



Fire Chief Update for City Council

March 14, 2023



MISSION STATEMENT

WE IMPROVE THE LIVES OF THE PEOPLE WE SERVE EVERY DAY.

VISION STATEMENT

WE ARE THE COMMUNITY OF CHOICE FOR RESIDENTS, BUSINESSES,
AND EMPLOYEES.



HOW WE MAKE A DIFFERENCE



COMMUNITY

We are driven to improve the community experience.



INTEGRITY

We provide open and honest governance.



EXCELLENCE

We make excellence a habit, not a goal.



INNOVATION

We deliver better service through creativity & ingenuity.



LEARNING

We view learning as essential to improvement.

We improve the lives of the people we serve every day.



Organizational Focus

- **SERVICE** through **SACRIFICE** by...
- Keeping the community and their neighbors **SAFE**
- Keeping the citizens, residents, visitors, and businesses **SAFE**
- Keeping our first responders **SAFE**
- All our decisions should/shall be grounded in this **FOCUS** and supported by **DATA**



Starting Point

- Purpose
 - To make the community **safer** through innovative fire, medical, and customer services.
- Values
 - FAST
 - CARING
 - INNOVATIVE
 - PROFESSIONAL
- Objective
 - Return the incident or customer to a *state of normalcy*
- Culture of Excellence
 - **Be Elite** in everything we do
 - **Be Mindful** of our actions and behaviors when interacting with our internal and external customers



Guiding Documents and Principles

- INDUSTRY

- National Fire Protection Association:
 - 415 codes & standards
 - 1001, 1002, 1021, 1582, 1710, etc....
- Center for Public Safety Excellence
 - Community Risk Assessment: Standards of Cover
 - Written procedures that determine the distribution and concentration of fixed and mobile resources of an organization
- Insurance Services Office
- International City Manager Association
 - Managing Fire & Emergency Services

- LOCAL and REGIONAL

- City of Glendale
 - Charter
 - Ordinance: Chapter 16
 - Policy, Procedures, General Orders
 - Memo of Understanding
- Metro Phoenix Automatic Aid System IGA
 - Renewed December 2022
 - Premier Partner
- Central Arizona Life Safety Council
 - Metro Region Fire Chiefs
- Regional Operating Consistency Committee
 - Project arm of the CALSC
 - Operations, Training, EMS, Fire Marshal, Special Operations, Technology, Resource, Strategic Planning
- Volume II
 - Operating Guidelines

