Plan Goal #2: Develop consistent functionality and security of all IT systems.

2.H: Implement SharePoint as the District's main intranet site to include providing for initial and ongoing training for all District members. The Public Education team maintains a robust site on SharePoint that includes most, if not all, projects, classroom lessons, informational packets, event content, etc. The goal has been, and continues to be, for any individual to be able to access a folder and have a "lesson in a box" available for print. With busy schedules and changing personnel, this allows for smooth deployment of all educational lessons and materials regardless of who is presenting the information.

Strategic Plan Goal #3: Maximize collaboration with outside partners and stakeholders.

3.B: Collaborate with surrounding municipalities to ensure consistent and uninterrupted service.

The Division maintains an open and effective working relationship with regional partners, with an emphasis on Automatic Aid partners at Golder Ranch Fire District and Tucson Fire Department, as well as with the various departments within the Town of Marana and Pima County. Through one-on-one relationships and communication, information can be shared quickly with partners or neighboring community members.

The Community Relations Manager is a member of the Tucson Sector PIO group, made up of other Public Information Officers and communications managers from around Southern Arizona. The group meets quarterly to share ideas, updates on their organization, and any other pertinent information.

3.D: Reduce duplicated expenditures through agreements, consolidations, and/or mergers when beneficial to all involved agencies.

In FY21/22, new Division leadership analyzed software and programs in use and made necessary changes to eliminate and/or share licenses/membership for financial stability. While the Team is in and out of the office at different times, it was determined that individuals could share several programs for their own projects.

The Division also partnered with AREST CPR, provided by the District's Medical Director, to offer the certification at a reduced price to students. In return, the Public Education Coordinator assisted in adapting the program to students and adults, rather than first responders.

Strategic Plan Goal #4: Establish systems to maintain compliance with regulating and certifying authorities.

4.B: Provide for a structured internal review of current Insurance Service Office rating requirements and identify and implement opportunities to maintain and strengthen the current rating of 1.

Throughout FY22/23, the Team worked to increase awareness, safety messaging and hazard-specific opportunities to community members. Shifting from a "by request" scheduling standard to a proactive community partnership approach increased the Division's interactions substantially throughout the year.

After meeting with the District's Accreditation Manager, it was determined that Community Relations & Public Education Services is on track to maximize possible ISO points available in this specific area. The Division is in the process of improving documentation of its interactions, safety initiatives, and school fire alarm drill compliance. ISO credits 25% of total population reached as maximum item credit. The Division must reach and document interaction with over 32,500 people with its programs. This can be achieved through in-person events, media interviews and social media interaction.

The Division will re-establish a Youth/Junior Firesetter Intervention Program in FY23/24. The Division sent one member to the appropriate training to be able to offer the program to refer juveniles identified in fire-play or fire setting behavior for educational intervention and/or other intervention services. In FY24/25, the Division plans to send a second educator to gain the same training and certification.

4.C: Maintain Accreditation status and implement all requirements into daily process.

According to a recent analysis of ISO maintenance and scoring, current programs in place and personnel training levels should be sufficient to increase the Division's score along with the improved documentation for performance metrics. See section above (4.B) for more information.

Strategic Plan Goal #6: Support and reinforce the critical functions of personnel-related services.

6.A: Explore and implement regularly scheduled professional development for all non-uniformed members to include Executive Staff members.

Public Educators are determined to deliver crucial fire and life safety lessons and information to the community. The educators, who maintain certifications regularly, attend continuing education opportunities in the county and region with an emphasis on Pima County SafeKids.

The Division also supports the individual professional interests and goals of team members. One team member holds an executive board position in the Arizona Fire and Burn Educators Association.

CURRENT ISSUES

- Lack of fire safety resources for distribution in the community: smoke detectors, car seats, bike helmets, etc.

- According to a survey of households in the NWFD community in 2019, the top three non-emergency topics were smoke detectors, child car seats, and fire safety inspections. The Division will explore opportunities for donations and grant funding to obtain those items to distribute in the community, when needed.

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

Division Goal #1: Update Curriculum & Improve Classroom Management Skills

The Public Education Coordinator will continue to adapt curriculum to current state/county standards while aligning with NFPA and other fire service standards and/or guidance. With peer-to-peer training, Fire and Life Safety Educators will continue to work on managing classrooms of all age groups and abilities. This goal was carried over from the prior fiscal year.

Division Goal #2: Create a Draft Crisis Communications Plan

As a result of the District's recent accreditation process, it was identified that the District needed to create a Crisis Communications Plan. The Community Relations Manager will create a draft crisis communications plan that closely aligns with the Arizona Department of Emergency Management's Crisis Communications Plan to create a Plan that is closely aligned with emergency management protocols in the region. This draft Plan will be shared with Operations to review and revise the draft to create a document that will work well with the larger emergency response of the District. The goal is to have the draft document ready by Spring of 2024 so that it can be exercised in the Fall of 2024. After the exercise, evaluation and revision can be made to the Plan. The Crisis Communications Plan will be a living document and will be actively reviewed and revised over time so this will likely be worked on throughout FY24/25. The completion of the Crisis Communication Plan fits into Strategic Plan Goal 4, Objective C.

Division Goal #3: Experiment with New Technology for Content Dissemination

A summer intern, provided through a partnership with the Joint Technical Education District (JTED), created a virtual truck tour and a virtual tutorial on firefighting personal protective equipment. With the help of the District's talented IT staff, the goal is to launch these two new digital public education tools on our website. These virtual public education engagement tools can be easily accessed through our website but will provide easy access to a wide variety of audiences. These tutorials

were created using 3-D animation to engage a younger audience who is familiar with this type of visual since it is widely used in online gaming.

Division Goal #4: Plan/Coordinate New Safety Events/Engagement in Community

Prior to the Division realignment, several events and community partnerships were developed upon request. In the last year, the team has implemented a more proactive approach in identifying and addressing hazards in the community through events.

In FY24/25, the Division will increase their outreach to engage more community members. The Team will continue to provide safety information through HOA newsletters to reach large groups of residents in an efficient and effective manner. Continued efforts on reaching nurse managers in skilled nursing facilities will continue to educate facility staff on the appropriate use of the 911 system and educate on alternative resources for non-emergency ambulance transports. To bolster relationships with these communities, attendance at safety and health fairs will be pursued by the Team. Also, to reach those members of the community that manage anxiety disorders, the Team will be offering specialty sensory bags that will provide firefighters with additional tools to aid in the de-escalation of patients with heightened anxiety during overwhelming emergent situations.

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

- Fire & Life Safety Educator I
 - Recertification: Car Seat Technician, Safe Kids Worldwide.
 - Valid through April '25
 - Child Passenger Safety Update
 - Arizona Fire and Burn Educators Association
 - AREST Immediate Rescuer Instructor Training
- Fire & Life Safety Educator II
 - Recertification: Car Seat Technician, Safe Kids Worldwide
 - Valid through April '25
 - Child Passenger Safety Update
 - Arizona Fire and Burn Educators Association
 - AREST Immediate Rescuer Instructor Training
- Public Education Coordinator
 - NFA YFPI Course
 - FLSE I Certification
 - Arizona Fire and Burn Educators Association
 - AREST CPR Training
- Media Specialist

- NIMS- ICS 100, 700

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

- Car Seat Technician Recertification (2)
 - Fire & Life Safety Educator I
 - Fire & Life Safety Educator II
 - Public Education Coordinator
- FLSE Fire Life Safety Educator II
 - Fire & Life Safety Educator I
 - Public Education Coordinator
- Youth/Junior Firesetter Intervention
 - Fire & Life Safety Educator I

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

- Youth Firesetting Prevention & Intervention
 - Fire & Life Safety Educator I
- Fire & Life Safety Educator II
 - Fire & Life Safety Educator I
 - Public Education Coordinator
- Fire & Life Safety Educator III
 - Fire & Life Safety Educator II
- Public Information Officer Training
 - Public Education Coordinator
 - Media Specialist

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 identify methods to capture all outcomes of public education and community risk reduction efforts. (CC 5C.4)

Category 5

Criterion 5B: Public Education Program

A public education program is in place and directed toward reducing community risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. The agency should conduct a thorough risk analysis as part of activities in Category 2 to determine the need for a specific public education program.

Summary

The Community Relations and Public Education Services Division supports the Northwest Fire District's mission to save lives, protect property, and care for the community by providing effective educational programs, accurate public safety alerts, and creative yet crucial safety messaging to the community. The Division identifies area-specific hazards or risks and works with partners or community organizations for more extensive participation in a diverse safety education effort. This includes coordinating and creating new classroom curriculum to align with NFPA messaging. The Division also offers several programs outside the classroom, including child car safety seat inspections, hosting two-day babysitting courses, and offering fire extinguisher or hands-only CPR training to area businesses and organizations. The Division has adapted curriculum to target specific age groups, ranging from preschool to senior citizens, with a foundational understanding of how those individuals will interpret and incorporate fire safety into their daily lives.

CC 5B.1 The public education program targets specific risks, behaviors and audiences identified through incident, demographic and program data analysis and the community risk assessment/standards of cover.

Description

The Community Relations and Public Education Services Division offers structured community programs for individuals of all ages, targeting issues identified through NFPA's CRAIG 1300, analysis of District data, the District's Standards of Cover (SOC), and community stakeholder feedback. Objectives include creating awareness regarding fire and life safety, personal safety, fire service functions, and relevant issues. Most of the data being analyzed is identified by local and national statistics, personal observations, and feedback from community groups such as teachers, homeowners' associations, senior groups, and local health care providers. The District uses ImageTrend to track data that is necessary for a community risk assessment, including interactions and opportunities for community education. The educators' certifications and experience allow NWFD to develop programs suited for general audiences and identified risk groups.

Appraisal

The District's fire and life safety education programs targeted appropriate audiences and identified potential opportunities for education through evaluations from the teachers, the public, peer-to-peer assessment, analysis of District-specific data, and national/regional statistics. In FY21/22, the Division identified areas of opportunity to adjust and expand programs, including adding a fire and life safety course for middle schoolers. In FY22/23, the Division began implementation of new programs, including youth/junior fire setter intervention, while continuing to work with regional partners to build upon existing programs including elementary student fire and life safety education, infant and child car seat installation, bicycle helmet fitting, babysitting classes, fall prevention education, fire extinguisher training, CPR training, and automated external defibrillator (AED) training.

Plan

Public education will continue to analyze appropriate data and coordinate with community partners to provide effective and interactive safety education opportunities to community members. The Division will identify and target specific risks and audiences in alignment with the District's standards of cover and agency incident data.

References

Babysitting Course

Babysitting Class Agenda 2022

Car Seat Inspection Program

Fire & Life Safety School Program

Fire & Life Safety Middle School Program

Fire & Life Safety School Program Evaluation

Mini-Muster Program

CRAIG 1300

[NWFD CRA-SOC, Section 2, p.35](#)

CC 5B.2 The program has adequate staff with specified expertise to address identified community risks and meet the public education program goals and objectives.

Description

The Community Relations and Public Education Services Division has sufficient staff with certifications and training to address identified risks and achieve program objectives. While the external goal of the Division is to educate the community in fire and life safety practices, reducing injuries and preventing the loss of life, an internal goal is for the Division to adapt in response to changing trends, new information, and new partnerships. The current Community Relations and Public Education Services Division includes: (1) Community Relations manager, (1) Public Education Coordinator, (1) Fire and Life Safety Educator I, (1) Fire and Life Safety Educator II, and (1) Media Specialist. The Fire and Life Safety Educators are certified child safety seat technicians and hold varying levels of credentials related to fire and life safety education.

Appraisal

The structure of the Division ensured that adequate staff, with specific and appropriate credentials and expertise, had the capacity to accurately identify community risks using data from multiple sources and meet the goals and objectives of the Public Education Program. Public Education staff completed appropriate and relevant continuing education in support of maintaining certifications and meeting education program goals and objectives.

Plan

The Community Relations and Public Education Services Division will continue to work closely with Operational Services staff to identify community risks and effectively deliver community education in response. The District will continue to require all Public Education Division personnel to participate in professional development opportunities aligned with NFPA 1035 guidelines, and to obtain or maintain credentials as outlined in their respective job descriptions.

References

Fire & Life Safety Educator I Job Description

Fire & Life Safety Educator II Job Description

Public Education Coordinator Job Description

5B.3 Programs are in place to identify large loss potential or high-risk audiences (such as low socioeconomic status, age and cultural/ethnic differences, where appropriate), forge partnerships with those who serve those constituencies, and enable specified programs to mitigate fires and other emergency incidents (such as home safety visits, smoke alarm installations, free bicycle helmet programs, fall prevention programs, etc.).

Description

The Northwest Fire District has several programs in place to offer fire and injury prevention to identified high-risk audiences. During the school year, the fire and life safety programs in elementary and middle schools keep educators busy, focusing on different topics for each age group and the hazards they may face at home, dependent on the structure type.

Division staff also works closely with the agency's Accreditation Manager who oversees updates of the CRA-SOC to identify appropriate audiences for targeted education and messaging which is developed and delivered by staff in partnership with the numerous community partners.

Appraisal

The Public Education Division identified large loss potential and high-risk audiences in partnership with the agency's Accreditation Manager utilizing CRAIG 1300, internal incident data, and industry-specific continuing education. The programs in place were effective in reaching the high-risk groups in the community. In a typical year, Fire and Life Safety Educators worked in more than two dozen schools, with students ranging in grade level from kindergarten to middle school.

The Division forged partnerships with numerous community partners to deliver relevant education. For example, the Division partnered with Safe Kids Worldwide and Safe Kids Pima County to provide car seat inspections and classes to families around southern Arizona, as well as participate in safety events in low-income neighborhoods. The Division also partnered with the Community Food Bank of Southern Arizona to distribute smoke alarms, carbon monoxide alarms, and fire extinguishers during weekly food distribution periods, to target individuals who may need assistance or lack the financial means to purchase and install such items. Staff conducted home safety visits, hosted bicycle helmet distributions and fittings, and participated in many events in conjunction with the Town of Marana. On average, the Division completed nearly 100 safety seat inspections per year.

Plan

The Division will continue to analyze data and explore partnership opportunities to further expand its reach in the community. The Team anticipates fulfillment of a request for car seat and booster seats from the state and will work to secure additional donations in support of programming.

The Division will work closely with the Accreditation Manager, Prevention Services Division, and EMS/Dispatch Division to identify potential hazards and trends throughout the District. The Team will target education, outreach efforts, and community partnerships based on this data.

The Community Relations Division plans to enhance public safety messaging and social media content by developing scheduled content targeting specific risk factors relevant to District constituents. The Community Relations Manager will continue to develop education and informational campaigns related to fall prevention and other relevant topics in partnership with local hospitals and care facilities.

References

CRAIG 1300

2020-2021 Annual Report

CC 5B.4 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.

Description

Each program within the Community Relations and Public Education Services Division contains an evaluation component to measure efficacy and relevancy. The appraisal systems for fire and life safety programs involve observational studies, instructor evaluations, participant feedback, and analysis of risk data to gauge impact. An after-action review (AAR) of each major event or program is conducted to identify successful components and opportunities for improvement. The program appraisal, formally named the integrated compliance, budget, and planning (ICBP) document, is completed annually for the Division during the budget development process and includes documentation of program efficacy and planned efforts to improve programming.

Appraisal

Based on the community assessment and measures of performance, annual program objectives were met. Feedback from the mini-muster and school

programs was positive, leading the Team to offer a second mini-muster program in 2022 for third graders who missed the opportunity due to COVID-19. The Team conducted regular after-action reviews and incorporated internal and external stakeholder feedback to improve programming. The Division submitted statistics on interactions and programs for the District's Annual Report, which gave the Team an opportunity to evaluate higher performing events and programs.

Plan

The Community Relations and Public Education Services Division will continue to solicit feedback for all educational programs, as well as solicit and evaluate community partner feedback following programs and events. The formal evaluation of programs will continue to be documented, at least annually, as part of the District's Annual Report and the Division's program appraisal.

References

Fire & Life Safety School Program Evaluation

Mini-Muster Parent Evaluation

ICBP Community Relations and Public Education Services

2020-2021 Annual Report

5F.8 The agency has implemented or developed a plan to implement a cardiopulmonary resuscitation (CPR) and public access defibrillation program for the community.

Description

The District is committed to educating community members on the steps to take if someone experiences cardiac arrest. With guidance from the University of Arizona's Sarver Heart Center, American Heart Association, and Medical Director, Dr. Amber Rice, the Division's goal is to deploy hands-only CPR and automatic external defibrillator (AED) training to as many community members as possible. The Division's execution plan includes ARREST CPR and AED training for all attendees of babysitting classes and middle school courses, for all civilian members of the agency, and for community members and groups by appointment.

Working with the EMS Division, efforts extend beyond the scheduled classroom or requested events. Following a donation of CPR Anytime Kits, the District deployed a virtual training session to businesses in our community. Those kits were taken back

to employees who could scan a QR code on their cell phone, taking them directly to the short video produced by the District.

Staff coordinates with the Andra Heart Foundation, a local non-profit organization that provides AEDs for select community locations upon identification of a need.

Appraisal

The District has evolved its efforts related to CPR training and remained focused on delivering hands-only CPR and AED training to improve both the number of witnessed cardiac arrests where bystander CPR is initiated, as well as improving outcomes for those who suffer sudden cardiac arrest. Public Education staff successfully identified opportunities and delivered CPR/AED training to numerous community members. District staff partnered with the Andra Heart Foundation to provide AEDs and associated training to organizations in the District including the Marana Regional Airport, KVOA Channel 4, and Carden of Tucson Charter School.

The Division purchased new CPR training cubes for all training programs offered. The cubes “talk” to the individuals going through the training and have proven to be an effective tool for training.

Plan

The Division will be committed to increasing the number of community members trained in hands-only CPR and AED use each year. The Division will offer training through videos released via social media outlets, effectively expanding the reach of education to the palm of someone’s hand.

To further our reach and efforts, the team will be applying for a marketing grant through PulsePoint/CPR/AED. If the District’s idea to promote CPR, AEDs and PulsePoint in the community is selected, PulsePoint will fund the project.

References

Hands-Only CPR Training Video, [NWFD Website Link](#)

Babysitting Agenda 2022

PulsePoint/CPR/AED Marketing Grant, [PulsePoint Website Link](#)

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 (SOGs) 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 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 models 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

2019 Essential Records Listing

Sample of Lexipol policy review and revision

Category 10: External Systems Relationships

An agency's external relationships are defined as those relationships that serve to integrate the performance of one system with another. The increased use of multiunit systems and the increase of interagency agreements between various types of government entities necessitate regular attention to these relationships and the agreements between autonomous operating units. Agreements must be legally adopted, current, monitored, and updated within the accrediting period. Programs that rely on support from external system relationships to meet agency expectations must be referenced in the agreement.

Criterion 10A: External Agency Relationships

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations, and/or cost-effectiveness.

Summary

Northwest Fire District has long recognized the advantage of collaborating with external agencies, both public and private. The Division continues to develop relationships and opportunities in support of Strategic Plan goal 3, which calls for maximizing collaboration with outside partners and stakeholders.

CC 10A.1 The agency develops and maintains external relationships that support its mission, operation, and/or cost-effectiveness.

