

NORTHWEST FIRE DISTRICT



Operational Services Response Division
Program Appraisal
for the upcoming 2025-2026 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): Category 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 FY24/25, the Response Branch answered roughly 17,271 calls for service within NWFD jurisdiction from 11 strategically located fire stations along with approximately 2,072 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 (6) paramedic transport units, one (1) heavy squad, one (1) air/power truck, one (1) rehab unit, two (2) water tenders, four (4) brush trucks, 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 FY23/24:

- Six (6) Battalion Chiefs
- 40 Captains
- 40 Engineers
- 61 Paramedics
- 64 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, this new agreement has resulted in 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, special operations, and extended to high priority EMS calls last fiscal year.

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. The integration of EMS response to include Tucson Fire Department in the auto-aid agreement has been successful with all agencies operating under the same medical direction. Call types were limited to the most time-critical events as determined by agency medical directors with continual evaluation to add or subtract call types.

The consolidation of the Special Operations Teams has been operational for nearly seven years. The District's Special Operations Response Force consists of NWFD Station 338, GRFD Station 377, and TFD Stations 1 & 4. Station 338 has a minimum daily staffing of six cross-trained (Technical Rescue and HazMat) members comprised of one Captain, one Engineer, two Paramedics, and two Firefighters. The Golder Ranch Fire District provides an equal staffing model that allows for the availability of 12 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 evaluated and 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. Additional focus was placed on Swift Water Responses in differentiating between a stranded vehicle versus a swift water rescue. Geographical considerations were taken by dispatchers to provide the right number of resources being assigned to. 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 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, and Special Event Planning. 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 Requests
- Participation in 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 of 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 incidents' 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 needed 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.

One of the main goals facing the response division is the assumption of transport responsibilities (BLS) from AMR as they withdraw from NWFD jurisdiction to focus on their contractual obligations to the City of Tucson, CON requirements throughout the foothills, and an increasing volume of inter-facility transports. It is imperative that transport numbers and unit hour utilization are watched closely to ensure an adequate response reliability in each response zone without overworking crews. While new ambulances are expected to arrive to replace aging units, it may be necessary to put one of them in service full-time within the Core Planning Zone.

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/exclusion 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. Monsoon season provides a challenge in responding to multiple incidents simultaneously county-wide during extreme weather in which "Storm Conditions" are declared. The goal is to decrease the number of incidents in which a SWIFT response is dispatched for a stranded vehicle to ensure that units (technicians) are available to respond to a true swift water incident. Geographical locations and an adjustment in questioning from dispatchers will be utilized when categorizing these calls.

NWFD continues to operate under the CFRA with the Arizona Department of Forestry and Fire Management. The wildland season has continued to expand in duration both in Arizona and the southwest region with large incidents occurring outside of the normally anticipated months. 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 last 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 last year has assisted the Team in handling an increasing workload of emergent and non-emergent calls for service.

STRATEGIC PLAN CRITICAL TASKS DISCUSSION

Goal 1: Innovate to provide the highest quality services to meet our mission.

Objective C: Collaborate through automatic aid to enhance a region-wide response system while reducing redundancies. (April 2025)

Critical Task: Re-evaluate the utilization of support units throughout the automatic aid system

Status: The primary evaluation of the utilization of support units focused mainly on the use of the Air Power Apparatus (AP) for each agency. When the new NWFD AP went into service, it was initially slated to be placed at Station 341 to provide for far northwest coverage, with GRFD AP379 providing central coverage, and AP022 having coverage for the southern portion of the region. The timing of this coincided with AP379 having to go out of service for an extended period for a compressor replacement which required a re-evaluation. Because most fires occur in the central part of the region, it was determined that we should place the AP in Station 333 to get an adequate response time. Consideration was given to the overall number of auto-aid calls being run by each agency. As TFD was providing a higher volume of responses with engines compared to the total number of calls we were providing (which was mostly Battalion Chief and Safety Officer responses) we felt it was most appropriate for NWFD to take this on rather than TFD's AP022.