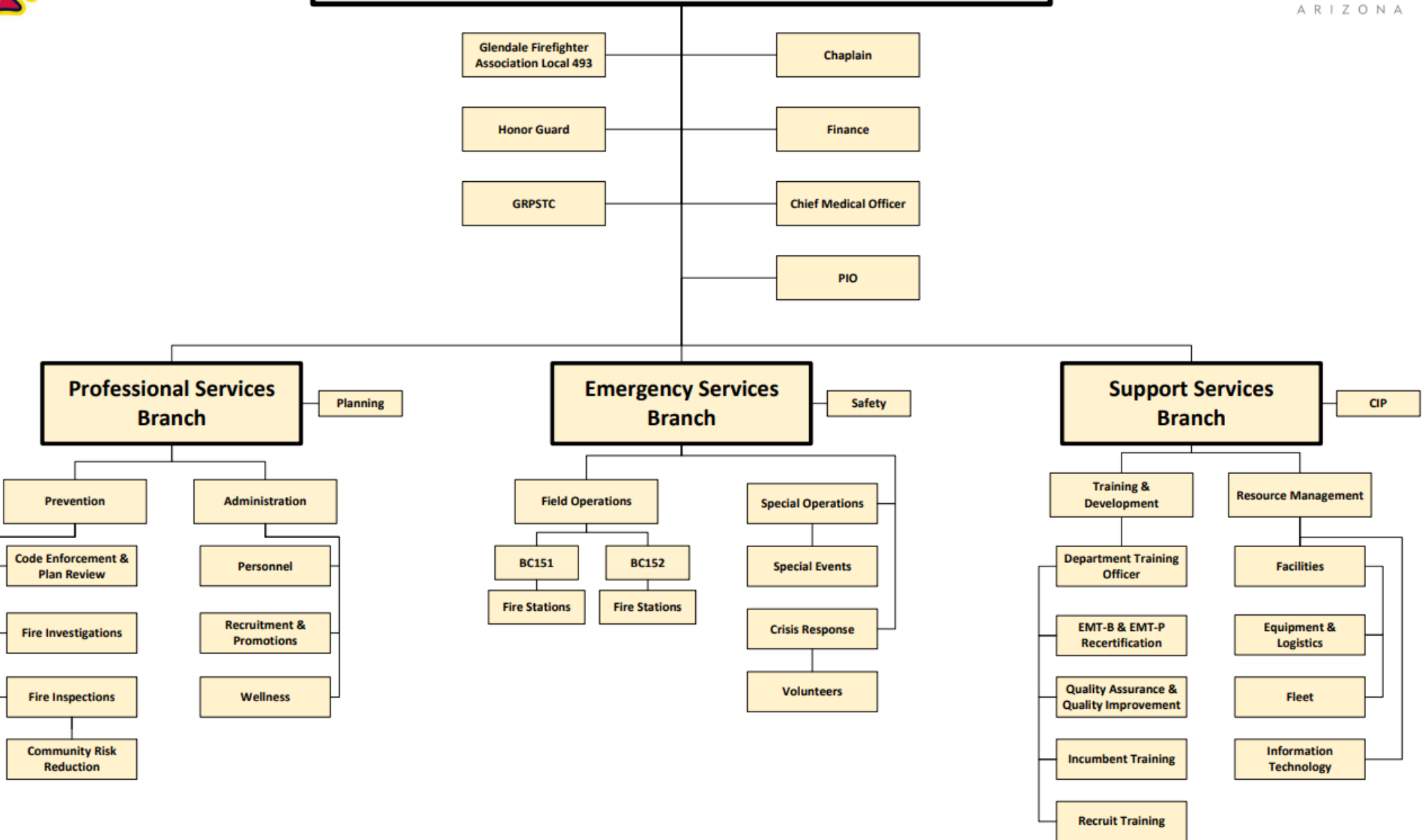


Business Approach

- What business/industry are we in?
 - Service Industry
 - All-Hazards
 - Emergency Concierge – “you call, we come”
 - Constant Staffing
- What is the size and structure of our department?
 - Our place within the organization and region
 - Mid to Large Urban Department
 - Organizational Chart: Connection and Functions
 - Distribution Centers Concept



Office of the Fire Chief





Response Assets: Primary Service

- All Hazards
 - Engines and Ladders
- Command Units
 - West Deputy & Battalion Chief
- Support Units
 - Utility, Squad, Haz Mat
- Augment Units
 - Low Acuity & Medical Response Unit



Automatic Aid Dashboard

1/1/2022 TO 12/31/2022

City	Unit Agency																			Total
	AVO	BUC	BUV	CHA	DSY	ELM	GDY	GLN	GUA	MAR	NCO	PEO	PHX	SCT	SLK	SUN	SUR	TMP	TOL	
APJ				1														7		8
AVO		9	5		1	55	888	56			4	33	704		1		34	1	1,779	3,570
BCC								4				11	52							67
BUC	85		1,126		2	2	337	53			11	14	281	1	3	1	116	4	15	2,051
BUV	39	918		1		1	326	9				2	56		1		10		1	1,364
CHA								8	15		1	4	897		654			1,293		2,872
DSY							2	21		1	2	17	586	6			3	1		639
ELM	156						2	26		1	22	38	21			163	595		76	1,100
GDY	1,573	172	649		1	5		48		29	1	5	298		1		186	3	46	3,017
GLN	120	10	15	1	6	21	233				9	2,109	5,774	2	4	105	374	5	48	8,836
GUA				5	1								220					340		566
LAV	12	1		3				9	2			1		2	1			3	40	74
LFP	380		4					1				1	21				10		2	419
MAR	1		1	41			46		4				108		85		1	7	1	295
NCO						2		19				225	18			8	264			536
PDV			2	1				2	47					347				15		414
PEO	23	14	1		12	56	8	2,814			448		919			3,049	183	2	12	7,541
PHX	1,617	11	7	358	1,077	7	100	8,753	668		14	636		2,265	8	11	14	1,422	3,274	20,242
SCT	1			9	173			144	1			19	4,295		1			1,266		5,909
SCW	8					21	3	25				23	27			13	1,022		3	1,145
SLK			1	390				1	1				24					7		424
SUN	9	4			1	396	1	94			23	2,109	29				301		5	2,972
SUR	22	37	3		3	648	71	155			1,272	98	145	1		278			2	2,735
TMP	0			419				13	1,844		2		2,254	467	1		1		2	5,003
TOL	1,016	1				8	22	22				16	609		1	3	4	4		1,706
WIC			1								1									2
YNG	1	1				176		13			1	155	9	1	1		41		2	401
Total	5,063	1,178	1,815	1,229	1,277	1,398	2,039	12,290	2,582	31	1,811	5,516	17,347	3,092	762	3,631	3,159	4,380	5,308	73,908