Description

The Community Relations and Public Education Services Division, in alignment with the District, continues to maintain several key external relationships that support its mission, operation, and/or cost effectiveness. With a combined safety message or educational opportunity, the reach is increased as all partners work to a common goal of reducing a risk or hazard in the community.

In formalizing these relationships, the District manages a wide array of agreements, intergovernmental agreements (IGAs), Memorandum of Understandings (MOUs), and contracts for numerous types of partnerships that occur across the District at strategic and tactical levels. From short-term agreements that formalize the community's use of District's meeting rooms, to more elaborate consortia agreements relative to dispatch and communications services, to the complexities associated with mutual and auto-aid agreements, relationships and agreements

foster the District's ability to meet the mission, facilitate operations, and/or leverage cost effectiveness.

Appraisal

The development and maintenance of key external relationships proved to be beneficial. From seamless interagency interactions on large incidents to cooperative education and training activities, the communication and relationships remained strong. An example of these strong external relationships included the Town of Marana, Marana Police Department, Pima County Sheriff's Department and the District's Automatic Aid partners at Tucson Fire Department and Golder Ranch Fire District.

Plan

The Division will continue to work with our partners to assist the District in the completion of the objectives outlined in goal 3 of the 2020-2024 Strategic Plan. In addition, the Division will seek out additional partnership opportunities in an effort to increase efficiencies, reduce redundant expenditures, and meet our mission to save lives, protect property, and care for our community.

References

2020-24 Strategic Plan [-pg. 21](#)

Project Outline - #SplashSavvy

Resolution Log listing IGAs, Lists all of the following:

Res. No. 2020-006 IGA Multi-Agency for Hazardous Material Response

Res. No. 2016-017 Golder Ranch-NWFD Automatic Aid Agreement

Res. No. 2003-010 IGA for County-wide Mutual Aid and Emergency Response

State of Arizona Mutual Aid Agreement

2019-045 Auto Aid Agreement NWFD, GRFD, COT

Res. No. 2022-001 Pima County Immunizations IGA

Res. No. 2021-012 Multi-Agency MOU for AFG Grant

Res. No. 2021-014 Rincon Valley Fire District Prevention Services IGA

Res. No. 2021-018 Avra Valley Fire District Dispatch IGA

Res. No. 2021-019 Golder Ranch Fire District Dispatch IGA

Res. No. 2021-020 Mt. Lemmon Fire District Dispatch IGA

Res. No. 2021-021 Picture Rocks Fire District Dispatch IGA

Res. No. 2021-022 Rincon Valley Fire District Dispatch IGA

Res. No. 2021-023 Three Points Fire District Dispatch IGA

Res. No. 2021-038 CAFMA Ambulance Loan IGA

Res. No. 2022-008 NWFD, Town of Marana, MUSD Facility Use & Development Review IGA

2021 NWFD Annual Awards (Community Partner Commendations)

NWFD CRA-SOC, p.156

10A.2 The agency's Strategic Plan identifies relationships with external agencies/systems and outlines a process to identify any impact or benefit to the agency's mission, operations or cost-effectiveness.

Description

The District's 2020-2024 Strategic Plan addresses the importance of identifying relationships with external agencies/systems and their anticipated impact to mission, operations, or cost effectiveness by dedicating one of the District's six goals to "maximize collaboration with outside partners and stakeholders". The associated objectives call for collaboration, reduction of redundancies, and the reduction of duplicate expenditures. The District is authorized under Arizona Revised Statutes (§48-805 B. 17) to enter into agreement(s) or contracts to achieve its purpose. Intergovernmental agreements (IGA) must be approved by the Governing Board via adoption of a resolution. Each submission to the Governing Board includes a discussion of the impact of the agreement to the District's mission, operations, and budget.

Appraisal

Potential external partnerships were adequately identified during the Strategic Planning process; evidence of this was presented in the opportunities section of the strengths, weaknesses, opportunities, and challenges (SWOC) analysis. In the past several years, NWFD built and cultivated many external relationships as it is key to long-term sustainability, the core key strategic issue identified in the Strategic Planning process. Of particular note are IGAs entered into by the District regarding automatic aid, back-up ambulance agreements, facility use, prevention services, and dispatch services which are mission-aligned and fiscally prudent. The Strategic Plan, goal 3 was amended at the April 2023 Strategic Plan team meeting to reflect the addition of various community partners by name.

Plan

The District will continue to evaluate the need for external agreements that better enable the achievement of our purpose and advancement of its mission in alignment with the Strategic Plan. Active participation with various Arizona fire service associations will continue to provide a forum for identifying opportunities for collaboration with other fire service agencies. The District will continue to evaluate and review all existing agreements periodically to ensure they meet the District's needs, are mission aligned, are fiscally responsible, and ultimately benefit our community.

References

Arizona Revised Statutes §48-805, B. 17

2020-2024 Strategic Plan Goal 3, Page 21 & Implementation Methodology, Page 25

10A.3 The agency researches, evaluates and considers all types of functional relationships that may aid in the achievement of its goals and objectives.

Description

NWFD, as part of goal #3 in the Strategic Plan, researches and evaluates new and existing mission aligned functional relationships on a regular basis. Staff from the manager/supervisor level to the executive staff level are tasked with investigating and considering potential relationships available that may be beneficial to the District in achieving its goals, objectives, and mission. There are many external partnerships, spanning all areas of the organization, which help the District achieve its goals and objectives through IGAs and other agreements.

Appraisal

NWFD has long recognized the advantage of maintaining functional relationships. In recent years, the District made a concerted effort to expand its thinking regarding new external relationships, which enhanced the ability of NWFD to achieve a diverse perspective, financial stability, and increased benefits to the community it serves. The District entered into several agreements including an automatic aid agreement with the City of Tucson and Golder Ranch Fire District to better serve its communities and a number of dispatch services agreements that collectively fall under the umbrella of the SAFERC (Southern Arizona Fire and Emergency Response Consortium), led by the District.

Plan

NWFD will continue to investigate, evaluate, and contemplate external relationships with both public and private entities that help accomplish the District's goals and objectives as outlined in goal 3 of the Strategic Plan. These objectives will include an annual evaluation process of our partnerships. In the coming year, a partnership with the Erik Hite Foundation will be researched and considered in an effort to provide a 24-hour childcare option for District members.

References

2020-2024 Strategic Plan

10A.4 A conflict resolution process exists between all external organizations with whom the agency has a defined relationship.

Description

There exists a conflict resolution process in all defined relationships between the District and external organizations. It is best practice for governmental entities to take advantage of the various conflict resolution proceedings which are allowed under Arizona law, with the goals of resolving disputes as expeditiously and favorably as practicable. The District, as an Arizona governmental entity, enjoys the option to resolve disputes with external organizations through informal negotiation, formal written negotiation, non-binding mediation, formal non-binding arbitration, formal binding arbitration, and litigation through state courts. These processes are not mutually exclusive.

Appraisal

The District maintained written agreements with virtually all other governmental entities in Pima County. All other governmental entities relied upon the same set of

options afforded to them through Arizona law. Historically, the District was able to resolve conflicts with external organizations through discussion and further negotiations. The District has not had to resort to litigation against an external organization and, therefore, the current system has not been problematic.

Plan

NWFD will continue to take advantage of the various conflict resolution proceedings which are allowed under Arizona law, with the goals of resolving disputes as expeditiously and favorably as practicable.

References

2021 Resolution Log

AZ State Forestry Rate Agreement

FINANCE BUDGET DEPARMENT ID:

Department Finance ID #	Department(s)
1280	Community Relations & Public Education

ANNUAL OPERATING BUDGET REQUEST

\$574,627

PROGRAM ECONOMIC EFFICIENCIES IDENTIFIED DURING PREPARATION OF PROPOSED BUDGET

None identified.

CAPITAL ITEM REQUEST DISCUSSION

No capital items are being requested.

LINE-ITEM DISCUSSION

See comments provided in following budget comparison table.

PROPOSED FISCAL YEAR 2024-2025 BUDGET

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1280 - Community Relations & Public Education						
51110	Salaries	\$ 175,711	\$ 208,159	\$ 225,815	\$ 17,656	Market Adj. & Step Increase
51120	Hourly	\$ 112,038	\$ 115,849	\$ 125,611	\$ 9,762	Market Adj. & Step Increase
51150	Overtime	\$ 229	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 42,940	\$ 32,109	\$ 62,149	\$ 30,040	Premium Increase
51212	Dental Insurance	\$ 1,523	\$ 1,920	\$ 2,414	\$ 494	
51213	Vision Insurance	\$ 369	\$ 521	\$ 570	\$ 49	
51216	Life Insurance	\$ 179	\$ 210	\$ 210	\$ -	
51218	STD Insurance	\$ 773	\$ 850	\$ 914	\$ 64	
51230	Social Security	\$ 16,959	\$ 20,088	\$ 21,788	\$ 1,700	Market Adj. & Step Increase
51231	Medicare	\$ 3,966	\$ 4,697	\$ 5,096	\$ 399	
51251	ASRS	\$ 35,059	\$ 39,821	\$ 43,120	\$ 3,299	Market Adj. & Step Increase
51290	PEHP	\$ 2,246	\$ 3,240	\$ 3,514	\$ 274	
Total Personnel		\$ 391,991	\$ 427,464	\$ 491,201	\$ 63,737	
52111	Photographic Supplies	\$ -	\$ 250	\$ 250	\$ -	
52115	Fees	\$ 58	\$ 500	\$ 500	\$ -	
52120	Printing & Duplicating	\$ 5,308	\$ 14,500	\$ 14,500	\$ -	
52140	Operational Supplies	\$ 8,704	\$ 16,400	\$ 16,400	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 875	\$ 631	\$ 631	\$ -	
52162	Certifications	\$ 110	\$ 550	\$ 550	\$ -	
52170	Travel & Per Diem	\$ 1,512	\$ 7,450	\$ 5,950	\$ (1,500)	Aligned to Actual
52177	Meals & Entertainment	\$ 38	\$ 500	\$ 500	\$ -	
52180	Training	\$ 163	\$ 2,985	\$ 2,985	\$ -	
52192	Public Affairs	\$ 25,751	\$ 32,225	\$ 32,225	\$ -	
52193	Public Education	\$ 4,048	\$ 3,875	\$ 3,875	\$ -	
52198	Books & Periodicals	\$ -	\$ 60	\$ 60	\$ -	
52560	Equipment Services	\$ 310	\$ 5,000	\$ 5,000	\$ -	
54130	Furniture & Equipment	\$ 8,698	\$ -	\$ -	\$ -	
Total Non-Personnel		\$ 55,574	\$ 84,926	\$ 83,426	\$ (1,500)	
Total Community Relations & Public Education 1280		\$ 447,565	\$ 512,390	\$ 574,627	\$ 62,237	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A

Exhibit M

NORTHWEST FIRE DISTRICT



Technical Services

Program Appraisal

for the upcoming 2024-2025 fiscal year

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

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EXECUTIVE SUMMARY

The Northwest Fire District Technical Services Division oversees numerous IT systems and hardware critical to the District's ability to serve its residents. Systems include 204 endpoint computers, 21 virtual servers, cloud services and essential applications all communicating over a redundantly connected network. Additionally, The Division manages the technology deployed in the apparatus such as tablets, radios, ruggedized laptops, and mobile wireless networking devices.

DIVISION PURPOSE

The purpose of the Technical Services Division is to provide internal support to all Divisions, and to provide excellent customer service to all stakeholders - both internal and external. Technical Services accomplishes this through protection and maintenance of District technological resources and data, providing for the efficient utilization of data, and providing a secure technological environment for all users.

DIVISION ADMINISTRATION

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

Technical Services Division Manager (1) – responsible for providing strategic leadership on technology decisions, monitoring the security of systems, and ensuring the technology needs of the District are met.

Senior Systems Engineer (2) - responsible for deploying, maintaining, and improving the efficiency and security of the District's network systems and infrastructure.

Systems Administrator (1) - responsible for responsible for the Wide and Local Area Networks (WAN/LAN), which include the monitoring of network security and operations, the configuring and maintaining of servers, while troubleshooting and resolving network issues

Systems Technician (1) - responsible for supporting and maintaining the Wide and Local Area IT Networks.

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

Technical Services supports all divisions in meeting compliance requirements, such as Health Insurance Portability and Accountability Act (HIPAA) and Payment Card Industry (PCI), by selecting and deploying technology solutions, maintaining documentation of systems, and conducting audits for example.

INTERNAL PROGRAMS

- IT Help Desk
- Staff training
- Create and maintain Policy and Procedure
- Technical Steering Work Group
- Systems Administration
- Data Security and Integrity
- Procuring hardware and software
- System life cycle management for hardware and software

CURRENT AND NEEDED MEASURES

CURRENT PERFORMANCE MEASURES:

As part of the development of the 2020-2024 Strategic Plan, the Technical Services Division was assigned the Goal, comprised of eight separate Objectives to, “Develop consistent functionality and security of all IT systems.”

PERFORMANCE MEASURES IN DEVELOPMENT:

Decrease the number of Technical Services Helpdesk tickets by:

- Messaging outages of third-party vendors to members
- Tracking Helpdesk tickets for trends that can be remediated before impacting members
- Utilizing Helpdesk knowledgebase

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

- Build TS internal procedure documentation- Ongoing
- Email Security Awareness Training- Ongoing
- Implemented Content Management System (CMS) for the District to house digital content -Ongoing
- Implement a “Zero Trust” network architecture to inspect all network traffic- in process
- Deploy a District notification system- In process
- Station Network Failover for maintaining critical services connectivity- In process
- Deploy new phone system hardware- Completed
- Identify and implement Single Sign On for District applications- Completed
- Develop a standard process for deploying District smart phones and tablets- Completed

STRATEGIC PLAN RELATED GOALS/OBJECTIVES DISCUSSION

Goal 2: Develop consistent functionality and security of all IT systems.

Objective A: Complete a need-gap analysis of current platforms, to include all divisions.

Complete

Objective B: Implement changes to current information systems with an emphasis on integration and functionality across the organization.

Complete

Objective C: Identify, purchase, and implement new software platforms.

To be completed April 2024

Objective D: Audit all hardware and develop a replacement schedule.

Complete

Objective E: Develop a process to regularly monitor, maintain, and back up critical systems to ensure reliability and security.

Complete

Objective F: Identify and document responsibilities of hardware and software support of all technology systems (i.e. radios, MDTs, ImageTrend, etc.).

Complete

Objective G: Centrally manage passwords for all personnel and programs.

To be completed April 2024

Objective H: Implement SharePoint as the District's main intranet site to include providing for initial and ongoing training for all District members.

Complete

CURRENT ISSUES

- Staffing –
 - A new System Technician position was created and filled in 2023.
 - Business Intelligence Developer position
 - In 2021 the District reallocated funds to a new System Technician position
- A need is identified for a Vulnerability and Risk assessment tool
 - A vulnerability assessment tool has been identified and budgeted
 - Staffing is required to effectively use and manage the tool

- A need is identified for a Security Information and Event Management (SIEM) system to consolidate all system event information
 - SIEM tools require significant staff resources to properly monitor and maintain a SIEM
 - Hosted SIEM identified

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

- Track and report IT Helpdesk ticket resolutions with a goal to lower the number of IT Helpdesk requests the TS team receives.
- Develop and execute planned failover of critical systems (BCP/DR).

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

- The Technical Services Manager attended Chief Information Security Officer (CCISO) training.
- The Senior Systems Engineer attended Microsoft Azure Administrator training.
- Systems Administrator attended a VMware class.
- Senior Systems Engineer attended Cisco class covering Cisco voice systems

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

None

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

- Cloud services training
- Information security and risk training
- Professional development

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

Criterion 9D – Information Technology

Information technology resources are in place with adequate staff to efficiently and effectively conduct and manage the agency's information technology functions, such as hardware and software implementation and maintenance and data analysis.

Summary:

The NWFD Technical Services Division's purpose is to provide internal support to all Divisions, and to provide excellent customer service to all stakeholders - both internal and external. Technical Services accomplishes this through protection and maintenance of District technological resources and data, providing for the efficient utilization of data, and providing a secure technological environment for all users.

The Technical Services Division oversees numerous information technology systems and hardware critical to the District's ability to serve its residents. Systems include 204 endpoint computers, 21 virtual servers, cloud services and essential applications all communicating over a redundantly connected network. Additionally, the Division manages the technology deployed in the apparatus such as tablets, radios, ruggedized laptops, and mobile wireless networking.

CC 9D.1 Hardware, software and IT personnel are appropriate for the agency's size, function, complexity, and mission.

Description

The Technical Services Division is comprised of four technical team members and a manager that are well trained and versed in the technologies that they are responsible for in the District.

A new System Technician position was created and filled. This position will field front line helpdesk calls and prepare and distribute end user devices such as PCs, laptops, cellphones, and tablets. The System Technician position will allow the District's Network Administrator and Systems Engineers to focus on critical systems and projects.

The Technical Service Team has completed a Technology Replacement Plan for all the District's critical technology resources that the TS Team manages. All critical equipment has a maintenance contract for repairs and replacements. An "off the shelf" option is identified where decrease downtime and lower cost is realized over

third party support. TS team utilizes third party vendors for end of service notifications and recommendations for device replacements.

The TS team fields approximately 140 helpdesk requests per month and utilizes remote desktop management tools wherever possible.

Appraisal

The Technical Services team is adequately staffed to maintain the current infrastructure.

Plan

The Technical Services Manager will continue to monitor the TS Team for any needs they have to minimize impact to the District.

References

Technical Service Manager Job Description
Senior Systems Engineer Job Description
Systems Technician Job Description
Administrator Network and Server Job Description

9D.2 Software systems are integrated, and policies are in place addressing data governance, data accuracy and data analysis.

Description

The District is in the early stages of an application integration strategy with emphasis on the confidentiality, integrity, and availability (CIA) of its digital assets.

The District has an organizational structure with leadership in each Division participating in technology decision making processes facilitated in a newly created Technology Steering Workgroup (TSW). The TSW discusses new and emerging technologies beneficial to the entire District that break down data silos and create efficiencies. The TSW meets on a quarterly basis following a formal meeting process.

The District has embraced utilizing cloud computing platforms, particularly solutions that support open Application Programming Interface (API) integration with Azure AD for managing access and permissions. The District follows a “defense in layers” approach to cyber security, utilizing next-gen antivirus endpoint protection, multifactor authentication, and best-of-breed firewalls. National Institute of

Standards and Technology (NIST) security frameworks are used for critical system lifecycle management and cyber security plans.

Procurement policies and procedures are followed in acquiring technological solutions and vendors are assessed. Whenever applicable, agreements are made between vendors and the District to help insure the CIA of the District's data.

Appraisal

The District identified an opportunity in its Strategic Plan, Goal 2 Objective B, to implement changes to current information systems with an emphasis on integration and functionality across the organization. The TSW is in the process of performing a needs gap analysis for the District's applications and critical systems in production. The determination of whether a 3rd party technology or service will be necessary for data integration.

Policies and procedures for acquiring software and systems are solvent but will need to be modified to include guidance around data integration and adjust to evolving cyber security requirements.

Plan

To accomplish the NWFD 2020-2024 Strategic plan Goal 2, Objective B, staff will be completing a need gap analysis of essential applications. Systems will be examined for any benefit to be gained for the District, such as efficiencies and data analysis, through data integration. Policies and Procedures will be modified to include data integration and cyber security.