Upon the return to service of AP379, another evaluation took place due to the implementation of a Turnout Replacement program. GRFD had been utilizing their AP379 to provide clean turnouts on emergency scenes where the crews' gear was soiled. NWFD implemented a similar turnout replacement program and decided to keep the AP at Station 333 due to its central location and size.

CURRENT ISSUES

Staffing: With the graduation of Academy 24-01 bringing in 21 new firefighters, our staffing numbers will meet our current needs. These personnel will allow for an additional ambulance to be put in service to help offset the increased call load associated with assuming BLS transport responsibilities. With 30 people in DROP and close to 40 more retirement eligible, it will be necessary to continue holding academies to offset attrition while maintaining a rover pool and planning for growth.

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 are 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 at around \$10,000 depending on the scope of work. Implementation should be completed by July 2025.

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 run fluidly. Patient transfer documentation has continued to be a point of concern. GRFD moved 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 in order to provide state approved internal technician-level classes and completing the training of incumbent personnel that were not fully qualified.

Special Operations assignments at Station 38 have been turning over in recent years as personnel have reached the conclusion of four-year terms. As a result of this, there will be a need to host more Special Operations training for all personnel, to include personnel not currently assigned to the Team. Rope Rescue Operations and Technician along with Swift Water Training were added to previous academies, and Academy 24-01 included training for Confined Space and Trench Rescue. The additional training provides certified personnel that can respond in multiple disciplines although there is an added element of continuing education that will be needed to keep them proficient. In addition, further training of long-standing personnel (especially on ladder companies) is needed to aid the District's responses to those incidents that typically result in the most frequent and simultaneous calls for aid.

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. The same must be done for other certified personnel not assigned to Station 338.

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. Technician level personnel arriving on other responding apparatus must maintain and document their skills/proficiency to remain in compliance with NFPA & OSHA Standards.

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

- Maintain operational scoring for ISO rating

- Operate within budgetary capacity – specific to the overtime budget
 - Maintain staffing levels to include rover personnel in each rank to account for attrition (retirements, resignations, and potential needs for additional ambulances and/or Engine company.
 - Fill open positions without requiring daily overtime
- Increase the baseline training level of frontline personnel in the District's most common high-risk Special Operations incidents with an emphasis on the integration of Ladder company utilization.
- Meet SOC timeframes (90th percentile) for turnout times
- Drive documentation and reporting for 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)
- Conduct a multi-agency emergency management exercise to further collaborate with the District's public safety partners
- Execute migration strategy with UKG Kronos to transfer Telestaff system from private cloud to Google Cloud. Migration target is beginning of July 2025.

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

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 FY23/24 (DV Operations, DV Health & Safety):

- Division Chief of Operations
 - Southwest Gas liaison Tabletop – August 2023
 - G-300 – Intermediate ICC
 - G-400 – Advanced ICS
 - Homeland Security Conference
 - International Association of Emergency Management Conference, November 2023
 - Completed FEMA prerequisite courses for intermediate emergency operation center course.
- 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

Wildland Firefighting Training:

- Completed the red card pack test
- Developed and delivered wildland refresher training to all Operations personnel
- REMS and UTV training
- Windshield Survey Training sessions

Technical Rescue Training:

- Hosted Swiftwater rescue, Rope I-III, and emergency building shoring technician courses.

Hazardous Material Training:

- Pima Regional Hazardous Material Technician – five (5) personnel
- 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.

Based on a large-scale training evolution with MPD in FY23/24, the need for a coordinated Emergency Management response team was recommended. While NWFD personnel receive Intermediate & Advanced Incident Command Systems (ICS/GIS 300 & 400) further training in emergency management is needed to fill management level positions for command staff.