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Incident Call Volume (City of Glendale)	
	2022
ALS	19,557
BLS	12,481
FIRE	2,984
SERVICE	739
SPECIAL OPS	168
Grand Total	35,929

Incidents reported in City of Glendale.
Incident must have Dispatched time.
01/01/2022 - 12/31/2022

Incident Call Volume (GLN Units)	
	2022
ALS	23,908
BLS	14,379
FIRE	4,219
SERVICE	854
SPECIAL OPS	1,083
Grand Total	44,443

Incidents responded by GLN units.
Incident must have Dispatched time.
01/01/2022 - 12/31/2022

90 th Percentile Response Times (GLN Units)	
	2022
3-1&GreaterFire	08:43
CriticalEMS	07:24
Grand Total	07:26

Incidents responded by GLN units.
Filtered by Suggested Travel Code 3.
01/01/2022 - 12/31/2022

90 th Percentile Turnout Times (GLN Units)	
	2022
3-1&GreaterFire	01:29
CriticalEMS	01:47
Grand Total	01:46

Incidents responded by GLN units.
Filtered by Suggested Travel Code 3.
01/01/2022 - 12/31/2022



Run Destination																														
City	BC151	BC152	C1559	CR155	E150	E151	E152	E153	E154	E156	E157	E158	E159	E1553	HM157	L152	L155	L157	LA151	LA157	LT152	LT155	LT157	MR153	MR154	MR158	SQ159	U159	WDC	
CAV		7																										5		
DAISY MOUNTAIN		9							1	6	1				2		1											1		
GLENDALE	542	317	10	905	3149	3070	3258	2644	1628	1427	2851	2414	2240	12	89	411	150	259	803	759	2602	1748	2787	981	410	731	81	163	457	
MARICOPA COUNTY	1	4						5		20		8	1				1					1		2			3	2	5	
PHOENIX	537	646	1	7	386	391	239	612	2911	85	157	355	457		131	100	29	31	21	2	193	404	103	158	617	172	146	30	228	
SCOTTSDALE	1	91									3		1		4								1				38	1		
SURPRISE		110				1					2		1		8		4						1				8	5	6	
PHX		1									2																			
AVONDALE	3	4										1	3				3										1		30	
BLACK CANYON CITY		3																												
BUCKEYE	1	29			2						1	7	11									2					4		4	
BUCKEYE VALLEY	1	2			1							1																	3	
CHANDLER		2											3																	
D		1																												
EL MIRAGE		5													1		1	3										1	4	4
FOUNTAIN HILLS		1																									1			
GILBERT																											1			
GOODYEAR		15							1				5		1	1											2		11	
LAVEEN	4															1													1	
NCO		5		1							7																1		2	
PARADISE VALLEY		1																												
PE											1																			
PEORIA	15	181	1	10	7	3	18	336	21	675	167	267	336		45	7	35	20		4	14	130	133	136		48	76	27	58	
PH		1																									1			
SUN CITY		29						2	1	4	3	7	5		4		8	2				4		2		1	5	9	5	
SUN CITY WEST		17										1					1										2	3	2	
SUN LAKES		1																												
TEMPE		5																												
TOLLESON	3	1										1				1											2		12	
YOUNGTOWN		5										4	1														1	2	1	