References

2020-2024 Strategic Plan

9D.3 A comprehensive technology plan is in place to update, evaluate and procure hardware and software.

Description

To address strategic Goal 2 Objective D, the Technology Services team created a technology replacement plan mapping the life cycle of critical technology hardware.

Appraisal

The technology replacement plan captures all critical technology that the Technical Services supports.

Plan

Now that the technology replacement plan has been created, it is critical that the Technical Services Team maintain the document going forward. An internal policy was created to address the upkeep of the technology replacement plan.

References

Tech Replacement Plan

Procedure- NWFD IT Internal Updating Tech Replacement Plan

Procedure- NWFD IT Internal Updating Critical HW and Software Support Contact Sheet

Procedure- NWFD IT Internal System Monitoring and Maintenance

9D.4 A cybersecurity policy is in place to protect the integrity of the infrastructure, including networks, programs and devices, from unauthorized access that could disrupt essential services.

Description

Several policies and procedures were created and updated for electronic data. Policies cover breaches, handling of District confidential data, and Contingency Plan (Disaster Management & Recovery of electronic Protected Health Information (ePHI)). They also address mobile devices and proper use of social media communications. The District has recently acquired and deployed best-of-breed endpoint protection, redundant edge firewalls, email spam filter gateway, and email security awareness training.

Appraisal

The Technology Services Division lacks internal procedures for the administration of the security controls it manages. With the previously mentioned security controls comes a need to digest all the system event information so that the Technical Services team can act accordingly in a timely fashion. Additionally, the District obtained Cyber-Security insurance.

Plan

Contract a third-party vendor to assist with auditing the District's security posture. Security Incident and Event Management (SIEM) software is expensive to own and requires significant staff resources to configure, maintain, and monitor. The District has begun researching vendors to contract with that will host the SIEM application with 24/7 staffing resources. The Technical Services Division will continue to build out internal procedures to manage and track security tasks.

References

Breaches of Unsecured Protected Health Information Policy.pdf

Confidentiality of Information Policy.pdf

Contingency Plan (Disaster Management & Recovery of ePHI) Policy.pdf

Mobile Device Policy.pdf

Social Media Communications Policy.pdf

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 models 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 within Lexipol and will evaluate once the project is complete.

References

2019 Essential Records Listing

Sample of Lexipol policy review and revision

FINANCE BUDGET DEPARMENT ID:

Department Finance ID #	Department(s)
4100	Technical Services

ANNUAL OPERATING BUDGET REQUEST

\$2,129,480

PROGRAM ECONOMIC EFFICIENCIES IDENTIFIED DURING PREPARATION OF PROPOSED BUDGET

Reviewed and modified vendor maintenance contracts for decommissioned devices no longer in service.

Developed District technology replacement schedule that coupled with helpdesk records will proactively replace problematic devices before negatively impacting the confidentiality, integrity and availability of systems and data.

CAPITAL ITEM REQUEST DISCUSSION

Department is requesting \$21,000 in funds for replacement of one router and one switch.

LINE-ITEM DISCUSSION

See comments provided in following budget comparison table.

PROPOSED FISCAL YEAR 2024-2025 BUDGET

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
4100 - Technical Services						
51110	Salaries	\$ 353,641	\$ 373,104	\$ 398,450	\$ 25,346	Market Adj. & Step Increase
51120	Hourly	\$ 47,695	\$ 57,376	\$ 65,548	\$ 8,172	Market Adj. & Step Increase
51150	Overtime	\$ 1,150	\$ 848	\$ 1,285	\$ 437	
51190	PTO Paid Out	\$ 6,071	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 51,605	\$ 41,867	\$ 62,149	\$ 20,282	Premium Increase
51212	Dental Insurance	\$ 1,920	\$ 1,920	\$ 2,414	\$ 494	
51213	Vision Insurance	\$ 480	\$ 526	\$ 570	\$ 44	
51216	Life Insurance	\$ 185	\$ 210	\$ 210	\$ -	
51218	STD Insurance	\$ 929	\$ 1,022	\$ 1,192	\$ 170	
51230	Social Security	\$ 24,478	\$ 26,935	\$ 28,419	\$ 1,484	Market Adj. & Step Increase
51231	Medicare	\$ 5,725	\$ 6,299	\$ 6,747	\$ 448	
51251	ASRS	\$ 48,999	\$ 53,393	\$ 57,090	\$ 3,697	Market Adj. & Step Increase
51290	PEHP	\$ 4,114	\$ 4,344	\$ 4,653	\$ 309	
Total Personnel		\$ 546,992	\$ 567,844	\$ 628,727	\$ 60,883	
52130	Computer Supplies	\$ 92,406	\$ 99,152	\$ 99,989	\$ 837	
52160	Dues, Memberships & Subscriptions	\$ 1,287	\$ 125	\$ 1,700	\$ 1,575	Web Host Certification
52170	Travel & Per Diem	\$ 250	\$ 2,000	\$ 1,750	\$ (250)	
52180	Training	\$ 3,995	\$ 13,000	\$ 14,500	\$ 1,500	AssetWorks Class - Sr. Eng.
52198	Books & Periodicals	\$ -	\$ 300	\$ -	\$ (300)	
52220	Software	\$ 603,608	\$ 786,225	\$ 798,474	\$ 12,249	Price Increase/Addl. Services
52223	Consultants-General	\$ 35,399	\$ 53,462	\$ 52,000	\$ (1,462)	Based on Actual
52310	Cell Phones & Pagers	\$ 101,255	\$ 127,200	\$ 128,400	\$ 1,200	Price Increase
52350	Telephone	\$ 497	\$ 504	\$ 600	\$ 96	
52351	Internet Service Provider	\$ 217,126	\$ 222,000	\$ 228,000	\$ 6,000	Price Increase
52381	Radio Parts	\$ -	\$ 8,000	\$ 8,000	\$ -	
52382	Radio Maintenance	\$ 7,186	\$ 10,000	\$ 10,000	\$ -	
52385	Transmitter Fees	\$ 28,375	\$ 28,800	\$ 14,400	\$ (14,400)	American Tower Lease End
52389	Network Services	\$ -	\$ 103,564	\$ 69,440	\$ (34,124)	PCWIN Subscript. Reduced
52560	Equipment Services	\$ 75	\$ -	\$ 10,000	\$ 10,000	Microwave Equip. Repairs
52620	Equipment Rental	\$ 36,519	\$ 42,100	\$ 42,500	\$ 400	
54138	Computers & Software	\$ 23,416	\$ 22,000	\$ 21,000	\$ (1,000)	
Total Non-Personnel		\$ 1,151,393	\$ 1,518,432	\$ 1,500,753	\$ (17,679)	
Total Technical Services 4100		\$ 1,698,386	\$ 2,086,276	\$ 2,129,480	\$ 43,204	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A

Exhibit N

NORTHWEST FIRE DISTRICT



Fleet Services Division

Program Appraisal

for the upcoming 2024-2025 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): Category 6, Criterion C and D, and **9C.3**

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EXECUTIVE SUMMARY

The Fleet Services Division's purpose is to ensure essential infrastructure is properly suited and maintained for optimal safety and reliability, including, and providing the highest quality of fleet response and non-response vehicles necessary for District members to perform at maximal levels to save lives, protect property, and care for the community.

The Fleet Services Division is a major component of the Essential Services Division and is focused on providing safe, reliable, and cost-effective vehicle, motorized tool, and motorized equipment resources to the District's core services programs.

DIVISION PURPOSE

The purpose of Fleet Services is to keep the District apparatus and motorized equipment safe, reliable, and efficient in support of District operations. The Fleet Services Division Manager evaluates vehicles and equipment in the creation of maintenance and schedules. The Fleet Services Division Manager establishes preventative maintenance schedules conforming to manufacturer, industry, and government standards. Skilled fleet Technicians conduct annual required pump and aerial ladder testing. Upfitting, retrofitting, and custom fabrication is designed and accomplished as necessary to meet specific operational needs. Fleet Services is central to ambulance inspections occurring annually in conjunction with the State Department of Health Services-Bureau of EMS and Trauma Systems. Fleet Services members work in conjunction with the Facilities Services Division to conduct annual testing of all emergency generators and required services. The Fleet Services Manager also oversees the District's vehicle leasing program. Additional vehicles are kept in reserve, ready for emergency use, or to be placed in service when primary apparatus is being maintained.

DIVISION ADMINISTRATION

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

Fleet Services Division Manager (1) - responsible for the overall program for preventative and corrective maintenance for all apparatus, staff vehicles, lease vehicles, support vehicles and rescue equipment.

Shop Supervisor (1) - responsible for direct supervision of the Emergency Vehicle Technicians (EVT) and the current EVT Trainee. The supervisor is directly responsible for the day-to-day functions of the maintenance that is conducted in the Fleet Services shop and repairs made at the stations.

Mechanic (4) - responsible for repairs on District owned apparatus, staff vehicles, lease vehicles (where applicable), support vehicles and rescue equipment. This group includes two EVT Technicians that are EVT Master II (Master level in both Apparatus and Ambulance), one Technician who is an EVT Master I, which is a Master level certification for apparatus and one EVT Trainee, who currently needs one Automotive Service Excellence (ASE) test and experience verification to become and EVT Level I for apparatus.

Fleet Services Coordinator (1) - responsible for performing various analytical, technical, and administrative tasks to support the Fleet Division with periodic forecasting projections.

Fleet Services Support Specialist (1) - provides customer service, maintains records, collects data, to include providing information and assistance to internal and external customers. The Specialist works directly for the Fleet Division Manager, but assists all members of Fleet.

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

- Local codes, ordinances, and laws are researched and applied to all decision making.
- Occupational Safety and Health Administration (OSHA), National Institute for Occupational Safety and Health (NIOSH), and the National Fire Protection Association (NFPA) provide guidance to tools, equipment, and supply decision making.

INTERNAL PROGRAMS

- Vehicle Lease Program
- Vehicle Specifications Development
- Preventive/Scheduled Maintenance
- Vehicle Acquisition
- Surplus Vehicle Sales
- Unscheduled Maintenance
- Accounts Management
- Individual Certifications
- Parts and Equipment Inventory
- Fuel Card Program
- Pump Testing
- Aerial Ladder Testing
- Vendor Relationships
- Intensive Field Review of Products
- Vehicle Upfits

- Database Management
- Shop/OSHA/DOT/NFPA/EVT/ASE Compliance
- Hazardous Material Waste
- Welding and Fabrication
- On-Call 24/7/365

CURRENT AND NEEDED MEASURES

CURRENT PERFORMANCE MEASURES:

The Fleet Services Division measures the conditions involving tools, equipment, parts availability, and members. Benchmark data for fire apparatus fleet operations is difficult to find and is still limited in scope.

As comparisons to the available information are made, some of the information is consistent with information collected by the District. What was recognized early on is the system used for data collection is not adequate, nor are automated collection methods currently in place (such as telematics in District vehicles). There is an extreme need to identify and implement a common platform to improve efficiency of submitting and tracking work requests, automation of scheduling preventative maintenance, and ability to send status updates to the members that are requesting work to be completed. Fleet and Essential Services are implementing AssetWorks, which should help with the future collection of data.

- Fleet members work out of an adequate facility with three full work bays and additional areas for tool, equipment, and parts inventory.
- The Division is responsible for all motorized vehicle and equipment related activities including annual service testing of pumps and aerial ladders.
- The District operates approximately 100 vehicles.
- The majority of support staff vehicles are operated through a leasing arrangement with Enterprise Leasing which results in an overall reduction of vehicle operations cost and EVT members can be focused on the emergency response fleet.
- One key position filled in the FY22/23 budget cycle was the EVT Trainee.
- Average age of the front-line engine and ambulances are 10 and 7 respectively.
- The average age of the entire fleet is 13 years, and the highest cost vehicles are the two aerial ladders, Shop 992, and Shop 057. There is an aerial on order with Rosenbauer which will be placed in frontline service. The District continues to seek out grants and capital funds for FY24/25.
- The Fleet Division adheres to specifications, recommendations, and mandates provided by the various manufacturers and regulatory agencies such as the Department of Transportation (DOT), Arizona Department of Transportation (ADOT), Underwriters Laboratories (UL), OSHA, NIOSH, and NFPA in all vehicle purchases, repairs, and operations.

PERFORMANCE MEASURES IN DEVELOPMENT:

Validation of data is being verified for all the performance dimensions below:

- Tracking of preventative maintenance - On time versus late work orders
- Vehicle downtime to track out of service time with a focus on apparatus
- Vehicle availability with focus on apparatus
- Specific preventative maintenance time and ensuring corrective maintenance is not included
- In-house versus outside vendor maintenance with focus on percentage of rework/comebacks
- In accordance with NFPA, weigh 100% of apparatus
- Ensure specific acquisition costs and maintenance cost are separate
- Automated reporting with AssetWorks for emergency responses impacted by maintenance
- All "canned" reports within AssetWorks

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

- Provide safe and reliable apparatus resources through preventive maintenance and safety inspections twice per year for each response apparatus
- Apparatus up time of greater than 95%
- 90% compliance with all manufacturer warranties and a goal of maintaining compliance with service intervals. The previous goal was 100% compliance, but with our technician, space, time and reporting limitations, this number is not realistic.
- Assure that all mechanics attend adequate continuing education to attain and achieve Master EVT status for both apparatus and ambulance.
- Expand use of technology to track inventory including all vehicles and equipment.
- Reportable key performance indicators and metrics.

STRATEGIC PLAN RELATED GOALS/OBJECTIVES DISCUSSION

Goal 5: Create greater financial efficiencies and ensure financial sustainability and responsibility.

Objective D: Design, develop, and implement a schedule for the sale of surplus District facilities, apparatus, and equipment.

Complete

Objective I: Develop a comprehensive vehicle replacement strategy which includes the development of strategic funding sources through the annual budget process.

Complete

CURRENT ISSUES

The current biggest issue is supply chain delays with vehicles and parts. There have been long delays for vehicle orders for apparatus and even leased vehicles. The Division has looked for alternative means to obtain vehicles, such as purchasing from dealer stock instead of ordering them directly from the manufacturer. Orders from dealers cost more, but this means of acquisition has been the only way to purchase vehicles. The delay for some vehicle parts has at times been an issue, but luckily it has not kept apparatus out of service for an extended amount of time.

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

A major objective for the upcoming fiscal year continues with the implementation of the Vehicle Replacement Plan as part of the District's Strategic Plan and validation of the vehicle lease program. As previously mentioned, both the replacement plan and surplus were part of Goal 5, Objectives D and I. Much of the work has been completed and approved during FY22/23. Work is still to be done for the specific funding sources and dollar amounts which need to be set aside each year for full implementation. The use of Wildland Funds for vehicles associated with the Wildland Program such as Type III, Type 6, and Tenders is also part of the plan for the Vehicle Replacement Plan. The recent purchase of the Type 6 was able to be sourced from this Wildland account.

Another large part of Fleet's current environment is the continued implementation of the Maintenance Management System that Fleet implemented in June 2022. The system, AssetWorks, has the capability to be a very detailed system and the Division plans on using some of its automated features for reports that should greatly assist in data collection for our annual report and possible future capital projections. It is noted that much work needs to be done in the validation of data that is being put into AssetWorks, where it is being stored within the system, and how that data is being retrieved via the built-in reporting system. Many of the reports that come standard with the program are not running correctly.

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

Several years ago, the District implemented an Emergency Vehicle Technician (EVT) Program to improve the knowledge, skills, and abilities of Fleet Services members. These credentials are not easy to come by and Fleet Services staff have been steadfast in pursuit of them. Today, all members conducting maintenance and repair work on the response fleet have achieved the minimum required training and testing to be

considered an EVT, minus the Division's EVT Trainee. All four EVTs are considered Master EVTs, with three attaining Master level for both apparatus and ambulance. One technician has completed every EVT certification, 22 in all, including EVT tests that are not part of a certification level.

Additional training through Cummins Diesel, Allison Transmission, Spartan Trucks, and TNT Rescue Tools have been attended in previous years according to recertification schedules of the individual EVT.

With the recent purchases of the Rosenbauer engines and one aerial, we are also setting up training for one or two of our Technicians to attend formalized Rosenbauer specific training for both this year and next.

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

Emergency Vehicle Technician (EVT) training with the Arizona Fire Mechanics Association is very helpful and greatly assists the Division in staying in compliance with the EVT Commission's requirements for certification which directly relate to NFPA standards.

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

Ongoing training specific to position description, District requirements, and certification will continue and will be monitored through the Target Solutions platform for compliance.

The primary training focus in the coming period will be focused on operations of a new computer platform as well as the process changes which will need to be adopted in conjunction with this implementation. The Fleet Services Coordinator will once again take part in the annual AssetWorks training that is conducted off site and set up and ran directly from AssetWorks.

New members, or those in newly realigned positions, will receive training appropriate to the role and task as assigned with emphasis on leadership and supervisory skills. Fleet continues to look for opportunities for training such as the internal Captain Certification Program which has been successful in developing new supervisors for many years. Programs may, depending upon size and timing, be conducted in conjunction with mutual aid partner agencies such as Golder Ranch Fire District. This opportunity is designed to drive greater understanding of the roles and importance each position brings to the overall effectiveness of the complete operation.

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 6: Physical Resources

Physical resources are defined as fire stations, training facilities, fire apparatus and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources.

Facilities that are leased and/or jointly operated may also be considered for agency use if this is accomplished in accordance with properly adopted, clearly established policies.

If work is contracted outside the agency and/or to another department within the parent agency, it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping and procedures are consistent with the performance indicators in this category.

Criterion 6C: Apparatus and Vehicles Maintenance

Apparatus resources are designed, purchased and maintained to adequately meet the agency's goals and objectives.

Summary

Northwest Fire District follows NFPA 1900, when writing apparatus specifications. This standard is nationally accepted and meets community needs. An Apparatus Committee reviews and evaluates new technology and needs as described above. The District has developed a replacement schedule for emergency response and support vehicles. This schedule is mainly driven by years in service in an effort to simplify and streamline funding for these purchases, but also reflects the service performed by the vehicle, accumulated mileage, the year of manufacture, vehicle hours, reliability, work orders, downtime, maintenance costs and overall condition. The replacement schedule, in its totality, is an objective being reviewed as part of the District's Strategic Plan, goal 5, objectives D & I. NWFD operates a well-equipped facility that is capable of minor and many major repairs and is staffed by EVT Certified Technicians. Fleet Services management practices generally follow NFPA 1900 Standard for the inspection, maintenance, testing, and retirement of in-service automotive fire apparatus.

The District has appropriate types of apparatus including engines, ambulances, heavy rescue, hazmat, water tenders, mobile command post and support vehicles for emergency response, prevention, investigations, and other administrative staff needs. The reliability rates for keeping the front-line apparatus in service are over 95%.

Performance Indicators:

CC 6C.1 Apparatus and vehicle types are appropriate for the functions served (e.g., operations, staff support services, specialized services and administration).