Finally, it is essential to provide for the District's Division and Battalion Chiefs' continuous professional development, specifically in incident command, leadership, management, discipline, and accident/injury investigations. These professional development opportunities often come in the form of continuing education, seminars, conferences, certification courses, staff rides, 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 2024. 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 March 2023. 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 2022 to ensure it served the organization's needs during the COVID-19 pandemic. As of 2024, 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

A designated Emergency Manager position needs to be developed and staffed that assumes primary responsibility of the COOP review/revision.

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. A Data Analyst position was created to assist in the collection and analysis of data relative to every aspect of response. This new position has proven to be valuable in assisting with resource management – Unit Hour Utilization, hospital wall times, etc.

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 was completed. A training workshop and associated drill on Integrated Preparedness and Planning (IPP) and Continuity of Operations Plan (COOP) were performed (2023 and 2024) that identified gaps and needs.

Appraisal

The Northwest Fire District never received the TVA report performed by ACTIC after multiple requests. Several gaps were identified from the training and drill that was performed. Inter-governmental agreements with other agencies were adopted to share or provide resources as needed, and recent IT upgrades have greatly enhanced the security of NWFD's technological infrastructure. Personnel were identified to pursue training in these areas as well as coordinated with the Town of Marana for future workshops and drills.

Plan

A designated Emergency Manager position needs to be developed and staffed that assumes primary responsibility for the performing vulnerability assessment of District facilities and creating an operational plan to protect the District infrastructure. Annual workshops and drills should be performed.

References

NWFD COOP

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

Northwest Fire District maintains a Continuity of Operations Plan (COOP) with a final edit updated March 2023 and reviewed in June of 2024.

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. A large-scale incident exercise was performed in June 2024 (July 4, Town of Marana Star Spangled Spectacular) that included personnel from Town of Marana, Pima County, and other regional partners.

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. A designated Emergency Manager position needs to be developed and staffed that assumes primary responsibility of the COOP review/revision.

References

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

AZ State Forestry Rate Agreement

NWFD COOP

2023 COOP Exercise AAR

2024 Star Spangled Spectacular

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

A designated Emergency Manager position needs to be developed and staffed that assumes primary responsibility for intelligence sharing with other agencies along with oversight of the TLO program and participation with the ACTIC network.

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. In 2024 a training for a large-scale incident was performed with the Town of Marana that incorporated the Public Information teams from both agencies.

Appraisal

Social media's popularity serves as a viable tool that NWFD can use to send crisis information to the community. This information can be added to the NWFD website as well. The NWFD PIO frequently collaborates with area PIOs, including those from law enforcement and government agencies. Cooperation between NWFD and the Town of Marana PIO needs to occur to ensure seamless messaging while differentiating the primary agency responsibilities. The 2024 Star Spangled Spectacular training proved invaluable in developing relationships between agency PIOs and identifying operational processes and responsibilities.

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

2024 Star Spangled Spectacular

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 were completed in 2024. 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 plans for the future. 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

Program Appraisal Operational Services Response Division

NWFD COOP

2023 COOP Exercise

2023 COOP AAR

2024 Star Spangled Spectacular

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, six 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. Aerial apparatus are not staffed full-time, but 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 large-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 is evaluating its emergency response delivery program utilizing the collection and analysis of data compiled 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. Northwest Fire District operates from 11 strategically placed fire stations, split into two Battalions. 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.

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. Academy 2024-01 should help to offset these losses, but staffing remains an issue as the number of personnel retirement eligible (and in DROP) will continue to rise dramatically over the next few years. 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 needs to occur in 2025 to start an academy in early 2026 to hire enough personnel to cover retirements, resignations, and members completing their DROP. As NWFD assumes more BLS transport responsibilities considerations need to be made to potentially hire personnel to staff an additional ambulance in the Core Response Zone without having to dive into the rover pool to obtain the personnel. Response time performance will be tracked by Battalion Chiefs utilizing daily, weekly, and monthly reports provided by the staffed data analyst.