DRAFT

Fire Stations

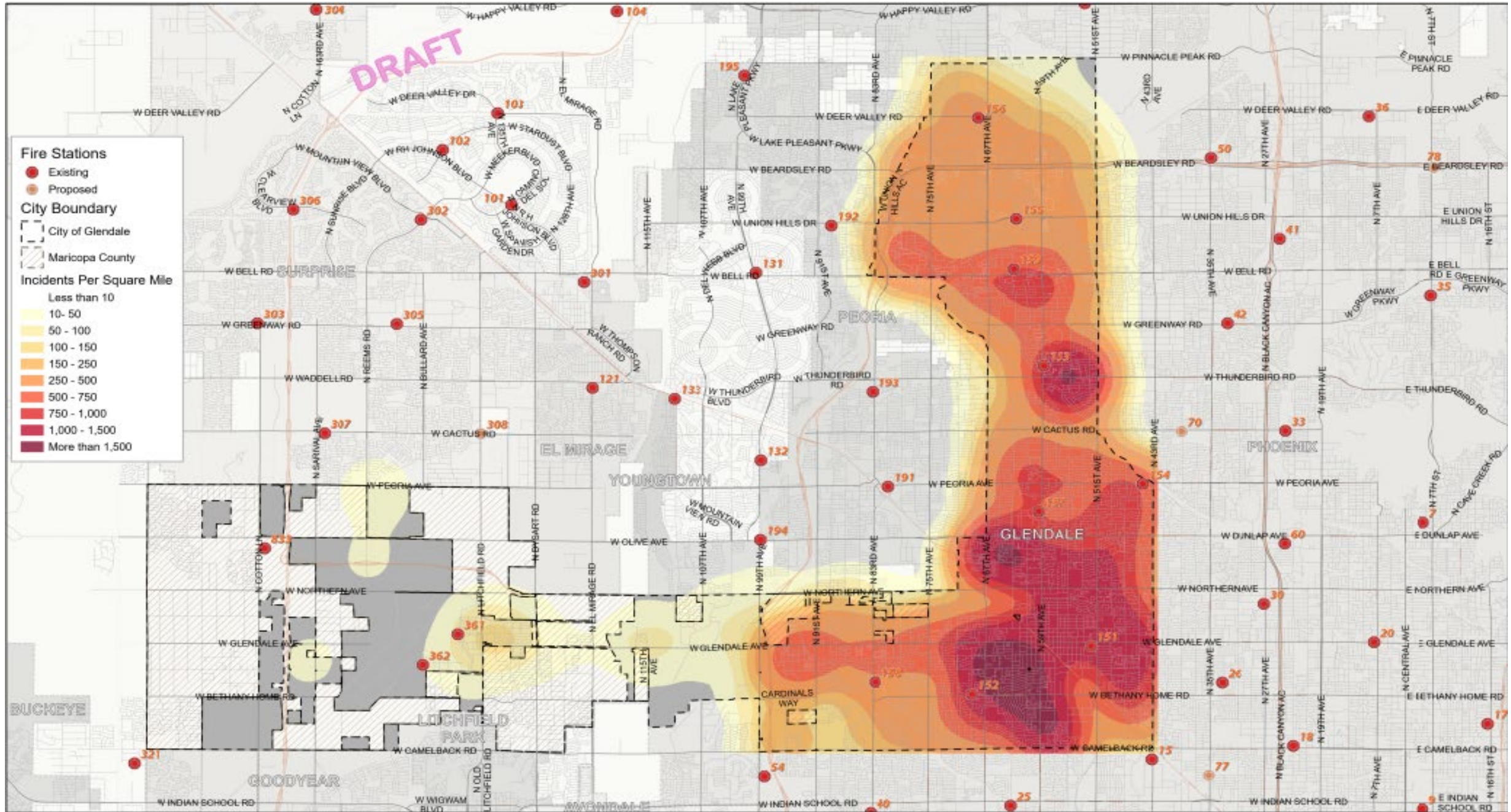
- Existing
- Proposed

City Boundary

- City of Glendale
- Maricopa County

Incidents Per Square Mile

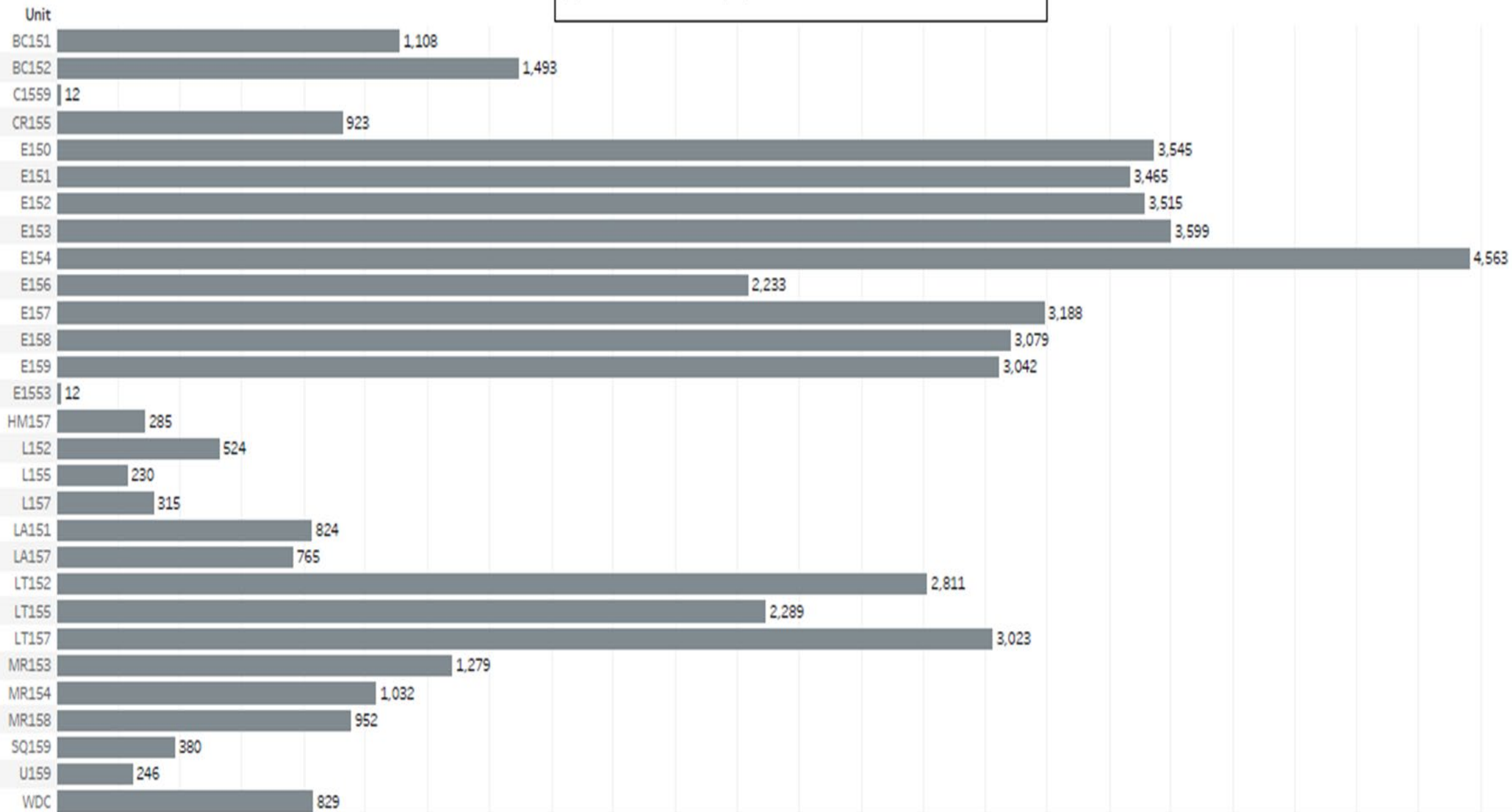
- Less than 10
- 10 - 50
- 50 - 100
- 100 - 150
- 150 - 250
- 250 - 500
- 500 - 750
- 750 - 1,000
- 1,000 - 1,500
- More than 1,500



Shift run by Unit

Unit Dispatched

1/1/2022 12:00:00 AM to 12/31/2022 11:59:59 PM



In most dynamic (flexible) deployment systems such as the System Status Management program used by private ambulance companies, UHUs rates as high as .40 can be achieved. This, however, can lead to paramedic burnout. This is considered to be the point at which a unit is fully committed. For static (fixed) deployment systems such as the traditional fire station system, the maximum UHU is closer to .25 to .30 depending on factors such as geography or the transportation network and other workload that must be accomplished. The UHU plays a more important role in the multi-unit station, as explained in more detail under the theoretical maximum calculation later in the discussion.