Description

All apparatus utilized by the district are designed to support the response criteria as identified and described in the Standards of Cover (SOC). Response services described in the CRA-SOC include fire suppression, advanced life support, hazardous materials, technical rescue, fire prevention and investigation, and a variety of special service responses. Mobile assets (apparatus, as dictated in the CRA-SOC, are diverse and defined as engines, ladders, ambulances, tenders, brush, incident command, squad, rehab and air-power. The District's planning zones are supported with apparatus and other support vehicles which operate from the Core, Central, Northwest, Northeast and South Planning Zones and with the zones further defined as the North and South Battalions. The Core Zone is supported with four (4) Type I Engines, three (3) Type I Ambulances, one (1) Ladder (quint), a Safety Officer vehicle, a Battalion Chief vehicle and a Brush Truck (Type 6). The Central Zone is supported with two (2) Type I Engines, two (2) Type I Ambulances, one (1) Aerial (platform), a Battalion Chief vehicle, and a Heavy Rescue. The Northwest Planning Zone is equipped with two (2) Type I Engines, one (1) Type 1 Ambulance, one (1) Command Truck, one (1) Air-Power, and one (1) Tender. The Northeast Planning Zone is equipped with two (2) Type I Engines, one (1) Rapid Extraction Module Support (REMS) Unit, one (1) Rehab Unit, and one (1) Type 3 Brush Truck. Lastly, the South Planning Zone is equipped with two (2) Type I Engines, one (1) Tender, and one (1) Type 6. Other functions such as fire investigation, prevention, and other administrative staff are supported by approximately 50 different vehicles, 32 of which are leased. The Fleet Services Division also conducted the preconstruction meeting with Rosenbauer in February 2023 for two new Engines. In January 2024, the District received the Air/Light/Rehab truck from KME and the goal is to have it in service within the first quarter of 2024.

Appraisal

All current apparatus types and quantities are adequate for the functions served. The replacement criteria for the replacement of apparatus was recently changed and is mainly based on years of service, but also has the latitude to take other maintenance concerns into consideration. The District is growing and there is an understanding

that additional vehicles will likely be needed within the next few years. The addition of another Aerial has been a discussion point as there are larger construction projects coming online soon. The Division is working to replace some of the older Engines with the four Rosenbauer trucks that are being built. Since some of the trucks, such as the Air-Power, Command, and Rehab are only manned when there is capacity or in the start of an emergency, an effort has been made to consolidate these trucks into one vehicle platform with the KME Air/Light/Rehab that is due to be placed into service in the first quarter of 2024. As additional stations are planning to come online, such as Station 340, assessments are made on the assignment of apparatus. In the past, some new vehicles were purchased new for the new station and other times vehicles had to be moved from reserve to frontline status. In 2016, the District entered into a lease agreement with Enterprise Leasing to supply non-response and response vehicles to the District. This program, currently 34 vehicles, has allowed the District to replace vehicles with newer, safer and more reliable forms of transportation. Currently, the Fleet Services Division is in the process of replacing most of the leased vehicles that are in the 2016-2019 year range. This has been a challenge due to factory orders being delayed. Through the years, the Division has been able to downsize many of the staff vehicles and is doing the same with this lease cycle by ordering several Ford Mavericks and Ford Rangers. All new vehicles are specified with back-up cameras and hands-free phone capabilities. This leasing program should also assist in the Capital Improvement Plan (CIP), creating a more stable budgeting process.

Plan

The District is projected to grow mostly in the North Battalion and as additional stations are coming aboard there will be the need for additional apparatus. With the continued growth, some decisions will not include full stations, but will instead involve the ability to surge. These decisions on apparatus will allow the District to sustain and even improve the quality of service to the community. For administrative vehicles, we will continue to assess the leasing program, building upon it as needed and the overall lease program is evaluated yearly with internal stakeholders and Enterprise Leasing.

References

Strategic Planning meeting 01-17-23 Agenda Packet, Vehicle Replacement Strategy, p.173

Enterprise Lease agreement

SOG#1605 Apparatus committee

NWFD CRA-SOC figure 4.21, pages 68, 152-154

6C.2 A current replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial standards, vehicle condition, department needs and requirements.

Description

The Northwest Fire District has a current and evolving Vehicle Replacement Plan with the plan in place and the funding being detailed by the Finance Division. This plan is utilized for all vehicle replacement standards. Additionally, the District will continue to order staff vehicles through the Enterprise Leasing program. The replacement of some of the Code 3 response vehicles is currently in progress with the Ram 1500 trucks being placed on order and arriving at the dealerships. These vehicles are also part of the lease agreement.

Appraisal

The District Vehicle Replacement Plan is adequate and has proven to meet the needs of the District, though some of the timeframes have been extended over the past few years due to budget constraints. The allocation of funds specific to the Vehicle Replacement Plan is still a work in progress, especially since there are so many other competing factors when it comes to high dollar amounts such as this and the Capital Improvement Plan. The leasing program, though new, appears to be working very well.

Plan

The District will continue to utilize the Vehicle Replacement Plan. Currently, our criteria is mainly based on years in service, but the Division also maintains over 20 data points to assist in the decision-making process for replacements. Additionally, ambulances will be closely monitored to assure that their use and replacement rates are appropriate regarding the additional transportation assumed by the District. The leased vehicles will be cooperatively managed by the District's Fleet Manager and the vendor. The approximate replacement life span on leased vehicles is four to five years and/or 40,000 - 100,000 miles.

References

Strategic Planning meeting 01-17-23 Agenda Packet, Vehicle Replacement Strategy, p.173

Enterprise Lease Agreement

6C.3 A process exists for writing apparatus replacement specifications with employee input.

Description

The District has an Apparatus Work Group that is utilized for all apparatus specifications and purchasing. The Apparatus Work Group meets on a quarterly basis, or as needed. It is comprised of two Firefighters, two Engineers, two Captains, Battalion Chief/Division Chief (1 Operations, 1 Logistics), three Fleet personnel, one Training personnel, one Union representative, one Wildland Team Member, the Fleet Services Manager, and Subject Matter Experts (SMEs) as needed. This group completes all needed study and research, and then makes recommendations to the District Leadership. If District Leadership approves, the recommendations are then provided to the District's Governing Board for final purchase approval. All work done through the Apparatus Work Group and vendors meets or exceeds all applicable NFPA standards, such as NFPA 1901 and NFPA 1911.

Appraisal

The Apparatus Work Group provides the opportunity for input from the end users. The Work Group has been utilized for over 20 years at the District and has proven to be successful and of value. Although it is sometimes difficult to evaluate the success of the program because it is impossible to please every end user, especially when limited by budget, the Work Group has always been able to deliver safe vehicles that meet both NFPA standards and are placed into service with the ability to perform their demanding duties.

Plan

The plan is to continue with the current approach to apparatus specification and purchase. The Apparatus Work Group will continue to be utilized to gain employee input. The District will continue to review the structure and composition of the group and make changes if needed.

References

SOG #1605 Apparatus Committee

Criterion 6D: Apparatus Maintenance

The inspection, testing, preventive maintenance, replacement schedule and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs.

Summary

A comprehensive maintenance program is being used that identifies maintenance schedules for the different types of vehicles in which Fleet Services maintains. A two-tiered maintenance program has been established in accordance with the National Fire Protection Association (NFPA) 1911. All maintenance is done in accordance with manufacturer recommendations and NFPA standards (1911). All maintenance is performed by a staff of three qualified Mechanics and one Shop Supervisor who are guided by numerous Standard Operating Guidelines (SOGs). Pump tests are conducted annually or as dictated by a major repair using NFPA 1911 guidance. The pump tests are performed by our District EVTs. Each year our Ladders (Aerials) undergo 3rd party testing to include Non-Destructive Testing (NDT) and is performed by Underwriters Laboratories (UL).

When apparatus need to be taken out of service due to preventative or corrective maintenance needs, there are four (4) Type I engines that are available and typically two to three Type I Ambulances. Additionally, there is one Battalion Chief vehicle (Code 3) available. Emergency repairs are conducted by our Emergency Vehicle Technicians during normal hours and after-hours repairs are completed by our on-call Technician, which is a 24 hour on-call and rotated weekly.

Fleet Maintenance is managed through a comprehensive computer software program, AssetWorks, which was implemented in June 2022. The Division is also able to track mileage via a fuel card system, currently WEX, which can be imported into Asset Works and automatically updated with Enterprise's web-based software system, EFleets. Currently the District EVTs maintain certifications from apprentice up to EVT master levels.

CC 6D.1 An apparatus maintenance program is established.

Description

Northwest Fire District follows a maintenance program for all its apparatus and associated equipment based on recommendations and guidance from the apparatus and equipment manufacturers, Department of Transportation, and NFPA 1911. Procedures have been established for major, minor, and emergency repairs, and service records are kept for all apparatus and reserve apparatus. All repairs are conducted by certified members. The District maintains an "on call" schedule to assure that a Mechanic is available for emergency repairs at all times. Heavy apparatus scheduling is appropriate to meet DOT and NFPA guidelines. Staff and support vehicle maintenance is guided by the onboard monitoring systems and the Fleet staff to ensure schedules are met. With the new leasing program, leased vehicle

maintenance is monitored by the lease vendor and tracked within the leasing software, EFleets. An annual inspection has also been recently established, which is conducted by Fleet Technicians. Most preventative maintenance for lease vehicles is conducted by one of their authorized vendors. Many drivers and Fleet personnel are notified when a vehicle is due for service. Much of the time, the individual drivers take their vehicles in for maintenance and Fleet is notified once the action is complete.

Appraisal

The District's maintenance plan is working efficiently. Although it is extremely difficult to keep up with schedules that are due. The Fleet Services Division has had some difficulty in the transition from the former maintenance management system (Manager Plus) to the new system, AssetWorks. The full data migration for schedules still has work that needs to be done for accuracy and reconciliation between the two systems. The last few years of data suggests that the system is working with uptime availability at or above 95%.

Plan

The plan is to continue high-quality and comprehensive fleet maintenance practices. In June 2022, Fleet transferred into the maintenance management system, AssetWorks, to aid in the tracking of maintenance. Recently the Division has transitioned to using a preferred vendor, mainly Firestone, at their numerous locations, that is directly tied into the Enterprise web-based system. This process allows the Division to verify the maintenance done by the maintenance facility with only about a 24-hour delay. The maintenance agreements are determined by each of the vehicle lease agreements, but generally cover preventative maintenance at a set fee that is built into the lease agreements.

References

AssetWorks Pumper Inventory Report

Fleet Vehicle Asset List

Sample Pump Test Form

AssetWorks Repair Order

SOG #2302 Daily Apparatus Checks

SOG #2308 Apparatus and Vehicle Maintenance Schedule

SOG #2309 Apparatus Cleaning and Maintenance

SOG #6109 Staff Vehicles

6D.2 The maintenance and repair facility has adequate space and is equipped with appropriate tools.

Description

There are three vehicle bays that provide adequate space for vehicle maintenance and repairs. There is a separate area for welding, as well as separate, inventoried supply rooms. Tools are up to date and adequate to meet the needs of the Technicians. This includes specialty items such as various ranges of torque wrenches, vehicle lifts, a table lift, a tire machine and wheel balancer and online and windows-based software such as All Data, Cummins Insite, Allison Transmission and Detroit Diesel Diagnostics Link and others. It should be noted that a consolidated workspace for all Essential Services sections is a goal as part of the District's Strategic Plan, but due to planning and cost factors the details have not been worked out to this point.

Appraisal

Northwest Fire District has sufficient tools to diagnose and repair current apparatus and machinery. Software programs ensure an up-to-date and diagnostic database for future apparatus and machinery. Currently, working space is adequate for the maintenance load, but will need to expand as the District vehicle inventory increases.

Plan

As the Northwest Fire District continues to grow, the District will examine the needs for space based upon industry standards and shop needs. Northwest Fire District will continue to appropriate funds for tools, equipment, data, and training to keep up with the changing technology of apparatus repair. Additionally, funding will continue to be pursued to build adequate shade structures to protect District vehicles from environmental exposure. Tools and equipment will be upgraded as needed.

References

FY22-23 CIP

6D.3 The program is adequately staffed, supervised, trained and certified to meet agency's needs.

Description

Staff for the Fleet Services Division includes one (1) Fleet Division Manager, one (1) Shop Supervisor, three EVT Technicians, one (1) EVT Trainee, one (1) Fleet Services Coordinator, and one (1) Fleet Services Support Specialist. All Technicians have previous experience in vehicle repair to include fire apparatus and ambulance and hold various specific certificates. All Northwest Fire District Technicians have been members of the Arizona Fire Mechanic's Association and one of the District Master EVTs previously served as the Vice President for the State Fire Mechanics Association. As a member of these organizations, Northwest Fire District is offered information and classes to keep up to date with changes and is given information that may relate to the specific repair operations.

Appraisal

Overall, the Fleet Division is performing well. An adequate number of trained and certified maintenance members work in the Fleet Division. With the addition of new Maintenance Management Software (AssetWorks), the addition of an EVT Trainee, and the Fleet Services Support Specialist, the Division will continue its path of continuous improvement.

Plan

Northwest Fire District's Fleet Services Division will continue to follow the fleet certification programs, continue with factory training, and other classes related to the area of repair and maintenance.

References

Arizona Fire Mechanics Association

ASE Certification Program

EVT Certification Program

Copies of EVT Certificates – Available on site

6D.4 The reserve vehicle fleet is adequate, or a documented contingency plan is in place when an apparatus must be taken out of service.

Description

A reserve vehicle fleet is located at the Fleet Facility, the District's Training Center, and Station 336. Currently, there are four (4) reserve Type I Engines/Pumpers and one (1) reserve ambulance located at Fleet. Training has two (2) Type I engines that can also be used as reserves and one (1) ambulance. We also have an ambulance at station 336 that can be placed into frontline service. The District currently has two (2) Engines/Pumpers on order with Rosenbauer. With the receipt of the two (2) new engines, it will allow for us to take the 2005 truck from frontline status and put it into reserve and likely allow us to put a 2008 truck into reserve also.

Appraisal

The current fleet of both reserve Engines/Pumpers and Ambulances are adequate for operational sustainment. The new Engine will be placed into service as a frontline apparatus, which will allow the Division to move a current frontline vehicle into reserve status.

Plan

When the new engine arrives, it will go into service as a frontline apparatus, allow for a newer vehicle to be placed into reserve, and allow for vehicles to be surplussed.

References

Strategic Planning meeting 01-17-23 Agenda Packet, Vehicle Replacement Strategy, p.173

Fleet Vehicle Asset List

Enterprise Lease agreement

CC 6D.5 The inspection, testing, preventive maintenance, replacement schedule and emergency repair of all apparatus are well established and meets the needs of the agency.

Description

NWFD has an adequate plan to meet the inspection, testing, preventive maintenance, replacement schedule, and emergency repair needs of the fleet. Various procedures based on manufacturer recommendations and applicable NFPA standards have been established for routine maintenance, minor repairs, major repairs, and emergency repairs. All apparatus follow a preventative maintenance (PM) service schedule and manufacturer recommended services and inspections according to their respective

owner's manual. Fleet has implemented a more robust oil analysis program for all apparatus that now includes engine, transmission, coolant and pump transmission samples, where oil is taken by our Technicians and sent to a third-party vendor for evaluation. All Engineers are instructed to follow SOG#6109 Staff Vehicles, SOG#2302 Daily Apparatus Checks, SOG#2308 Apparatus and Vehicle Maintenance Schedule, SOG#2309 Apparatus and Cleaning, and Sample of Daily Check Sheet documents when performing a daily inspection of all apparatus. Deficiencies are reported to the Fleet Services Division immediately upon recognition via a repair request form, daily truck check, or phone call to Fleet during normal working hours, or via phone to the on-call Technician after normal working hours for emergencies. When a new apparatus is acquired, Fleet is given manuals in which Technicians are updated on features of apparatus and notified of service requirements. Newly acquired vehicles are also inspected by District Fleet personnel prior to being placed in service to ensure they are in safe, functional working order. The leasing program the District has covers all maintenance and replacement issues on their vehicles with the exception of "wearable" items such as tires.

Appraisal

Northwest Fire District continues to use Manager Plus as its Maintenance Management software. When the Division transitions to the new program, AssetWorks, it will have increased capabilities for scheduling testing, preventive maintenance, replacement schedules, and aid in the prioritization of repairs. The oil analysis program has enabled the Division to have a better history of wear items and allowed it to be proactive. The lease program continues to show decreased cost without the large upfront capital.

Plan

Since originally starting the writing process, the Division has transitioned to AssetWorks as the maintenance management software. Additionally, the Vehicle Replacement Plan will be followed to assure that District vehicles are in good condition. The Division has used NFPA 1911 as the basis for vehicle replacements. The lease program will continue to be used as it has resulted in cost savings and an annual inspection for lease vehicles has been introduced in addition to the outside vendor maintenance.

References

SOG#6109 Staff Vehicles

SOG#2302 Daily Apparatus Checks

SOG#2308 Apparatus and Vehicle Maintenance Schedule

SOG#2309 Apparatus and Cleaning

Sample of Daily Check Sheet

NFPA 1911

Strategic Planning meeting 01-17-23 Agenda Packet, Vehicle Replacement Strategy, p.173

Fleet Vehicle Asset List

Enterprise Lease agreement

Category 9

CC 9C.3 Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updates 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 models 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

2019 Essential Records Listing

Sample of Lexipol policy review and revision

FINANCE BUDGET DEPARMENT ID:

Department Finance ID #	Department(s)
4200	Fleet Services

ANNUAL OPERATING BUDGET REQUEST

\$1,892,942

PROGRAM ECONOMIC EFFICIENCIES IDENTIFIED DURING PREPARATION OF PROPOSED BUDGET

Economic efficiencies have been difficult to note during this process due to the current inflationary climate. Vehicle parts, services, fuel, and vehicle lease budget lines year by year have the most allocated toward them, but all costs in these and other parts of the budget have seen increases from 10 to 35 percent. The Division is seeing the costs in most of these areas falling, but they are not back to, and it is doubtful that the District will see prices similar to where they were a year or two ago.

Although Fleet Services does not have specifically defined staffing levels, it is considered fully staffed with the appropriate members. Supervision ratios, task functions, and communications have improved and continue to evolve.

CAPITAL ITEM REQUEST DISCUSSION

N/A

LINE-ITEM DISCUSSION

4200-52511 – Fuel - There are quite a few line items that are changing for the FY24/25 budget year, but the largest is the fuel budget line. With fuel cost increasing higher than the current rate of inflation, Fleet has recommended that the budget line be increased to the \$30,000 amount, which has been very close to the average fuel invoices from July 2020 to January 2023. This is an increase of \$140,000.

4200-52520 – This budget line for vehicle services was raised during FY22/23 and was requested to be raised again by another \$18,000 for FY23/24.