References

NWFD CRA/SOC, Section 3

Daily Staffing SOG

Station Assignments – sample

Daily roster – sample Telestaff

NFPA 1901

SAFER EMW-2019-FF-00063 - Award Package

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 will 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 and maintained in the Blue Card RMS along with a credential in FR1. The plan is to maintain the instructor-level certification training for all Battalion and Division Chiefs utilizing the same tracking mechanisms.

References

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

Command Worksheets

FR1 Credential

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. This process has since been rebranded as the program appraisal process. 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.

Monthly, the Response Division reviews and analyzes data compiled in NFORS and ImageTrend which is then presented in 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 Planning Work Group (with members representing personnel from every facet of the organization), adoption by the Leadership Committee, and finally, 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 are being analyzed along with how to present the information in a useful way to field personnel, management, and Board members monthly. 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 Program Appraisal is up-to-date and will be presented during the 25-26 fiscal budget process.

Plan

Data compilation, analysis, and presentation will be a primary focus. Several methodologies are currently being reviewed by the new data analyst for the purpose of selecting the best process to deliver the results in a meaningful way. 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 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

2024-2029 Strategic Plan

NWFD CRA-SOC, Section 3

2023-2024 Annual Report

FY23-24 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 tasks related to technical rescue and hazardous material incidents. Light Squad (REMS) 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 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 six (reduced from seven last FY) 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 (4 personnel), a paramedic unit (2 personnel), and an additional six 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 missed its total response time baselines for First Unit on scene (10:45 for rural). The 90th percentile of 1st unit response time is 11:22 or less with an average of 09:17. Many of these incidents are located in rural areas considered remote, difficult to access areas to include trail heads, flooded roadways, impacting travel time. The chart below describes the number of Technical Rescue Incidents occurring within Northwest Fire District Jurisdiction. ([FY23-24 ImageTrend Response data.xlsx](#)).

Incidents: 12 **Responses:** 76

Thresholds					
	Call Proc.	Turnout	Travel	Response	Commit
Lower	0:00:45	0:00:11	0:04:36	0:05:35	0:01:53
Upper	0:04:05	0:03:26	0:16:49	0:12:27	2:00:14

Average	0:02:04	0:01:19	0:08:00	0:09:17	1:10:23
Max	0:04:05	0:03:26	0:16:49	0:12:27	2:00:14
Min	0:00:45	0:00:45	0:04:36	0:05:35	0:18:34
Range	0:03:20	0:02:41	0:12:13	0:06:52	1:41:40
St. Dev	0:00:46	0:00:25	0:02:09	0:01:54	0:26:54
10%	0:00:59	0:00:49	0:05:16	0:06:35	0:27:46
20%	0:01:26	0:00:55	0:05:29	0:06:51	0:50:01
30%	0:01:48	0:01:09	0:06:22	0:07:55	0:57:56
40%	0:01:59	0:01:19	0:07:37	0:09:03	1:02:57
50%	0:01:59	0:01:19	0:08:28	0:09:51	1:10:33
60%	0:02:02	0:01:23	0:08:42	0:10:14	1:18:56
70%	0:02:20	0:01:24	0:09:20	0:11:08	1:24:40
80%	0:02:29	0:01:32	0:09:56	0:11:08	1:35:33
90%	0:02:58	0:01:46	0:10:17	0:11:22	1:47:37
95%	0:04:04	0:01:59	0:10:39	0:11:32	1:51:14
96%	0:04:04	0:01:59	0:10:39	0:11:32	1:51:34
97%	0:04:04	0:01:59	0:10:39	0:11:32	1:52:30
98%	0:04:04	0:01:59	0:10:39	0:11:32	1:54:46
99%	0:04:04	0:02:21	0:12:11	0:11:46	1:57:37
100%	0:04:05	0:03:26	0:16:49	0:12:27	2:00:14

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 its associated staffing were able to sufficiently mitigate TRT responses in the District (Low and Moderate Risk). Daily staffing was reduced to six technical rescue trained personnel, removing the Probationary Firefighter position. The extra position was moved into the rover pool to give greater capacity to backfill positions for technical rescue training, although it was quickly used up due to attrition, promotion, military leave, and injuries. 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 exceed 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. However, the data provided used outlier thresholds to limit the fluctuation of data because of information outside of the standard deviation. There are, 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 Operations Team.

Critical tasking and Risk assessments for Technical Rescue Incidents will be evaluated and adjusted. Hiker Rescue incident types will be a focal point with the intent of reclassifying them as low risk. Many 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. The implementation of technical rope rescue training, confined space, trench rescue, and swift water rescue in the academy will continue to enhance the capabilities of first arriving companies and contribute to the effective response force (CRA-SOC, pg. 87-93). Secondly, this training will advance the succession plan by engaging in the special operations program early, thus increasing the pool of qualified technicians to assist in staffing and mitigation efforts. Additional funding for training opportunities through internal and external sources for technical training programs will need to be identified to sustain forecasted needs and provide further training for interested field personnel.

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

An annual appraisal is performed in conjunction with the budgeting process on an annual basis to gauge performance and identify gaps in training, equipment, staffing, deployment, etc. 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 structured approach to developing goals and objectives for budget development for the upcoming fiscal year. The appraisal has been used to communicate organizational goals, and how Special Operations contribute 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 training was 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 (AAR or PIR). These AARs are intended to identify 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 equipment needs to enhance the effectiveness and safety of personnel. There were no significant events this FY that required anything more than a tailboard talk.

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. An annual review of the Regional IPP will be included to align NWFD efforts with the region.

Further collaboration with Training, Prevention, and Equipment Services will be pursued to expand the training and equipment needs of operations and technician level responders. In FY24/25, a Special Operations Training Coordinator will be staffed as an assignment within the Training Division. The intent of this 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 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 in 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 at the Operations level per NFPA 470. Training is certified by the Arizona Department of Emergency and Military Affairs (AZ-DEMA). In addition, the minimum daily staffing is six 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. The 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.

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 at 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 09:33 or less with an average of 06:44. 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 ([FY23-4 ImageTrend Response data.xlsx](#))

Incidents: 183 **Responses:** 208

Thresholds					
	Call Proc.	Turnout	Travel	Response	Commit
Lower	0:00:01	0:00:04	0:00:09	0:00:09	0:00:21
Upper	0:22:16	0:08:38	0:17:51	0:18:30	3:01:18

Average	0:01:21	0:01:06	0:05:14	0:06:44	0:25:34
Max	0:22:16	0:08:38	0:17:51	0:18:30	3:01:18
Min	0:00:01	0:00:05	0:00:09	0:00:09	0:05:28
Range	0:22:15	0:08:33	0:17:42	0:18:21	2:55:50
St. Dev	0:01:38	0:00:47	0:02:30	0:02:46	0:22:44
10%	0:00:31	0:00:30	0:02:37	0:04:11	0:09:52
20%	0:00:37	0:00:38	0:03:27	0:04:48	0:11:29
30%	0:00:48	0:00:42	0:04:11	0:05:20	0:13:05
40%	0:00:59	0:00:48	0:04:28	0:05:49	0:14:37
50%	0:01:08	0:00:55	0:04:44	0:06:14	0:16:47
60%	0:01:16	0:01:05	0:05:18	0:06:32	0:20:37
70%	0:01:24	0:01:17	0:05:43	0:07:18	0:23:16
80%	0:01:44	0:01:36	0:06:33	0:08:14	0:34:00
90%	0:02:09	0:01:53	0:08:05	0:09:33	0:57:44
95%	0:02:51	0:02:17	0:09:02	0:10:53	1:11:41
96%	0:02:58	0:02:19	0:09:25	0:11:44	1:15:02
97%	0:03:07	0:02:29	0:09:41	0:14:02	1:20:16
98%	0:03:10	0:02:35	0:12:30	0:16:38	1:23:02
99%	0:03:39	0:02:36	0:15:25	0:18:24	1:34:46
100%	0:22:16	0:08:38	0:17:51	0:18:30	3:01:18

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 FY23/24 indicated that most incidents are related to atmospheric hazards, such as natural gas and carbon monoxide. 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. The current staffing model supports the dual training of technicians in technical rescue and hazardous materials.