PROPOSED FISCAL YEAR 2024-2025 BUDGET

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
4200 - Fleet Services						
51110	Salaries	\$ 95,744	\$ 101,382	\$ 107,564	\$ 6,182	Market Adj. & Step Increase
51120	Hourly	\$ 395,249	\$ 424,264	\$ 469,851	\$ 45,587	Market Adj. & Step Increase
51150	Overtime	\$ 7,034	\$ 6,678	\$ 7,605	\$ 927	
51190	PTO Paid Out	\$ 4,046	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 79,765	\$ 67,133	\$ 99,439	\$ 32,306	Premium Increase
51212	Dental Insurance	\$ 3,051	\$ 2,702	\$ 3,863	\$ 1,161	Premium Increase
51213	Vision Insurance	\$ 753	\$ 726	\$ 912	\$ 186	
51216	Life Insurance	\$ 305	\$ 336	\$ 336	\$ -	
51218	STD Insurance	\$ 1,266	\$ 1,393	\$ 1,440	\$ 47	
51230	Social Security	\$ 29,534	\$ 33,004	\$ 34,347	\$ 1,343	Market Adj. & Step Increase
51231	Medicare	\$ 6,907	\$ 7,719	\$ 8,483	\$ 764	
51251	ASRS	\$ 55,941	\$ 65,423	\$ 66,330	\$ 907	
51290	PEHP	\$ 4,629	\$ 5,324	\$ 5,850	\$ 526	
Total Personnel		\$ 684,224	\$ 716,084	\$ 806,020	\$ 89,936	
52115	Fees	\$ 76	\$ -	\$ -	\$ -	
52148	Small Tools & Instruments	\$ 2,634	\$ 6,500	\$ 6,500	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 2,073	\$ 2,195	\$ 800	\$ (1,395)	Aligned to Actuals
52170	Travel & Per Diem	\$ 168	\$ 7,500	\$ 7,500	\$ -	
52180	Training	\$ 4,669	\$ 5,000	\$ 5,000	\$ -	
52198	Books & Periodicals	\$ 332	\$ 600	\$ 595	\$ (5)	
52511	Fuel	\$ 247,556	\$ 273,300	\$ 260,700	\$ (12,600)	Estimated Fuel Prices
52512	Oil, Lubricants, Etc.	\$ 16,496	\$ 26,000	\$ 21,866	\$ (4,134)	Aligned to Actuals
52513	Vehicle Parts	\$ 202,793	\$ 195,296	\$ 287,520	\$ 92,224	Inflation & Requirements Adj
52514	Tires & Repairs	\$ 54,740	\$ 45,558	\$ 51,290	\$ 5,732	Inflation & Requirements Adj
52515	Batteries	\$ 18,370	\$ 22,489	\$ 24,160	\$ 1,671	Inflation & Requirements Adj
52519	Shop Supplies	\$ 22,280	\$ 23,696	\$ 27,764	\$ 4,068	Inflation & Requirements Adj
52520	Vehicle Services	\$ 111,392	\$ 137,911	\$ 164,712	\$ 26,801	Inflation & Requirements Adj
52522	Aerial Ladder Testing	\$ 6,470	\$ 8,011	\$ 9,800	\$ 1,789	Additional Equipment
52560	Equipment Services	\$ 4,841	\$ 14,125	\$ 10,875	\$ (3,250)	Additional Equipment
52622	Vehicle Lease	\$ 8,512	\$ 212,177	\$ 207,840	\$ (4,337)	Aligned to Actuals
53000	Lease Interest	\$ 13,707	\$ -	\$ -	\$ -	
53001	Lease Principal	\$ 146,913	\$ -	\$ -	\$ -	
54130	Furniture & Equipment	\$ 8,606	\$ -	\$ -	\$ -	
54140	Vehicles	\$ 60,911	\$ -	\$ -	\$ -	
Total Non-Personnel		\$ 933,538	\$ 980,358	\$ 1,086,922	\$ 106,564	
Total Fleet Services 4200		\$ 1,617,763	\$ 1,696,442	\$ 1,892,942	\$ 196,500	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A

Exhibit O

NORTHWEST FIRE DISTRICT



Facilities Services Division

Program Appraisal

for the upcoming 2024-2025 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): Category 6, Criterion A and B, and **9C.3**

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EXECUTIVE SUMMARY

Facilities Services provides critical infrastructure support for the District. The Division's purpose is to ensure essential infrastructure is properly suited and maintained for optimal safety and reliability, and for members to perform at maximal levels to save lives, protect property, and care for the community.

The Facilities Services Division is a major component of the Essential Services Division; focused on providing safe, functional, and cost-effective facilities and grounds resources to the District's core services programs.

DIVISION PURPOSE

The purpose of the Facilities Services Division is to provide a safe, comfortable, and efficient work/living space for District members. Due to the unique role of fire stations, they must be maintained as both a work environment and living environment. Timely and accurate repairs are essential to maintain emergency operations within the District. The Facilities Services Manager is responsible for all real property maintenance and related planning, as well as conducting regular assessments of all District facilities. The Facilities Services Manager works with Battalion Chiefs, Station Captains, and other support Divisions.

Preventive maintenance programs have been established for the following systems:

- Backflow Prevention
- Fire Suppression Systems
- Gates and Overhead Doors
- HVAC Systems
- Ice Machines
- Landscaping
- Pavement
- Pest Control
- Roofing
- Water/Wastewater Sampling

DIVISION ADMINISTRATION

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

Facilities Services Division Manager (1) - responsible for estimating Facilities budget, determining Facilities department strategic priorities.

Facilities Coordinator (1) – responsible for determining Facilities department work assignment priorities with verification of proper documentation of work performed.

Trade Maintenance Technician/ HVAC (1) - responsible for oversight and quality assurance of HVAC contractor work with verification of proper documentation of work performed.

Building Maintenance Technician (3) - responsible for successful completion of tasks as assigned with verification of proper documentation of work performed.

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

- Local codes, ordinances, and laws are researched and applied to decision making.

INTERNAL PROGRAMS

- Safety Design Preventative Maintenance Facility Inspections
- Occupational Safety and Health Administration (OSHA) Compliance
- Purchasing: Requests for Proposals, Vendor Contracts
- Regulations/Law compliance
- Space planning
- New Design and Construction
- Existing Facility Remodels
- Strategic Planning
- On-Call 24/7/365

CURRENT AND NEEDED MEASURES

CURRENT PERFORMANCE MEASURES:

The biggest challenge to Facility Services is funding. While this is the largest obstacle in most service departments, it is important to understand how a lack of resources to do work results in larger budget demands as issues worsen.

Request for services should be reported through the group email facilities@nwfdaz.gov. Request for services in emergency situations should be reported through the Facilities on-call extension 1300.

Succession Planning and documentation is being provided for the Facilities Division network drive at Facilities Division – FACILITIES_INTERNAL. While the file structure supports the present workflow it also allows a new manager to identify ongoing services, functions and processes undertaken by the department. Information from previous managers is now located in a “Historical” file, with files of other functions organized to save time. The “System Spreadsheet” file has inventories showing type and details of equipment for various systems. The “Planning” folder holds contracts and vendor information. Within the “Documentation” folder there are a variety of folders having information about the equipment and buildings being supported.

Much of this has been created over the past year. Within a subfolder titled “Commissioning _ Operations and Recommendations” there is a document titled “Facilities Operations Manual”. This document is still being built but has the details of how each building system at NWFD is supported for maintenance and repair.

With the addition of Facilities’ personnel, the Division is increasing oversight and QA of vendor work. The increase in internal expertise allows the Division to take on and complete projects that would have been cost prohibitive through external contractors. Stations continue to have exterior lighting upgraded to LEDs, which brings with it a reduction in maintenance cost as well.

All District facilities have systems needing to be maintained at specific intervals. Not maintaining these systems at the required interval drives up total operational costs. Roofs, paving, and exterior painting are examples of systems requiring maintenance at specific intervals. If not maintained, the repairs required by these systems will exceed the original maintenance cost.

The Facilities Division to address roof issues in 2023.

The majority of older, non-Thermoplastic Polyolefin (TPO) roofs have been recoated, with only a few non-TPO roofs needing routine maintenance in 2024. TPO roofs are now showing their age with increasing problems. These roofs will enter a maintenance program under contract this fiscal year.

Along with total cost of operation for Facilities, the Division continues to evaluate the following:

- Emergency Repairs - On call staff and vendor network for all major categories
- Preventive Maintenance – In house and vendor-based network for PM activities
- Scheduling work to minimally interrupt emergency operations.

The District Facilities include of the following:

- 11 active Fire Stations
- Facilities Management Facility
- Fleet Maintenance Facility
- 12-acre Training Center (5 Buildings)
- Warehouse
- Equipment Service Facility
- Family Care Center
- Battalion Chief Headquarters
- Administration Facility

PERFORMANCE MEASURES IN DEVELOPMENT:

Service requests are inputted as work orders as they are received. Work orders are assigned to specific Technicians, the Facilities staff pool, or an appropriate contractor at the time of entry if entered by the Facilities' Coordinator, or the next working day if the work order is entered by the on-call technician.

Task priority can be the same whether internal staff or external contractor assignment. Both assignment types can have an emergency priority, which would be assigned for the following situations: 1) Operational hinderance (bay door or gate not functioning) or 2) Situation causing a safety hazard or damage to property (a shock hazard, plumbing leak or structural failure) and 3) A loss of function of a system making a space unlivable or unusable (clogged sewer, or in some cases a broken air conditioner in the summer).

The two remaining categories are ASAP, which most often means the situation is being addressed the day it is reported or the next day. And lastly pending which means that there is a process involved in resolution that will require more time for completion. A pending work order is typically waiting on internal process, contractor scheduling, or internal technician availability. Pending work orders are assessed daily.

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

Provide safe and efficient working and living spaces for District members.

- Conduct facility inspections in conjunction with NWFD Leadership
- Adequate staff members with correct experience and education for tasks
- Completion of major projects on time, within budget and within scope
- Reportable Key Performance Indicators and Metrics

STRATEGIC PLAN RELATED GOALS/OBJECTIVES DISCUSSION

Every aspect of the Strategic Plan provides guidance and direction to the men and women of the Essential Services Division. Additionally, it is the mission, vision and values that drive the perspectives in creation of each goal and objective to reach the true focal point, the outcome. These concepts are continuously revisited by Managers and Supervisors in each of the Divisions of Essential Services. More importantly, the line members are encouraged to act upon these concepts.

All activities throughout Essential Services have evolved from providing fundamental services or material goods, to providing a quality service or goods with greater clarity as to the impact on its mission driven outcomes. Primarily, creating greater efficiencies through key staffing changes, leadership, professional development, and systems is changing the culture in the department and results are beginning to be realized.

Goal 5: Create greater financial efficiencies and ensure financial sustainability and responsibility.

Objective C: Design, develop, and construct a new District Administration facility, ensuring compliance with Governing Board and Bond Election financial parameters.

Complete

Objective D: Design, develop, and implement a schedule for the sale of surplus District facilities, apparatus, and equipment.

Complete

Objective E: Design, develop, and propose a plan to consolidate all essential service functions to one location.

To be completed October 2023

Objective H: Design, develop, and implement annual maintenance schedules for all facility systems.

Complete

CURRENT ISSUES

Staffing of the Facilities Division was recently enhanced by the addition of two Maintenance Technician positions. One new employee specializes in electrical work, the second specializes in plumbing. Both technicians are exceptional in their disciplines with decades of experience. Both are trying to advance to Maintenance Trade Specialist in their prospective areas as they complete Arizona State licensing tests. These positions have proven extremely valuable, enabling Facilities to improve the response time on non-contracted work requests, as well as reducing the number of projects requiring external contractors.

Additional reduction in contracted costs are available, but this will require the addition of employees. Budget allowing, the Facilities Division could further reduce costs with the addition of two dedicated painters and a janitorial staffer.

The Facilities Division is in a constant state of evaluating internal and external functions, along with contractors providing those functions. Ongoing functions are always a savings when undertaken internally, but to take on previously contracted services internally it is essential that the Facilities Division have more staff than is required. There are two reasons for this: External contractors have spare capacity so that shifting workload, employees leaving the organization, and vacations do not prevent them from meeting contract demands for essential maintenance. NWFD demands that contractors meet the terms promised. When these functions are

taken internally, the Division also needs to ensure that it can satisfy these commitments.

The second consideration is that when functions are taken on internally, the complexity of purchasing requests, path toward completion, and paperwork increases dramatically. A contractor who needs to hire subcontractors, hires a company they are confident will execute the required task or materials are needed, mark up the subcontractors invoicing or materials invoice, and send the bill to NWFD. When these functions are taken internally, the Division is required to justify and provide alternatives to parts suppliers and subcontractor services. This adds cost and effort to nearly everything the Division does. For these reasons, taking on additional responsibilities is taken very seriously.

NWFD will always need to utilize outside vendors and contracts but can move away from complete reliance once internal talent and capacity exists to do so.

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

In the simplest terms possible, this fiscal year plan revolves around two primary goals, implementation of a new software platform and execution of updated processes associated with that platform to gain full financial, communication, and scheduling transparency. These goals fully integrate with Strategic Plan Goals 1 through 6. The Division did not conquer every goal we set out to achieve but substantial progress has been made. Essential Services is focused on implementing technology to maximize effectiveness.

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

In 2022, the newly hired 26-year Electrical Trades Specialist participated in training to acquire his State of AZ electrical license. It is expected that he will complete testing in 2024.

In 2022, the newly hired 16-year HVAC Trades Specialist participated in system specific Daikin training to support equipment installed at 4 NWFD locations, but participation in the second phase of this training still needs to be completed.

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

Ongoing training specific to position description and District requirements is monitored through the Fire Rescue1 platform for compliance.

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

Ongoing training specific to position description, District requirements and certification will continue and be monitored through the Fire Rescue1 platform for compliance.

The primary training focus in the coming period will be focused on operations of a new computer platform as well as the process changes which will need to be adopted in conjunction with this implementation.

New members, or those in newly realigned positions, will receive training appropriate to the role and task as assigned with emphasis on leadership and supervisory skills. Under current consideration, is merging civilian supervisors with the internal Captain Certification Program, which has been successful in developing new supervisors for many years. Aligned with this training, is merging civilian managers with the internal Battalion Chief Certification program, also with a successful history. Both programs may, depending upon size and timing, be conducted in conjunction with auto/mutual aid partner agencies such as Golder Ranch Fire District. This opportunity is designed to drive greater understanding of the roles and importance each position brings to the overall effectiveness of the complete operation.

While not a compliance issue, in 2024 the Facilities Division will continue rotating staff to attend area Building Owners and Managers Association meetings and events.

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 6: Physical Resources

Physical resources are defined as fire stations, training facilities, fire apparatus and other capital expenditures and outlays that make up the property assets of an

agency. Special attention is required to obtain and maintain appropriate quality physical resources.

Facilities that are leased and/or jointly operated may also be considered for agency use if this is accomplished in accordance with properly adopted, clearly established policies.

If work is contracted outside the agency and/or to another department within the parent agency, it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping, and procedures are consistent with the performance indicators in this category.

Criterion 6A: Physical Resources Plan

Development and use of physical resources are consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place.

Summary

Staff from several divisions throughout NWFD evaluate resource needs, design facilities, locate and acquire appropriate sites, and supervise the construction. Managers and Labor representatives are involved in review of the strategic/long range plans for facilities and the approval of projects through the budgetary process. Service demands, ISO requirements, budgetary constraints, and the availability of property are considered in site selection for emergency facilities. Outside expertise is utilized to assure the District meets professional and legal requirements. The District does an effective job of coordinating all aspects of planning and development of physical resources.

The NWFD Facilities Services Division operates under the Essential Services Section Assistant Chief. The purpose of Facilities Services Division is to provide a safe, comfortable, and efficient work/living space for the District members. Due to the unique role of Fire Stations, they must be maintained as both a work environment, as well as a living environment.

Proper maintenance of facilities improves operational readiness by reducing unanticipated downtime and can prevent escalating costs required for repairs.

The Facilities Services Manager is responsible for all real property maintenance related planning as well as conducting regular assessments of all District facilities. The Facilities Services Manager works with Battalion Chiefs, Station Captains, as well as other support Divisions.

Facilities Services is in the process of developing preventive maintenance programs for the following systems:

- Bay CO Sensor Test/Replace
- Concrete Expansion Seams
- Door Locks/Seals
- Dryer Vents
- Duct Cleaning
- Paint
- Solar Thermal
- Water Heaters
- Window Seals
- Gas stoves

Preventive maintenance programs have been established for the following systems:

- HVAC Systems
- Ice Machines
- Gates
- Overhead Doors
- Landscaping
- Back Flow
- Water/Wastewater Sampling
- Fire Suppression Systems
- Pest Control
- Roofing
- Fire Extinguishers
- Fitness Equipment
- Generator/Switch Gear
- Janitorial
- Mattresses
- Paving
- Pest Control
- Recliners
- Septic Tanks
- Wastewater

6A.1 The development, construction or purchase of physical resources is consistent with the agency's goals and strategic plan.

Description

NWFD uses a strategic planning process integrating capital financial planning needs along with OSHA, ISO and NFPA guidelines and institutional knowledge to ensure resources meet the agency goals and the community needs. The District's CRA-SOC document is also utilized to ensure the District acquires and maintains the necessary

physical resources to comply with meeting service performance objectives. The District assembled a Bond Committee in the summer of 2016 to study current and future District facility needs. As a result of the Bond Committee's work and recommendations, the District sought to gain voter approval in the November 2016 general election for a bond that includes several new facilities. The bond measure passed overwhelmingly.

Appraisal

The methods the District has utilized to develop, construct, or purchase physical resources have been consistent with the District's strategic plan and Standards of Cover. The development and construction of several new facilities in the past six years has served to improve service delivery on several different fronts, most notably the response times for several service areas, as well as the development and construction of the Training Center, which has resulted in improved education and training. By utilizing the District CRA-SOC, optimal locations have been determined for two additional stations, with construction completed in November 2019.

Plan

The District will continue to use the strategic plan process and associated CRA-SOC capital improvement program regarding the development, construction, and purchase of physical resources. The District had a bond proposal on the November 2016 ballot to fund three stations and an Administration building, which was successfully passed. The construction of a new Station 337 and Station 341 in 2019, and the construction of the new Administration building in 2022 were completed as a result of this planning and funding.

Additional land for locating another Station 340 has been completed in anticipation for future growth in this area. Vacant land currently owned by the District located at the current District Training Center is being evaluated for future site for Essential Services (Warehouse Services, Equipment Services, Facilities Services) or an EMS training facility.

References

2020-2024 Strategic Plan

NWFD CRA-SOC, [Section 2, p.49-52 & Section 4, p.132-155](#)

Bond Committee Board Report

CC 6A.2 The governing body, administration and staff are involved in the planning for physical facilities.

Description

The planning for physical facilities involves the Governing Fire Board, administration, and affected members of the organization. Initial planning for new physical facilities is completed by senior staff who assess the need using a variety of inputs including the CRA-SOC, ISO requirements, available response data, and end users. The Essential Services Department then manages the formal development, planning, design, and construction of any new physical facilities. In future builds, an external, independent commissioning organization will be hired to provide design and construction guidance, quality assurance, and verification that proper construction procedures are followed. The District Governing Board approves the planning, design, and construction of new physical facilities through the annual budget process as well through Governing Board meetings to approve individual contracts for design and construction phases. To ensure input from end users, an ad-hoc facility design committee is formed for each new facility and a station design manual is utilized in the planning process for new fire stations.

Appraisal

The system for the planning process of facilities has been problematic with long-term cost consequences. The addition of a certified commissioning organization should reduce future costs associated with construction issues. The involvement of the Governing Fire Board, senior staff and affected members throughout the organization during the planning process has led to the successful development, construction, and functionality of facilities in NWFD.

Plan

The District will coordinate with Administration, staff, and the Governing Body in facility planning and development along with a certified commission authority, as funding is made available to complete Capital Improvement Projects. This coordination will include, but will not be limited to, pre-design, design, permitting, bidding, construction, closeout, and warranty.