Medical monitoring for hazardous materials 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 to 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

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 program 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 contribute 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 training was 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 (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 equipment needed 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. An annual review of the Regional IPP will be included in aligning 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 to 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 purpose 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

SOG#1105 After-Action Evaluations

[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 10:17 or less with an average of 07:22.s 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 ([FY23-24 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 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 ensure 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](#)

[FY23-24 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 was 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

Arizona State Forestry Community Education Webpage:
<https://dffm.az.gov/fire/prevention>

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 FY22/23 the Northwest Fire District responded to 88 wildland incidents within the District. Of these events, 69 were handled with a single engine company and 19 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 for 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 to ensure all applicable standards are maintained. The Northwest Fire District and the Wildland Team continue 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 FY23/24 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 requires 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 the 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 model's review schedule.

Appraisal

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

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

Plan

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

References

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

\$763,230	Operational Services Administration
\$353,730	Community Assistance Program
\$34,338	Special Operations
\$28,309,674	Fire/Rescue Service
\$750,000	Wildland – FUND 200

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

N/A

PROPOSED FISCAL YEAR 2025-2026 BUDGET

Account	Account Name	2023-24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	Variance	Comment
1220 - Operational Services - Admin						
51110	Salaries	\$ 492,604	\$ 531,126	\$ 544,793	\$ 13,667	Staffing Change
51190	PTO Paid Out	\$ 49,098	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 50,532	\$ 49,719	\$ 53,160	\$ 3,441	Premium Increase
51212	Dental Insurance	\$ 1,536	\$ 1,932	\$ 1,900	\$ (32)	
51213	Vision Insurance	\$ 428	\$ 456	\$ 448	\$ (8)	
51215	PSPRS-Cancer Insurance	\$ 200	\$ 200	\$ 200	\$ -	
51216	Life Insurance	\$ 163	\$ 168	\$ 168	\$ -	
51218	STD Insurance	\$ 898	\$ 1,367	\$ 883	\$ (484)	
51231	Medicare	\$ 7,422	\$ 7,701	\$ 7,900	\$ 199	
51250	PSPRS	\$ 201,566	\$ 159,639	\$ 112,729	\$ (46,910)	DROP Participant
51280	Deferred Compensation	\$ -	\$ 11,083	\$ 20,951	\$ 9,868	DROP Participant
51290	PEHP	\$ 4,895	\$ 5,311	\$ 5,448	\$ 137	
Total Personnel		\$ 809,341	\$ 768,702	\$ 748,580	\$ (20,122)	
52170	Travel & Per Diem	\$ 966	\$ 10,250	\$ 10,250	\$ -	
52177	Meals & Entertainment	\$ -	\$ 500	\$ 600	\$ 100	
52180	Training	\$ -	\$ 3,800	\$ 3,800	\$ -	
Total Non-Personnel		\$ 966	\$ 14,550	\$ 14,650	\$ 100	
Total Operational Services - Admin 1220		\$ 810,307	\$ 783,252	\$ 763,230	\$ (20,022)	

Account	Account Name	2023-24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	Variance	Comment
2300 - Community Assistance Program						
51120	Hourly	\$ 199,274	\$ 218,441	\$ 222,234	\$ 3,793	Step Increase
51150	Overtime	\$ 34,401	\$ 42,144	\$ 35,000	\$ (7,144)	Aligned to Actuals
51190	PTO Paid Out	\$ 3,318	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 20,569	\$ 37,290	\$ 39,870	\$ 2,580	Premium Increase
51212	Dental Insurance	\$ 1,126	\$ 1,449	\$ 1,425	\$ (24)	
51213	Vision Insurance	\$ 278	\$ 342	\$ 336	\$ (6)	
51216	Life Insurance	\$ 124	\$ 126	\$ 126	\$ -	
51218	STD Insurance	\$ 551	\$ 519	\$ 590	\$ 71	
51230	Social Security	\$ 14,118	\$ 12,367	\$ 12,676	\$ 309	
51231	Medicare	\$ 3,302	\$ 3,778	\$ 3,730	\$ (48)	
51251	ASRS	\$ 26,786	\$ 30,239	\$ 28,967	\$ (1,272)	Reduction in Overtime
51280	Deferred Comp	\$ 840	\$ 899	\$ 889	\$ (10)	
51290	PEHP	\$ 2,255	\$ 2,606	\$ 2,572	\$ (34)	
Total Personnel		\$ 306,942	\$ 350,200	\$ 348,415	\$ (1,785)	
52120	Printing & Duplicating	\$ 160	\$ 530	\$ 530	\$ -	
52140	Operational Supplies	\$ 507	\$ -	\$ -	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 259	\$ 885	\$ 885	\$ -	
52170	Travel & Per Diem	\$ -	\$ 2,800	\$ 2,800	\$ -	
52180	Training	\$ -	\$ 1,100	\$ 1,100	\$ -	
Total Non-Personnel		\$ 926	\$ 5,315	\$ 5,315	\$ -	
Total Community Assistance Program 2300		\$ 307,868	\$ 355,515	\$ 353,730	\$ (1,785)	

Account	Account Name	2023-24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	Variance	Comment
3200 - Special Operations Services						
52139	Operational Equipment	\$ 18,696	\$ 11,250	\$ 18,583	\$ 7,333	Replacement Equipment
52140	Operational Supplies	\$ 15	\$ 646	\$ 650	\$ 4	
52146	Protective Equipment	\$ -	\$ 7,900	\$ 3,100	\$ (4,800)	Equipment as Needed
52148	Small Tools & Instruments	\$ -	\$ 1,425	\$ 1,105	\$ (320)	
52170	Travel & Per Diem	\$ 1,223	\$ 7,100	\$ 7,100	\$ -	
52180	Training	\$ 2,799	\$ 3,890	\$ 3,800	\$ (90)	
52198	Books & Periodicals	\$ 303	\$ 739	\$ -	\$ (739)	
52560	Equipment Services	\$ -	\$ 3,000	\$ -	\$ (3,000)	Calibration Gas to Whs. Srv.
Total Special Operations Services 3200		\$ 23,036	\$ 35,950	\$ 34,338	\$ (1,612)	