References:

NWFD CRA-SOC, [Section 2, p.49-52 & Section 4, p.132-155](#)

FY22-23 CIP

Building Commissioning Folder

Criterion 6B: Fixed Facilities

The agency designs, maintains and manages fixed facility resources that meet the agency's goals and objectives.

Summary

Fixed facility resources are designed, maintained, and managed to meet the District's mission statement, goals, and objectives. The purpose of the Facilities Services Division is to provide a safe, comfortable, and efficient work/living space for the District members. Due to the unique role of District Fire Stations, they must be maintained as both a work environment, as well as a living environment. Timely and correct repairs are essential to maintain emergency operations within the District. Though new facilities are designed and constructed to meet current and future growth of the District, the primary focus is the maintenance of existing sites. Currently there are 17 separate sites with 22 total buildings operated by the District for business purposes. District facilities range between 1 and 32 years of age with the average being 17 years of age. Although the District has had a renovation and replacement plan in place for several years, resources are limited which means efforts are focused to make necessary adjustments to the plan based on budget constraints. Due to budget constraints the schedule light, median and heavy remodels of District Facilities have not been occurring. Facilities Services has now begun to break out specific renovation items in the operational budget and CIP budget requests.

The District will continue to design, construct, and maintain adequate facilities to meet the District's mission and goals within fiscal constraints. The District will continue to seek funds to build new facilities, remodel existing facilities and maintain all facilities in a safe and efficient manner.

6B.1 Each function or program has adequate facilities and storage space (e.g., operations, prevention, training, support services and administration).

Description

NWFD currently has adequate facilities and space for all divisions. Administration Services, Business Services, and several Operations Services personnel operate out of the Administration Complex. Essential Services including Fleet, Facilities, Warehouse and Equipment Services operate out of independent standalone facilities. Current facilities include 11 Fire Stations and 8 additional support facilities including a 12-acre Training Center.

Appraisal

The District has historically evaluated space requirements and developed plans based on completion dates of existing projects, funding availability and overall organizational direction. Creating a central services location adjacent to Fleet and the Training Center will be hugely beneficial in the future. It has been identified that Fleet Services needs an additional bay, and the Warehouse could use additional area to create a true central warehouse for the District. Currently, these projects are lower priorities, due to lack of available funding. The District population and service

requirements are increasing annually, which is requiring the Division to look at additional stations and the relocation of an existing station to adequately address the needs of its operations members. A Bond Committee was formed to study District needs and the feasibility of a Bond Package to assist in the appraisal process. The 2016 Bond Committee's recommendation was for the District to go forward with a Bond request on the November ballot that would provide for the construction of two new stations, construction of a new Administration Complex, the relocation of a current station, and the remodel of another station. As previously noted, the bond measure passed, and the priority of associated projects has been completed.

Plan

The District has also obtained land for future Station 340, which will move forward in design and construction as growth in the area increases and triggers the need for this additional station. The current location of Station 337 has currently become Facilities. The existing Equipment Services Center will also be evaluated for possible sale/repurpose.

References

NWFD CRA-SOC

Bond Committee Board Report

6B.2 Buildings and outbuildings are clean and in good repair, and the surrounding grounds are well kept. Maintenance is conducted in a systematic and planned manner.

Description

On-duty fire members are responsible for the grounds as well as the fire station cleaning and upkeep. A contract cleaning company cleans the Administration, HRS, Training, Fleet Services, Technical Services/Warehouse Services, Equipment Services, and EMS offices. A contract landscaping company maintains the Training Center, Fleet, and the Administration Building, Technical Services/Warehouse Services, Equipment Services, and provides maintenance for the busier stations in the District, which include Stations 330, 331, and 333. The Facilities Services Division hires a landscape contractor for larger projects and repairs. Private contractors provide specialized equipment or building repair through a contract or bid process annually. District preventative maintenance is tracked and completed by system determined by schedules. Preventive maintenance, service, and replacement programs cover twenty different building systems and asset groups.

Appraisal

The increase in both preventative and emergency calls has placed a significant workload on the Facilities Services Division which coordinates all the District facility needs. Currently the Division consists of a Facilities Services Manager, Facilities Coordinator, Trades Maintenance Technician (HVAC) and two Building Maintenance Technicians - Level I

Plan

The District will continue to implement preventive maintenance programs as maintenance needs are identified, as this has been proven to significantly reduce emergency calls and has improved the longevity of equipment. As budget constraints increase, Station crews will be asked to do more of the light maintenance work when possible. Facilities Services members will continue to build on the existing maintenance and equipment inventory program database to effectively track all maintenance costs and needs.

References

Manager Plus, Asset management system, On-site

NWFD SOG #6211 Station and Facility Safety & Maintenance

PM Maintenance Frequency

CC 6B.3 Facilities comply with federal, state/provincial and local codes and regulations at the time of construction; required upgrades for safety are identified and, where resources allow, addressed. For those items that warrant further attention, a plan for implementation is identified in the agency's long-term capital improvement plan (i.e. fire alarm systems, sprinkler system, seismic, vehicle exhaust system, asbestos abatement, etc.).

Description

All District facilities adhere to the International Building Code, Uniform Fire Code, and all applicable federal, state, and local building codes at the time of construction. Any Station modifications or remodels comply with all Building Codes that are applicable at the time of construction. The Town of Marana, or Pima County Development Service departments, review all plans to ensure that Building Codes are met. The Northwest Prevention Services Division also reviews all plans and performs annual inspections for NWFD facilities to ensure compliance with the current fire code.

Appraisal

All facilities have been constructed to all applicable building codes and regulations in effect at the time of construction. Annual Station inspections aid in compliance.

Since facilities are in current compliance, there is no need to include any related items in the capital improvement plan.

Plan

The District will continue to work within the regulations, policies, and procedures established by regulatory agencies for the construction and maintenance standards of fire district facilities.

References:

Building Commissioning Folder

Annual Prevention Inspections – ImageTrend (On-site)

Station Inspection Form

Category 9

CC 9C.3 Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updates 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) models 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 within Lexipol and will evaluate once the project is complete.

References

2019 Essential Records Listing

Sample of Lexipol policy review and revision

FINANCE BUDGET DEPARMENT ID:

Department Finance ID #	Department(s)
1225	Essential Services Administration
4230	Facilities Services

ANNUAL OPERATING BUDGET REQUEST

\$ 226,035 Essential Services Administration

\$2,361,893 Facilities Services

\$2,587,928 Total

PROGRAM ECONOMIC EFFICIENCIES IDENTIFIED DURING PREPARATION OF PROPOSED BUDGET

As noted throughout this document, the integration of the District's programs is the single largest efficiency discussed in this budget preparation period. The Division's current enterprise resource planning (ERP) tool does not communicate with its financial platform, does not track inventories adequately according to processes, does not have reliable feedback measures for field operators or program managers, and finally, requires duplicate entries for many tasks. Implementation of technology with automation in collection efforts and correct, consistent implementation and training results in a one-time cost that streamlines multiple processes, saving all users time, effort, and energy. Information is readily available to all users and displayed in real time. Each of the issues above speaks to process efficiency, accountability, teamwork, primary mission achievement, and positive outcomes for the community and the District.

Facilities Services Division

The current approach to Facilities related service and repair work of a significant or complex scope is conducted through vendor contracts. It is generally believed outsourcing maintenance and repairs will be more cost effective than carrying members full-time to conduct these activities. However, even with continued outsourcing, the average facility maintenance staffing level according to national averages for our type of activity should be a minimum of 1 maintenance person for every 50,000 square feet of building space. In that case, two additional trade maintenance staff would be required. Currently Facilities Services has two trade maintenance staff. With limited ability to correct deficiencies in-house, the number one goal is accountability of the Division's vendor/contractors to improve quality of work in a tough trade's environment. Future staffing improvements in terms of

work in a tough trade's environment. Future staffing improvements in terms of correct members with the correct skills will assist the Division in its drive to greater efficiency.

CAPITAL ITEM REQUEST DISCUSSION

Furniture & Equipment line includes an anticipated increase from last year to replace capital items such as ice machines. This line was additionally increased to purchase fitness equipment. Fitness equipment purchases were previously budgeted in Health & Safety.

LINE-ITEM DISCUSSION

See comments provided in following budget comparison table.

PROPOSED FISCAL YEAR 2024-2025 BUDGET

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
1225 - Essential Services Admin						
51110	Salaries	\$ 130,320	\$ 133,120	\$ 143,756	\$ 10,636	Market Adj. & Step Increase
51190	PTO Paid Out	\$ 8,114	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 12,633	\$ 12,633	\$ 12,430	\$ (203)	
51212	Dental Insurance	\$ 384	\$ 384	\$ 483	\$ 99	
51213	Vision Insurance	\$ 96	\$ 107	\$ 114	\$ 7	
51215	PSPRS-Cancer Insurance	\$ 50	\$ 50	\$ 50	\$ -	
51216	Life Insurance	\$ 39	\$ 42	\$ 42	\$ -	
51218	STD Insurance	\$ 216	\$ 238	\$ 374	\$ 136	
51231	Medicare	\$ 1,907	\$ 1,930	\$ 2,084	\$ 154	
51250	PSPRS	\$ 16,825	\$ -	\$ 59,414	\$ 59,414	Assistant Chief Movement
51280	Deferred Compensation	\$ 6,351	\$ 10,184	\$ -	\$ (10,184)	Assistant Chief Movement
51290	PEHP	\$ 1,287	\$ 1,331	\$ 1,438	\$ 107	
Total Personnel		\$ 178,221	\$ 160,019	\$ 220,185	\$ 60,166	
52170	Travel & Per Diem	\$ 300	\$ 4,000	\$ 3,350	\$ (650)	
52177	Meals & Entertainment	\$ 99	\$ 250	\$ 250	\$ -	
52180	Training	\$ 712	\$ 6,500	\$ 2,250	\$ (4,250)	Aligned to Actual
52182	Field Projects	\$ -	\$ 10,000	\$ -	\$ (10,000)	Piechura Memorial Signs
Total Non-Personnel		\$ 1,111	\$ 20,750	\$ 5,850	\$ (14,900)	
Total Essential Services Admin 1225		\$ 179,331	\$ 180,769	\$ 226,035	\$ 45,266	

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
4230 - Facilities Services						
51110	Salaries	\$ 88,358	\$ 94,721	\$ 100,493	\$ 5,772	Market Adj. & Step Increase
51120	Hourly	\$ 203,806	\$ 268,746	\$ 303,194	\$ 34,448	Market Adj. & Step Increase
51150	Overtime	\$ 2,017	\$ 1,484	\$ 1,955	\$ 471	
51190	PTO Paid Out	\$ 1,403	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 46,889	\$ 65,292	\$ 74,579	\$ 9,287	Premium Increase
51212	Dental Insurance	\$ 1,784	\$ 2,102	\$ 2,897	\$ 795	
51213	Vision Insurance	\$ 465	\$ 627	\$ 684	\$ 57	
51216	Life Insurance	\$ 181	\$ 252	\$ 252	\$ -	
51218	STD Insurance	\$ 714	\$ 766	\$ 990	\$ 224	
51230	Social Security	\$ 17,849	\$ 22,628	\$ 23,609	\$ 981	
51231	Medicare	\$ 4,174	\$ 5,292	\$ 5,882	\$ 590	
51251	ASRS	\$ 35,814	\$ 44,852	\$ 49,772	\$ 4,920	Market Adj. & Step Increase
51290	PEHP	\$ 2,692	\$ 3,649	\$ 4,056	\$ 407	
Total Personnel		\$ 406,147	\$ 510,411	\$ 568,363	\$ 57,952	
52115	Fees	\$ 432	\$ -	\$ -	\$ -	
52139	Operational Equipment	\$ 5,224	\$ 5,000	\$ 5,000	\$ -	
52142	Propane	\$ -	\$ 400	\$ -	\$ (400)	
52148	Small Tools & Instruments	\$ 5,105	\$ 3,000	\$ 8,000	\$ 5,000	Specialized Equip. for Trades
52149	Small Fitness Equip & Supplies	\$ 1,234	\$ 1,500	\$ 1,000	\$ (500)	
52160	Dues, Memberships & Subscriptions	\$ -	\$ 875	\$ 4,824	\$ 3,949	HVAC Remote Monitoring
52170	Travel & Per Diem	\$ 790	\$ -	\$ -	\$ -	
52177	Meals & Entertainment	\$ -	\$ 500	\$ -	\$ (500)	
52180	Training	\$ -	\$ 3,000	\$ 3,000	\$ -	
52223	Consultants-General	\$ 4,700	\$ 15,000	\$ 5,000	\$ (10,000)	Aligned to Actuals
52320	Electric	\$ 333,611	\$ 386,585	\$ 365,687	\$ (20,898)	Aligned to Actuals
52330	Natural Gas	\$ 32,186	\$ 35,414	\$ 31,783	\$ (3,631)	Aligned to Actuals
52340	Refuse Removal	\$ 27,567	\$ 27,680	\$ 31,549	\$ 3,869	Price Increase
52350	Telephone	\$ 6,232	\$ 6,243	\$ 6,720	\$ 477	
52360	Television	\$ 8,346	\$ 8,566	\$ 9,449	\$ 883	
52370	Water & Sewer	\$ 76,068	\$ 86,820	\$ 83,370	\$ (3,450)	Aligned to Actuals
52380	Hydrant Fees	\$ 2,241	\$ 2,400	\$ 2,400	\$ -	
52530	Building Supplies	\$ 53,686	\$ 65,000	\$ 60,000	\$ (5,000)	Budget Requested
52540	Building Services	\$ 193,825	\$ 220,000	\$ 710,000	\$ 490,000	Non-Capital Funded Services
52541	Pest Control	\$ 13,226	\$ 15,050	\$ 15,060	\$ 10	
52542	Janitorial Services	\$ 51,430	\$ 66,600	\$ 63,504	\$ (3,096)	New Vendor
52543	Emergency Bldg. Maint.	\$ -	\$ 6,600	\$ -	\$ (6,600)	Budget Requested
52544	Preventive Maintenance	\$ 149,314	\$ 186,223	\$ 188,742	\$ 2,519	Price Increases
52545	Furnishings & Appliances	\$ 28,257	\$ 31,184	\$ 32,800	\$ 1,616	Price Increases
52549	Hydrant Maintenance	\$ -	\$ 16,800	\$ 10,000	\$ (6,800)	Aligned to Actuals
52560	Equipment Services	\$ 13,369	\$ 29,000	\$ 49,042	\$ 20,042	I.T. Room Surge Supression
52563	Fire Sprinkler Insp/Maint	\$ 59,774	\$ 64,600	\$ 65,600	\$ 1,000	Price Increases
52620	Equipment Rental	\$ -	\$ 2,000	\$ 1,000	\$ (1,000)	Aligned to Actuals
54120	Buildings & Improvements	\$ 48,870	\$ -	\$ 25,000	\$ 25,000	Small Renovations
54122	Utilities	\$ 27,790	\$ -	\$ -	\$ -	
54130	Furniture & Equipment	\$ 23,900	\$ 38,000	\$ 15,000	\$ (23,000)	Aligned to Actuals
Total Non-Personnel		\$ 1,167,176	\$ 1,324,040	\$ 1,793,530	\$ 469,490	
Total Facilities Services 4230		\$ 1,573,323	\$ 1,834,451	\$ 2,361,893	\$ 527,442	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A

Exhibit P

NORTHWEST FIRE DISTRICT



Warehouse Division

Program Appraisal

for the upcoming 2024-2025 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): Category 6, Criterion E & F, and **9C.3**

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EXECUTIVE SUMMARY

Warehouse Services is comprised of seven individuals in two departments; Warehouse Services and Equipment Services: one (1) Warehouse Manager, one (1) Supply Supervisor, two (2) Warehouse Inventory Specialists II, one (1) Fire Equipment Services Supervisor, and one (1) Fire Equipment Services Technician I. The Division's purpose is to ensure essential infrastructure is properly suited and maintained for optimal safety and reliability, which includes providing the highest quality protective equipment, tools, materials, and supplies necessary for District members to perform at maximal levels to save lives, protect property, and care for the community.

The Warehouse Services Division is a major component of the Essential Services Division. The Division is responsible for the warehousing, repair, maintenance and distribution of essential goods, services, equipment, and supplies that support the mission of the Northwest Fire District. While great strides have been made in improving processes and programs, there is opportunity to improve member's safety and reduce exposure points with the implementation of additional repair and maintenance programs, addition of software platforms or acquisition of products with improved technology.

DIVISION PURPOSE

The purpose of the Essential Services Department is to save lives, protect property, and care for the community. Essential Services accomplishes the mission by providing the highest level and efficient methods of providing goods, services, tools, and infrastructure. The goal is to ensure the members and community of Northwest Fire District have the most cost-effective and reliable goods, supplies, tools, equipment, and services available to improve members and community safety. Each of the three divisions and the associated members strive to support the mission constantly balancing safety, time, quality, and cost.

The purpose of the Warehouse Services Division is to provide warehousing, repair, maintenance and distribution of essential goods, services, equipment, and supplies.

The Equipment Services Branch of Warehouse Services is responsible for providing, and maintaining personal protective equipment (PPE), self-contained breathing apparatus (SCBA), firefighting hose, tool and equipment specification, annual fit testing and certification related to particulate and SCBA masks, annual inspection of PPE, annual testing and certification of fire hose and ground ladders and repairing damaged or inoperable equipment.

The Supply Services Division is responsible for ordering, receiving, storing, distributing, and surplus disposal of all disposable and durable supplies necessary for daily operations including uniforms, medical supplies, office supplies, tools, and

equipment, in addition to identifying and executing programs to streamline ordering and delivery processes and improve inventory/asset tracking accuracy and accountability, and management of surplus property.

DIVISION ADMINISTRATION

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

Warehouse Services Division Manager (1) – responsible for management of the equipment services division and the warehouse division. This position is responsible for planning, developing, and implementing effective and efficient repairs, inventory, and maintenance programs for a range of equipment, apparatus, and pharmaceuticals.

Supply Supervisor (1) - responsible for execution and oversight of a range of warehouse functions including inventory management, logistics and distribution, quality control, and process optimization to facilitate the efficient flow of products and materials and to provide prompt, accurate, and customer-oriented fulfillment of District needs.

Warehouse Inventory Specialist (2) - responsible for a range of warehouse functions including inventory management, logistics and distribution, quality control, and process optimization to facilitate the efficient flow of products and materials and to provide prompt, accurate, and customer-oriented fulfillment of District needs.

Fire Equipment Services Supervisor (1) - responsible for the execution and oversight of the inspection, maintenance, and repair of the District's personal protective equipment (PPE) and fire ground and rescue equipment and to provide prompt, accurate, and customer-oriented fulfillment of District needs.

Fire Equipment Services Technician (1) - responsible for the inspection, maintenance, and repair of a variety of fire, rescue, and personal protective equipment.

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

- Local Codes, Ordinances, and Laws are researched and applied to all decision making.
- OSHA, NIOSH, NFPA provide guidance to tools, equipment, and supply decision making.
- Medical supply purchases are coordinated with Medical Services to comply with Medical Direction.
- Environmentally friendly supplies are specified and delivered to the Stations whenever possible.