Account	Account Name	2023-24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	Variance	Comment
3300 - Fire/Rescue Services						
51120	Hourly	\$ 13,468,494	\$14,994,007	\$ 15,081,127	\$ 87,120	Position and Step Increases
51140	Holiday Pay	\$ 399,842	\$ 423,157	\$ 486,473	\$ 63,316	Position and Step Increases
51150	Overtime	\$ 1,558,965	\$ 1,937,437	\$ 1,990,700	\$ 53,263	Step Increase
51190	PTO Paid Out	\$ 502,579	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 1,818,834	\$ 2,386,653	\$ 2,595,537	\$ 208,884	Premium Increase
51212	Dental Insurance	\$ 68,526	\$ 92,718	\$ 92,767	\$ 49	
51213	Vision Insurance	\$ 16,846	\$ 21,889	\$ 21,874	\$ (15)	
51215	PSPRS-Cancer Insurance	\$ 8,964	\$ 9,600	\$ 9,765	\$ 165	
51216	Life Insurance	\$ 7,302	\$ 8,064	\$ 8,203	\$ 139	
51218	STD Insurance	\$ 41,265	\$ 42,317	\$ 44,046	\$ 1,729	Position and Step Increases
51231	Medicare	\$ 218,249	\$ 248,562	\$ 253,461	\$ 4,899	Position and Step Increases
51250	PSPRS	\$ 5,459,667	\$ 7,174,059	\$ 7,277,380	\$ 103,321	Position and Step Increases
51280	Deferred Compensation	\$ 145,548	\$ 154,706	\$ 198,599	\$ 43,893	DROP Participant Increase
51290	PEHP	\$ 152,855	\$ 171,422	\$ 174,802	\$ 3,380	Position and Step Increases
Total Personnel		\$ 23,867,938	\$ 27,664,591	\$ 28,234,734	\$ 570,143	
52139	Operational Equipment	\$ 2,945	\$ 5,100	\$ 5,100	\$ -	
52145	Consumable Rehab Goods	\$ 81	\$ 500	\$ 500	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 546	\$ -	\$ -	\$ -	
52170	Travel & Per Diem	\$ 8,556	\$ 10,400	\$ 12,300	\$ 1,900	Hazard Zone Conference
52177	Meals & Entertainment	\$ -	\$ 500	\$ 500	\$ -	
52180	Training	\$ 3,025	\$ 4,300	\$ 5,840	\$ 1,540	Hazard Zone Conference
52183	Rover Mileage	\$ 742	\$ 1,000	\$ 1,000	\$ -	
52227	Contract Labor	\$ 39,875	\$ 49,800	\$ 49,700	\$ (100)	Snake Removal Services
Total Non-Personnel		\$ 55,770	\$ 71,600	\$ 74,940	\$ 3,340	
Total Fire/Rescue Services 3300		\$ 23,923,708	\$ 27,736,191	\$ 28,309,674	\$ 573,483	

Account	Account Name	2023-24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	Variance	Comment
3500 - Wildland - Fund 200						
42300	State Land Fires	\$ (1,087,831)	\$ (750,000)	\$ (750,000)	-	
Total Revenue		\$ (1,087,831)	\$ (750,000)	\$ (750,000)	\$ -	
51120	Hourly	\$ 2,961	\$ -	\$ 1,500	1,500	Historical Estimate
51150	Overtime	\$ 518,510	\$ 450,000	\$ 440,000	(10,000)	Historical Estimate
51216	Life Insurance	\$ 165	\$ 200	\$ 200	-	
51231	Medicare	\$ 7,314	\$ 8,000	\$ 6,000	(2,000)	Historical Estimate
51250	PSPRS	\$ 183,170	\$ 171,000	\$ 171,000	-	
51280	Deferred Compensation	\$ 5,395	\$ -	\$ 6,000	6,000	Historical Estimate
Total Personnel		\$ 717,514	\$ 629,200	\$ 624,700	\$ (4,500)	
52139	Operational Equipment	\$ 23,966	\$ 17,000	\$ 25,000	\$ 8,000	Historical Estimate
52140	Operational Supplies	\$ 113	\$ 1,000	\$ 2,000	\$ 1,000	Historical Estimate
52141	Uniforms	\$ 320	\$ 1,000	\$ 2,000	\$ 1,000	Historical Estimate
52170	Travel & Per Diem	\$ 76,569	\$ 80,000	\$ 79,300	\$ (700)	
52511	Fuel	\$ 1,102	\$ 20,000	\$ 15,000	\$ (5,000)	Historical Estimate
52513	Vehicle Parts	\$ 1,265	\$ 1,800	\$ 2,000	\$ 200	
54140	Vehicles	\$ -	\$ 112,000	\$ -	\$ (112,000)	REMS Wildland Truck
Total Non-Personnel		\$ 103,335	\$ 232,800	\$ 125,300	\$ (107,500)	
Total Expenses Wildland 3500 - Fund 200						
		\$ 820,850	\$ 862,000	\$ 750,000	\$ (112,000)	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A