INTERNAL PROGRAMS

Equipment Services

- PPE Advanced Inspection
- PPE Replacement and Inventory
- Firefighting Hose Inspection, Testing, Inventory, Replacement, Repair and Maintenance
- Firefighting Appliance Repair and Maintenance
- Ground Ladder Inspection, Testing, Repair and Maintenance
- Small Tool Repair and Maintenance
- Special Operations Equipment Inventory, Maintenance and Replacement
- Wildland Equipment Inventory, Maintenance and Replacement
- SCBA Inspection, Testing, Maintenance and Repair
- SCBA and Particulate Respirator Fit Testing
- Breathing Air Compressor Inspection, Testing, Maintenance and Repair
- Life Saving Rope Inspection and Replacement Program
- Gas Monitor Program
- Thermal Imaging Camera Program
- On-Call 24/7/365

Warehouse Services

- Uniform Program
- Station Supply Inventory
- Warehouse Supply Inventory
- Janitorial Supply Inventory
- EMS Supply Inventory
- Pharmaceutical Dispenser Program
- Bio-Hazard Collection and Disposal
- Oxygen Cylinder Exchange
- Excess Property Surplus/Sales
- Inventory Cycle Counts
- Inventory Month End Process
- District Deliveries
- Gas Monitor Testing

CURRENT AND NEEDED MEASURES

CURRENT PERFORMANCE MEASURES:

The Warehouse Services Division consists of Warehouse Services and Equipment Services.

Equipment Services members inspect, maintain, repair, and replace all personal protective equipment including self-contained breathing apparatus (SCBA) related to fire operations, special operations team activities, and fire investigations. Additionally, all firefighting hose, ground ladders, nozzles, rope, appliances, gas monitors, small gas tools, PPE and breathing air compressors are performance tested and inspected at regular intervals according to manufacturer's guidelines and NFPA recommendations.

Equipment Services is currently working with Operations staff to identify additional preventative maintenance and replacement or rebuild programs to improve safety and reliability of equipment and enhance the safety of District members. As these programs are implemented, the Fire Equipment Services workers are communicating with Operations staff to ensure the programs provide the intended outcomes and benefits. Adjustments to the programs are made as opportunities are identified. Currently, Equipment Services staff are working with Operations to develop the Lifesaving Rope program, the On-Scene Turnout Exchange program, and Battery Powered Tools program as well as identifying opportunities to reduce PFAS exposure.

With the implementation of new programs comes the need for additional documentation, scheduling, repair work, reporting processes and procedures. Due to the nature of Operations, one of the Equipment Services members is always on 24-hour call to assist with PPE and equipment needs. As the District continues to grow and new developments in firefighter gear, equipment, and safety emerge, the workload continues to increase. However, no additional staffing is required at this time.

Additionally, the current software platform being utilized to track and plan activities needs to be replaced. The division is currently working with AssetWorks and Operative IQ to determine which platform is best suited for the specialized needs of the Division.

The development of additional programs will provide an opportunity to collaborate with other Divisions and neighboring Districts. One example of collaboration is the development of the On-Scene Turnout Exchange program. Golder Ranch Fire District recently implemented this program and is reporting positive results with reduced exposure. The addition of this program will allow firefighters the ability to exchange soiled PPE for a clean set of PPE while on scene. This process will reduce the number of times contaminated PPE is transported back to the station and thus reduce exposure points. There may be a possibility of reducing the number of extractors within the District. A program evaluation will be conducted to determine if this is possible.

Another example of collaboration with neighboring Districts is the Hood Exchange program. When on scene together, NWFD and Golder Ranch Fire District allow the

firefighters the ability to obtain a clean hood in exchange for their soiled hood regardless of District. Equipment Services works with Golder Ranch to retrieve any hoods that may belong to NWFD. Currently, Golder Ranch is in the Innotex Gray 25 Hood, which is a more advanced hood than the hood currently utilized by NWFD. The difference in hoods is causing challenges during the on-scene exchange as well as after the incident. NWFD will need to obtain Innotex Gray 25 hoods from either a grant or direct purchase to resolve these challenges and provide greater protection to its members.

Additionally, the current brush gear is not rated for extrication activities. Crews must don their turnout gear to perform extrications. On August 2, 2023, NWFD Labor Management committee approved Innotex Tech Rescue Gear to replace the current brush gear. Innotex Tech Rescue Gear meets the need of both Wildland and Technical Rescue situations. The benefit of dual certified gear is the ability to reduce the time firefighters are utilizing their turnout gear, thus reducing their exposure to per-and polyfluoroalkyl (PFAS) substances. PFAS exposure has been identified as a key factor in the development of cancer within the fire service community. Recent studies have found that occupational exposure of firefighters to carcinogenic chemicals may increase their risk of developing different types of cancer. The District attempted to secure funds for this gear through a grant request in FY23/24 but was unfortunately denied. The District should attempt to secure funds through an alternate grant request or purchase direct from an approved vendor on contract in FY24/25.

The Warehouse Services operations include both traditional warehousing activities as well as receiving and distribution of goods, supplies and materials throughout the District.

Currently, the Warehouse Staff utilize a robust excel spreadsheet that functions as the electronic inventory system to track consumption orders that trigger re-stocking activities. In order for Warehouse to more effectively and efficiently track, forecast and supply product to the District, the Division is currently working with AssetWorks and Operative IQ to determine which platform is best suited for its specialized needs.

As the District continues to grow and new programs or responsibilities are identified, the workload on Warehouse personnel will continue to increase. However, no additional staffing is required at this time.

PERFORMANCE MEASURES IN DEVELOPMENT:

The Warehouse Services division is developing key performance indicators relating to usage trends, forecasting and supply of consumable goods. The implementation of a suitable software platform will allow the development of these performance indicators.

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

- Compliant PPE inspection, repair, and cleaning processes to reduce members contaminant exposure was implemented in 2020. Compliance has risen to 99.5% annually since implemented.
- Consistent inspection and maintenance of high tech/high performance firefighting equipment (TIC, SCBA) was implemented in 2020. Compliance has risen to 100% since implementation.
- Inventory accuracy, trends, forecasting.
- 100% reconciliation of spending with Finance Department monthly.
- 100% monthly inventory reconciliation.
- Reportable key performance indicators and metrics.

STRATEGIC PLAN RELATED GOALS/OBJECTIVES DISCUSSION

Goal 5: Create greater financial efficiencies and ensure financial sustainability and responsibility.

Objective B: Create a centralized inventory/procurement system.

To be completed January 2024

CURRENT ISSUES

The key issue for all divisions of Essential Services is reliable and up to date information. Noted throughout this document is the inability to adequately collect, evaluate, and communicate the information necessary to make the decisions required. Each Division in the District requires information, and more importantly, transparency from all other operational areas in order to implement and maintain effective and meaningful operating efficiencies.

Centralized warehousing activities for EMS, Janitorial, and Station supplies has resolved the need for constant communication between Warehouse members and EMS members. Ordering and supply restocking is now managed by Warehouse, resulting in greater efficiencies, and has nearly eliminated loss to obsolescence and expiration. The addition of an appropriate inventory management software platform will improve reporting capabilities and further streamline ordering and warehousing activities while bringing additional clarity to the division.

The efforts taken by the District to standardize consumable items, equipment and tools are paying off as Division members are spending much less time determining what product or item is required, what to restock and when to reorder. Evolution in these areas will continue to occur as we become smarter in our decision making armed with much better data.

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

The FY24/25 plan for Warehouse Services is to maximize financial resources while ensuring programs remain whole. The Division will continue to implement repair, maintenance, and replacement programs where appropriate allowing the District to assess the condition of its equipment, plan for repair and maintenance or replacement costs and forecast expenditures. These efforts align with the current 2020 – 2024 Strategic Plan goals.

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

The Fire Equipment Services Supervisor has maintained certification in training and testing on Self-Contained Breathing Apparatus, PPE fitment, testing, and repairs according to both manufacturer guidelines and National Fire Protection Association Standards as applicable and according to recertification schedules of the individual worker as indicated by the manufacturers.

All appropriate Warehouse members have received training on forklift operations. Ongoing training specific to position description and District requirements is monitored through the Fire Rescue 1 platform for compliance.

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

Ongoing training specific to position description and District requirements is monitored through the Fire Rescue 1 platform for compliance. The Fire Equipment Services Technician I will receive a certification on repair and inspection of PPE through manufacturer training at their location as soon as it becomes available. This class was cancelled due to the pandemic and is in the process of being reinstated by the manufacturer with an estimated Summer 2024 date.

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

Ongoing training specific to position description, District requirements and certification will continue and be monitored through the Fire Rescue 1 platform for compliance.

The primary training focus in the coming period will be focused on improving efficiencies, new program implementation and management and any related training or certifications that may be required as a result.

New members, or those in newly realigned positions will receive training appropriate to the role and task as assigned with emphasis on leadership and supervisory skills. Under current consideration is merging civilian supervisors with the internal Captain Certification Program which has been successful in developing new supervisors for many years. Well aligned with this training is merging civilian managers with the internal Battalion Chief Certification program, also with a successful history. Both programs may, depending upon size and timing, be conducted in conjunction with mutual aid partner agencies such as Golder Ranch Fire District. This opportunity is designed to drive greater understanding of the roles and importance each position brings to the overall effectiveness of the complete operation.

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 6: Physical Resources

Physical resources are defined as fire stations, training facilities, fire apparatus and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources.

Facilities that are leased and/or jointly operated may also be considered for agency use if this is accomplished in accordance with properly adopted, clearly established policies.

If work is contracted outside the agency and/or to another department within the parent agency, it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping, and procedures are consistent with the performance indicators in this category.

Criterion 6E: Tools, Supplies and Small Equipment

Equipment and supplies are adequate and designed to meet the agency's goals and objectives.

Summary

The District provides and maintains equipment and supplies that are designed to meet the agency's goals and objectives. Equipment assigned to apparatus is decentralized in terms of both use and centralized in terms of inventory. Equipment assigned to apparatus is both inventoried and checked for functionality by each station; Station Captains are responsible for the checks, inventory, and the reporting of potentially unserviceable equipment. Maintenance of power tools associated with ventilation is conducted by qualified Equipment Services members or outsourced to qualified repair facilities. Maintenance of tools associated with extrication is conducted by qualified Fleet Services members or outsourced to qualified repair facilities. If equipment repair is outsourced, the equipment is tested upon its return to ensure it is within all applicable standards for use.

Equipment inventories for engine and ladder (quint) apparatus meet the inventories as listed in NFPA 1901. Apparatus standard equipment inventories are reviewed regularly by the Apparatus Committee to ensure equipment and supplies are adequate for the apparatus' designed mission. Equipment and supplies purchased are per NFPA standards or other applicable national standards, such as ANSI whenever possible.

6E.1 Tools and equipment are distributed appropriately, are in adequate quantities, and meet the operational needs of the specific functional area or program (e.g., fire suppression, prevention, investigations, hazmat, etc.).

Description

The District equips all front-line apparatus with a full complement of tools and equipment to meet fire and emergency medical services. The equipment carried on all frontline apparatus meets the NFPA 1901, Standard for Fire Automotive Apparatus, 2016 Edition, Chapters 5 and 9 for pumper and quint. A small inventory of tools and equipment is kept at Equipment Services. In addition, two reserve engines and three reserve ambulances are equipped with a basic complement of fire tools and equipment and can be augmented as necessary for front line service. Specialty equipment to meet Hazardous Material, Rapid Extraction Module Support and Heavy/Technical Rescue response needs are located at Stations 336, 337 and 338 respectively.

Appraisal

All frontline units are appropriately equipped to meet the needs of the District. Reserve units have most of the necessary equipment but may need some specialty items in order to make a front-line engine or ambulance. Currently, when an engine or ambulance needs to convert from reserve status to front-line status, certain tools

and equipment must be taken from the front line and placed into the reserve to complete its designated complement. This effort continues to be problematic due to funding limitations. Fleet is working with Operations, the Equipment Services Supervisor, and Supply Supervisor to facilitate necessary changeovers from reserve status to front line status and to add to the current inventory of tools and equipment on the reserve engines and ambulances.

Plan

The plan for Fleet Services, Equipment Services, and Warehouse Services is to equip the reserve units so that Operational Services trades are as seamless as possible.

References

[NWFD 2024 Apparatus Load List .xlsx](#)

[NFPA LiNK® - 2016 NFPA-1901 - Chapter 5 Pumper Fire Apparatus](#)

[NFPA LiNK® - 2016 NFPA-1901 - Chapter 9 Quint Fire Apparatus](#)

6E.2 Tool and equipment replacement is scheduled, budgeted and implemented, and is adequate to meet the agency's needs.

Description

The District primarily relies on field input and that of the members working in the Warehouse Division to determine when replacement shall occur. Manufacturer recommendations are utilized for replacement standards and guidelines. Any equipment with an expiration date has been recorded and is replaced as appropriate. In addition, annual cardiac monitor, AED, Lucas Thumper (automatic CPR), hose testing and ground ladder testing are completed. Any equipment identified in the testing process as needing repair or replacement is sent to Equipment Services or Warehouse along with a missing/damaged property report. Replacements and adequate inventory are reliant on sufficient annual budget funding. A regular interval hose, ground ladder, small tool, cardiac monitor, and Automatic CPR machine replacement program has been placed into practice. These programs allow the District to project annual costs of repairs, replacement, and maintenance. The Manager Plus program is utilized to track purchases and service dates of equipment on annual programs.

Appraisal

The Division's current method of replacing critical equipment is adequate and seems to work well.

Plan

Continue to input inventory into the current inventory management program. Implement a Preventative Maintenance "Checks and Services" sheet for all tools to ensure reliability and sustainability. Ensure that tools are assigned to individual apparatus and ensure this information is properly stored in the current version of the District's Maintenance Management software. Warehouse will continue to request, through the annual budget process, a tiered approach to replacing hose exceeding ten years in life and implement additional repair and maintenance programs to forecast budgetary impacts.

References

[NWFD Hose and Ground Ladder Inventory and Test Report 2023.pdf](#)

FY 24/25 Adopted Budget

CC 6E.3 Equipment maintenance, testing and inspections are conducted by qualified personnel, following manufacturers recommended. Schedules.

Description

The maintenance of all equipment is performed by only qualified members. These repairs and maintenance are performed based on manufacturer recommendations. The repairs are performed internally when possible and contracted out when necessary. A repair is contracted out when the repair exceeds the technician's scope or certification. Documentation of the diagnosis and repair is provided by the contracted vendor when applicable. The District has four certified TNT technicians for extrication tools. The District also has members who have completed training in small engine repair, allowing them to complete some repairs in-house. Hose testing and ground ladder testing is completed annually by a certified third party. SCBA annual maintenance and testing is conducted in-house by a certified SCBA Technician. Most SCBA repairs are handled in-house provided they are within the scope of certification of the SCBA Technician.

Appraisal

The District's current Equipment Maintenance Program is adequate to meet the needs. Inventory of all equipment, and entry into the current inventory and asset management program, is ongoing.

Plan

The District will continue to include all District-owned equipment into the current Maintenance Management software program. This will enable improved tracking of equipment age, repairs, maintenance, and replacement needs. The Warehouse Division will continue to support District members in their training efforts.

References:

[Fire Equipment Services Supervisor.pdf](#) Job Description

[Fire Equipment Service Technician II.pdf](#) Job Description

[Fire Equipment Service Technician I.pdf](#) Job Description

[Equipment Services Supervisor Bauer Certification EFick.pdf](#)

[Equipment Services Supervisor Draeger Certification EFick.pdf](#)

[Equipment Services Supervisor Globe Certification EFick.pdf](#)

[NWFD Hose and Ground Ladder Inventory and Test Report 2023.pdf](#)

[NWFD SOG 2110 Daily SCBA Checks.pdf](#)

[NWFD SOG 2111 SCBA Weekly and After Use Check.pdf](#)

[NWFD SOG 2117 Breathing Air Sampling and Testing.pdf](#)

6E.4 Inventory control and maintenance tracking system are in place and current.

Description

Northwest Fire District utilizes an index style tracking system for equipment and material, including tools and small equipment. Each item received into the warehouse system is assigned a unique asset identification number using the category, date purchased and sequential item identifier. This number and description of the item, as well as where it has been assigned, is recorded in the District's current asset management platform. Capital items (individual value over \$5000) are classified as Fixed Assets and are entered and tracked in the District's current Financial platform by the Finance Division. Annual inventories of items assigned to vehicles are completed by field members, utilizing templates provided in Image Trend. Inventory continues to be input into a maintenance management program.

Appraisal

The current inventory process managed by the Warehouse Division is sufficient for tracking consumption and restocking as it currently stands. Manager Plus continues to be a sufficient platform for managing equipment assets within the District.

Plan

The Warehouse Division continues to work with Operational Services and accepts additional responsibilities as they are identified. As additional efficiencies are identified and implemented within the current programs, the Warehouse Division will be able to address additional processes and programs that remain in need of focus.

References

[EMS Centralized Inventory Project Presentation All Stations.pdf](#)

[Manager Plus ESC Asset List as of 2.21.2024.pdf](#)

6E.5 Supply and materials allocation is based on established objectives and appropriate to meet the operational needs of the specific functional area or program (e.g., fire suppression, prevention, investigations, hazmat, etc.), and is compliant with local, state/provincial and national standards.

Description

Supplies and materials are adequately distributed and stored to meet the operational needs of the District. Federal and State regulations and guidelines are adhered to, as well as District SOG's. Applicable NFPA standards are used for specifications whenever possible. The Warehouse Division maintains a level of consumable items, and spare equipment. The Warehouse has quick access to several vendors who can provide any other needed materials. Special Operations maintain their own caches for their needs. Wildland supplies are kept on the engines, and in a locked storage container at the Training Center.

Appraisal

Currently, there are suggested stocking levels for each of the Stations. The District has implemented an efficient inventory system to aid in accountability and stocking levels for operational needs. The Warehouse Division implemented a centralized inventory system in 2020. Currently, the District is utilizing spreadsheets to track

inventory and consumption. Future goals will focus on identifying a specialized inventory platform to create additional efficiencies.

Plan

The Warehouse Division will continue to utilize the existing spreadsheet tracking process, until a specialized inventory platform has been implemented. Vendor agreements will be maintained to provide a good point for resource acquisition.

References

[NWFD EMS Inventory Par Levels by Station 2.21.2024.pdf](#)

[NWFD Janitorial Inventory Par Levels by Station 2.21.2024.pdf](#)

[NWFD SOG 2102 Issuance and Care of Personal Protective Equipment.pdf](#)

[NWFD SOG 2103 PPE Inspection Maintenance and Repair.pdf](#)

Criterion 6F: Safety Equipment

Safety equipment is adequate and designed to meet agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment and related equipment (e.g., self-contained breathing apparatus).

Summary

Northwest Fire provides PPE and other job-related safety equipment that meets District goals and objectives of function, safety, and compliance with national standards. PPE and related safety equipment for structural firefighting, wildland/interface operations and general station wear/EMS response is identified and distributed as outlined in Northwest Fire District's Standard Operating Guidelines (SOG).

Systems exist to provide a framework for safety equipment assessment to ensure that safety equipment is functional and sufficient for its intended use, and that there is adequate budget capacity for both scheduled safety equipment replacements as well as for the replacement of damaged equipment.

The District employs appropriately trained members to oversee the inspection and maintenance of all safety equipment, and that the distribution of inventory, inspection, and maintenance records are appropriately maintained.

Members involved in the technical rescue and hazardous materials Special Operations teams are issued the appropriate PPE and equipment as addressed in Criterion 5F and 5G.

CC 6F.1 Safety equipment is identified and distributed to appropriate members.

Description

Personal protective equipment is identified and distributed as outlined in Northwest Fire District's Standard Operating Guidelines (SOG) 2102 and 6207. As outlined in NWFD SOG 2101, each Firefighter is also issued a standard daily uniform set that meets safety standards for the intended uses of Station wear and basic medical calls. They are also issued a personal hand tool/equipment set. Switch-out turn-out gear is available on a 24/7 basis should the need arise. Wildland firefighting PPE is issued per NWFD SOG 2106, and in compliance with NFPA 1977. Special Operations Team members are assigned mission-specific safety equipment. Self-Contained Breathing Apparatus (SCBA) are provided for each designated seat on all apparatus, currently the Draeger PSS 7000, which are NFPA 1981 compliant. Individually assigned SCBA masks are provided for all firefighters.

Four Draeger PSS3000 SCBAs are assigned for fire investigation members and four Draeger 4057542 Supplied Air Respirators are assigned to Special Operations for confined space entry & Haz Mat use. Other significant safety equipment provided includes thermal imaging cameras on all first-out apparatus and intrinsically safe portable radios for each assigned seat per SOG 6409. Individual thermal imaging cameras have also been provided for each assigned seat.

Per District SOG 1102, Work Groups such as Uniform/PPE and Apparatus/Equipment exist to allow for field input into the equipment selection process, and to ensure that a formalized system exists for thorough assessment and subsequent identification and distribution of safety equipment to the appropriate members.

Appraisal

Department members are provided with up-to-date PPE and safety equipment that is assessed regularly per District SOGs to ensure that it functions appropriately, and that each piece of equipment is continuing to meet the needs of the District and national guidelines. As referenced above, Work Groups which operate under the direction of the Labor-Management Committee exist to provide a mechanism to address any safety or functionality issues and to consider new types/models of safety equipment. These Work Groups are convened on an as need basis to assess and select the best and most appropriate safety equipment to meet the needs of Northwest Fire

members in the performance of their duties. This system is utilized when the need arises and coordinates review, needs assessment, wear test, and alignment with District or safety requirements as appropriate for each item under review.

Plan

The Fire Equipment Service Workers, District Health and Safety Officer (HSO), Incident Safety Officers (ISO), and the appropriate Uniform, Equipment and Apparatus Work Groups, with input from the field, will continue to address any PPE or equipment safety issues as they are identified and will also continue to consider new PPE and safety equipment that may be of value in reducing risk to firefighters.

References:

[NWFD SOG 2101 Uniform Wear.pdf](#)

[NWFD SOG 2102 Issuance and Care of Personal Protective Equipment.pdf](#)

[NWFD SOG 2106 Wildland PPE.pdf](#)

[NWFD SOG 6206 Personal Protective Equipment Use.pdf](#)

[NWFD SOG 6207 Eye and Hearing Protection.pdf](#)

[NWFD SOG 6409 Handheld Radios.pdf](#)

[NWFD SOG 1102 Labor-Management Committee.pdf](#)

[NFPA LiNK® - 2021 NFPA-1500](#)

[NFPA LiNK® - 2018 NFPA-1971](#)

[NFPA LiNK® - 2022 NFPA-1977](#)

[NFPA LiNK® - 2019 NFPA-1981](#)

6F.2 Distributed safety equipment is adequate for the functions performed.

Description

All Northwest Fire District members are issued uniforms, PPE, and the appropriate safety equipment that has been determined to be sufficient for their job functions.

This includes station wear/general duty, structural and wildland/interface response, EMS, TRT, and Haz Mat operational activities. Station/general duty uniforms (including standard EMS response) are issued per SOG 2101. Structural and wildland/interface PPE are issued per SOG 2102, 2106, 6206, and 6409. All PPE and equipment comply with NFPA 1500, and with NFPA 1971, or 1977 as appropriate. In addition, all members are issued eye and hearing protection per SOG 6207, and in compliance with OSHA 1910.133, and 1910.95.

The District's currently issued SCBA for structural firefighting and applicable confined space and HazMat operations is the Draeger PSS7000, which complies with NFPA 1981.

Technical Rescue and Haz Mat Special Operations minimum PPE standards are referenced in SOG 6206: Personal Protective Equipment Use. Specific types or brands will change based on team assessment of PPE available from different manufacturers as long as the chosen PPE continues to meet the requirements stipulated in the SOG. Currently Procurement and use of PPE is based on several factors; PPE (such as SCBA) used by the District. For example: Since the District uses Draeger SCBA for structural SCBA, Special Operations uses Draeger for their Haz Mat and confined space entry SCBA; Recommendations in the applicable NFPA or OSHA sections; Recommendations in professionally accepted training and operational texts; and levels of protection suggested on SDS information for operations involving identifiable chemical compounds.

PPE is evaluated regularly for proper job fit and functionality during annual, semi-annual, weekly, and after-use PPE and SCBA inspections per SOG's 2110, 2111, 2112, 2102, and 2103. Any PPE or safety equipment that is found not meeting functional expectations during these regularly scheduled assessments is placed out of service. Additionally, PPE and equipment are open for review/suggestions for improvements from the field via the Leadership Team process as outlined in NWFD SOG 1102.

Appraisal

The current system that exists at NWFD for safety equipment evaluations provides regularly scheduled evaluations of safety equipment and makes allowances for input of information from both assigned evaluator positions (such as PPE Technicians and Safety Officers), as well as from field members. This system of constant evaluation ensures that the safety equipment issued by Northwest Fire is always sufficient for its expected function.

Plan

The functionality and safety of currently issued PPE, SCBA and other safety equipment will continue to be assessed by the PPE technicians, the crews, and the District Health and Safety and Incident Safety Officers as specified in District SOG's. Comparison with similar equipment from other manufacturers will also continue to take place in accordance with SOGs, as will thorough assessment of new equipment that could potentially increase firefighter safety, and/or enhance job performance. Changes coming to NFPA 1851 will recommend hoods with new technology to better protect our members from exposure.

References

[NWFD SOG 2101 Uniform Wear.pdf](#)

[NWFD SOG 2102 Issuance and Care of Personal Protective Equipment.pdf](#)

[NWFD SOG 2106 Wildland PPE.pdf](#)

[NWFD SOG 6206 Personal Protective Equipment Use.pdf](#)

[NWFD SOG 6207 Eye and Hearing Protection.pdf](#)

[NWFD SOG 6409 Handheld Radios.pdf](#)

[NFPA LiNK® - 2021 NFPA-1500](#)

[NFPA LiNK® - 2018 NFPA-1971](#)

[NFPA LiNK® - 2022 NFPA-1977](#)

[1910.133 - Eye and face protection. | Occupational Safety and Health Administration \(osha.gov\)](#)

[1910.95 - Occupational noise exposure. | Occupational Safety and Health Administration \(osha.gov\)](#)

6F.3 Safety equipment replacement is scheduled, budgeted and implemented, and adequate to meet the agency's needs.

Description

There is an adequate, implemented system in place for the scheduled replacement of all safety equipment. Any known, upcoming safety equipment replacements are

factored into the annual budget, and appropriate funds are allotted for the anticipated replacement of damaged equipment. Replacement timelines are established by appropriately trained Equipment Services members in accordance with manufacturer recommendations, and in compliance with NFPA 1851. If damaged and deemed non-serviceable, all safety equipment is immediately removed from the field and replaced with either in-service or new stock, depending on availability. Per NWFD, structural turnout coats and pants are rotated out of front-line service at 7 years (and replaced at 10), helmet and boots are removed from service at 10 years, and hoods and gloves are normally replaced every 3-5 years due to wear (but are also scheduled for 10-year replacement).

Per the NWFD Logistics Division Accreditation Information Sheet, and in accordance with NFPA 1852, SCBA and associated equipment is replaced every 10 years, or when damaged. Although not specified in SOG, wildland/interface brush coat and pants have traditionally been replaced on a 10-year cycle. This timeline was originally established using the same replacement timeline that exists for structural turnouts. Station/general duty uniforms and individually issued tools are evaluated by the individual Firefighters and Station Captains and replaced using their uniform allowance when needed as specified in SOG 2101.

Appraisal

The system outlined in the above referenced NWFD SOG's for replacement of structural firefighting PPE is working and meets the applicable NFPA standards. The standard for brush pants and coats, however, has not been memorialized, and in recent discussions, our current supplier has indicated that the Nomex, which provides the protective qualities of this PPE, is not subject to the same degradation issues as the Kevlar in the structural PPE. Therefore, there is no set shelf life for the wildland PPE, and replacement will most likely be deemed to be only on an as needed basis for damage/wear.

Plan

NWFD SOG 2106 will be updated to reflect the new replacement standard as soon as the review of the appropriate information is complete. All other safety equipment replacement standards will remain in place in their current form, pending any changes to the appropriate NFPA standards.

References

[NWFD SOG 2101 Uniform Wear.pdf](#)

[NWFD SOG 2106 Wildland PPE.pdf](#)

[NFPA LiNK® - 2020 NFPA-1851](#)

[NFPA LiNK® - 2019 NFPA-1852](#)

6F.4 Safety equipment maintenance, testing and inspections are conducted by trained and qualified members, and appropriate records are kept.

Description

Northwest Fire District employs one full-time PPE/SCBA technician, and one full-time PPE technician. The full time PPE/SCBA technician has a Globe NFPA 1851 Advanced Cleaning and Inspection certificate, and a Draeger PSS7000 Maintenance Training certificate. As per SOG 2103, and SOG 2112, these appropriately qualified technicians are responsible for conducting the major annual inspections of all structural PPE and all SCBAs. In addition, field members have received appropriate practical and didactic training to allow them to complete the necessary field-level inspections of their safety equipment.

Records of all field inspections of safety equipment are logged in Manager Plus or recorded on the District's SharePoint drive (in the case of the semi-annual PPE inspections). The technicians maintain logs of all safety equipment inspections and maintenance that they perform.

Appraisal

In addition to the above referenced SOGs guiding the advanced annual PPE and SCBA inspections and maintenance, NWFD SOG's 2110, 2111, 2101, 2102, and SOG 2106, ensure that the District-issued safety equipment is inspected and maintained by field members in accordance with their level of training, and that all said safety equipment is meeting the District's requirements for functionality, longevity, and safety. Also, as specified in the applicable SOG's, if any issues with equipment are identified by field members that are beyond the capabilities of their training to rectify, those pieces of equipment are immediately placed out-of-service and are then transferred to the technicians for repair or replacement.

Plan

The current system of safety equipment maintenance, testing, inspections, and record keeping as employed by Northwest Fire ensures that these functions are performed by individuals with the appropriate level of training. The record-keeping

system ensures that the appropriate information is documented and available for review when needed.

References

[NWFD SOG 2101 Uniform Wear.pdf](#)

[NWFD SOG 2102 Issuance and Care of Personal Protective Equipment.pdf](#)

[NWFD SOG 2103 PPE Inspection Maintenance and Repair.pdf](#)

[NWFD SOG 2106 Wildland PPE.pdf](#)

[NWFD SOG 2110 Daily SCBA Checks.pdf](#)

[NWFD SOG 2111 SCBA Weekly and After Use Check.pdf](#)

[NWFD SOG 2112 SCBA Annual Testing and Service.pdf](#)

[Equipment Services Supervisor Draeger Certification EFick.pdf](#)

[Equipment Services Supervisor Globe Certification EFick.pdf](#)

6F.5 Safety equipment inventory control and maintenance tracking systems are in place and current.

Description

All safety equipment issued by Northwest Fire, apart from small personal items that are identified as replaceable through an individual's uniform allowance, per SOG 2101 Uniform Wear, are given a unique identification number which is controlled by Warehouse Division.

The current system of asset identification allows all relevant information pertaining to a piece of safety equipment to be accessed at any time. This information includes who the equipment was issued to, and when (or where the equipment is assigned – SCBA), and subsequent tracking of such pertinent information as inspection dates, or repairs.

Appraisal

The use of Manager Plus has been sufficient. All safety equipment is entered and tracked in that system. This allows constant access to needed information for such things as issue date, and location of a piece of equipment.

Plan

The agency will continue to look for better and more efficient inventory controls and maintenance tracking systems, possibilities include AssetWorks or Operative IQ.

References

[NWFD SOG 2101 Uniform Wear.pdf](#)

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 models 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 within Lexipol and will evaluate once the project is complete.

References

2019 Essential Records Listing

Sample of Lexipol policy review and revision

FINANCE BUDGET DEPARTMENT ID:

Department Finance ID #	Department(s)
4260	Warehouse Services

ANNUAL OPERATING BUDGET REQUEST

\$1,827,716

PROGRAM ECONOMIC EFFICIENCIES IDENTIFIED DURING PREPARATION OF PROPOSED BUDGET

As noted throughout this document, the continued development of the District's repair, maintenance and replacement programs is the single largest efficiency discussed in this budget preparation period. Information is readily available to all users and displayed in real time in the current Manger Plus asset tracking system or on SharePoint. The items above speak to process efficiency, accountability, teamwork, primary mission achievement, and positive outcomes for the community and the District.

Warehouse Services Division

One key factor studied in Warehouse Services to achieve mission accomplishment is inventory tracking. Turnover has been historically high within the Division, which has caused the Division to slow efforts in improving efficiencies and has only recently been fully staffed with qualified individuals. Recruiting individuals with the correct mindset, skills, and abilities, with appropriately skilled supervision to motivate and prioritize work toward meeting organizational goals is beginning to facilitate additional efficiencies that meet the mission. Priorities change to meet mission driven expectations constantly. This is the heart of a continuous improvement atmosphere, seeking innovation and creativity to constantly achieve mission results. Recruiting and sustaining individuals with the correct training and experience comes at a premium, and those who support the mission must be active critical thinkers recognizing next steps in the process.

The best way to stay informed of the changes in a continuous improvement atmosphere is with readily available, accurate, and current information. Tools necessary for the collection of information are relied upon as we expand our ability to provide goods and services that make a difference in mission accomplishment.

It is projected that by the beginning of this new fiscal cycle, the Division will have the baseline members trained, skilled in their work, and prepared to provide the guidance

and leadership necessary to continue the cycle of improvement. Most importantly the Division is being supported like no previous time in the history of Northwest Fire District. As the District grows, and development is constant and regular, this year will be focused on implementation and execution of new or improved upon processes.

CAPITAL ITEM REQUEST DISCUSSION

N/A

LINE-ITEM DISCUSSION

See comments provided in following budget comparison table.

PROPOSED FISCAL YEAR 2024-2025 BUDGET

Account	Account Name	2022-23 Actual	2023-24 Adopted Budget	2024-25 Proposed Budget	Variance	Comment
4260 - Warehouse Services						
51110	Salaries	\$ 88,454	\$ 94,792	\$ 100,568	\$ 5,776	Market Adj. & Step Increase
51120	Hourly	\$ 231,403	\$ 236,043	\$ 251,243	\$ 15,200	Market Adj. & Step Increase
51150	Overtime	\$ 369	\$ 530	\$ 411	\$ (119)	
51190	PTO Paid Out	\$ 1,830	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 62,288	\$ 42,921	\$ 74,579	\$ 31,658	Premium Increase
51212	Dental Insurance	\$ 2,688	\$ 2,291	\$ 2,897	\$ 606	
51213	Vision Insurance	\$ 672	\$ 624	\$ 684	\$ 60	
51216	Life Insurance	\$ 238	\$ 252	\$ 252	\$ -	
51218	STD Insurance	\$ 789	\$ 907	\$ 852	\$ (55)	
51230	Social Security	\$ 19,683	\$ 20,545	\$ 20,314	\$ (231)	
51231	Medicare	\$ 4,603	\$ 4,806	\$ 5,107	\$ 301	
51251	ASRS	\$ 38,983	\$ 40,725	\$ 43,218	\$ 2,493	Market Adj. & Step Increase
51290	PEHP	\$ 2,628	\$ 3,314	\$ 3,522	\$ 208	
Total Personnel		\$ 454,629	\$ 447,750	\$ 503,647	\$ 55,897	
52110	Office Supplies	\$ 13,910	\$ 18,500	\$ 18,500	\$ -	
52115	Fees	\$ 34	\$ -	\$ -	\$ -	
52120	Printing & Duplicating	\$ 2,086	\$ 3,500	\$ 3,000	\$ (500)	
52139	Operational Equipment	\$ 82,218	\$ 112,000	\$ 107,000	\$ (5,000)	Aligned to Actual
52140	Operational Supplies	\$ 17,777	\$ 37,000	\$ 25,000	\$ (12,000)	Aligned to Actual
52141	Uniforms	\$ 230,994	\$ 221,000	\$ 284,000	\$ 63,000	Academy FY24-25
52142	Propane	\$ 375	\$ 1,000	\$ 1,000	\$ -	
52143	Station Supplies	\$ 6,351	\$ 8,000	\$ 8,000	\$ -	
52144	Medical Supplies	\$ 373,029	\$ 348,048	\$ 410,569	\$ 62,521	Inflation, Increased Demand
52145	Consumable Rehab Goods	\$ 3,614	\$ 5,000	\$ 8,000	\$ 3,000	Academy FY24-25
52146	Protective Equipment	\$ 316,642	\$ 209,300	\$ 342,000	\$ 132,700	Academy FY24-25
52150	Postage & Mailings	\$ 2,826	\$ -	\$ -	\$ -	
52160	Dues, Memberships & Subscrip	\$ 263	\$ 500	\$ 500	\$ -	
52170	Travel & Per Diem	\$ 1,626	\$ 6,000	\$ 6,000	\$ -	
52177	Meals & Entertainment	\$ 72	\$ 500	\$ 500	\$ -	
52180	Training	\$ 82	\$ 2,500	\$ 4,000	\$ 1,500	Division Request
52198	Books & Periodicals	\$ -	\$ -	\$ 500	\$ 500	
52325	Environmental Disposal	\$ 1,468	\$ 2,000	\$ 2,000	\$ -	
52515	Batteries	\$ 1,107	\$ 3,000	\$ 2,500	\$ (500)	
52521	Ground Ladder Testing	\$ -	\$ 3,500	\$ 4,000	\$ 500	
52535	Janitorial Supplies	\$ 48,561	\$ 50,000	\$ 60,000	\$ 10,000	Inflation, Increased Demand
52551	SCBA Supplies	\$ 13,365	\$ 10,000	\$ 21,000	\$ 11,000	Aligned to Actual
52552	SCBA Services	\$ 1,300	\$ 2,500	\$ 3,000	\$ 500	
52560	Equipment Services	\$ 10,154	\$ 2,500	\$ 13,000	\$ 10,500	AED Annual Calibration
52562	Fire Extinguisher Insp/Maint	\$ -	\$ 1,800	\$ -	\$ (1,800)	Aligned to Actual
52620	Equipment Rental	\$ 104	\$ -	\$ -	\$ -	
54130	Furniture & Equipment	\$ 65,467	\$ -	\$ -	\$ -	
Total Non-Personnel		\$ 1,193,424	\$ 1,048,148	\$ 1,324,069	\$ 275,921	
Total Warehouse Services 4260		\$1,648,053	\$1,495,898	\$ 1,827,716	\$ 331,818	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A