The impacts of UHU, in terms of total call loading, are depicted in the following chart. The chart is based on a 30-minute commit time. It is useful to visualize the workload issues associated with the various UHU levels, as many times the UHU may seem to be too low to the average person.

CALLS PER YEAR/UNIT UTILIZATION					
Call/Yr	Unit Utilization	Call/Yr	Unit Utilization	Call/Yr	Unit Utilization
900	0.05	4500	0.26	5800	0.33
1750	0.10	4600	0.26	5900	0.34
2700	0.15	4700	0.27	6000	0.34
3500	0.20	4800	0.27	6100	0.35
3600	0.21	4900	0.28	6200	0.35
3700	0.21	5000	0.29	6300	0.36
3800	0.22	5100	0.29	6400	0.37
3900	0.22	5200	0.30	6500	0.37
4000	0.23	5300	0.30	6600	0.38
4100	0.23	5400	0.31	6700	0.38
4200	0.24	5500	0.31	6800	0.39
4300	0.25	5600	0.32	6900	0.39
4400	0.25	5700	0.33	7000	0.40

$(3,500 \text{ calls for service} / 30\text{-minute commit time}) / (365 \text{ days a year} \times 24 \text{ hours a day})$

What does a second unit bring in the way of capacity? In some systems, it is possible to get to a .4 or .5 UHU for second units. In these cases, the units cannot be expected to complete any additional work, training, or maintenance during the shift. On the next page is a simple analysis of tasks needed to be completed in the station during the shift. Using the Fire Station Activities matrix, the maximum UHU would be .30. Activity beyond this level will result in activities not being accomplished. The Fire Station Activities - 24-hour UHU is .29, leaving 0.01 percent of time for any additional activity.

FIRE STATION ACTIVITIES - 24 HOUR			
Activities	Hours		Hours
Training	2.0		
Meals	2.0	Calls/shift	14 7.0 @ 30 minutes per call
Breaks	0.5	Paperwork	2.1 @ .15 hours per call
Sleep	6.0	Restock/mnt	1.4 @ .10 hours per call
Maintenance	2.0		10.5
PT	1.0		
	13.5	Remaining Time	0
			5,110 Calls per year
			0.29 Utilization

It should be noted at .30 UHU, a 24-hour company does not have time for inspections, training of new personnel, public education activities, or personal time for studying or other self-improvement.

At this point, the thresholds for workload, availability, and reliability have been identified. In the example, it is 3,500 calls for service, 80 percent availability or .20 UHU for first unit, and .30 UHU for each additional unit for a performance measure requiring service to be delivered 80 percent of the time. How is this applied in a systems approach? Below is a theoretical application:

STATION CAPACITY			
Theoretical Maximum	@ 0:30:00 commit time	Calls/day	Unit Utilization
3,504	Single unit capacity at 80% performance standard	10	0.20
8,760	Two unit station capacity (.30/.20)	24	0.25
14,016	Three unit station capacity (.30/.30/.20)	38	0.27

Applying the theoretical maximums to real-life deployments can provide the necessary validation of the model. In the case of one large metro department, three of the busier stations were used to complete this validation. As shown in the next table, the theoretical maximums are consistent with the current deployment of resources.



First 150 Days

- Relationship Building
 - Community, City Council, City Manager Officer, Executive Team, PD
- Observations
 - Operations, Budget, Data, Infrastructure
- Evaluations
 - Management, Supervisors, Workforce
- Actions
 - Deconstruct to Reconstruct to Evolve



Action

- Operations
 - Take steps to install methodology to ensure strength of shift in daily staffing while maximizing assets provided to department
 - **Deploying 17 employees back into 52HR Field Operations**
- Budget
 - Intentional programming of overtime funding to org/object line
 - **Regression analysis of spending patterns to assign funding to programs**
- Data
 - Leverage technology and partnerships to improve accuracy for data driven decisions
 - **COG IT partnership: GIS, Power Bi, TeleStaff, ImageTrend
- Infrastructure
 - Collaborative planning to maximize funding to ensure holistic approach
 - **COG Public Works partnership: reviewing CIP 5-year and Future Years



Balanced Scorecard

- **Our Community**
 - Improve Community Experience
- **Our Finances**
 - Enhance Resource Alignment
- **Our Process**
 - Increase Community Outreach, Improve Internal and External Communication, Optimize Processes and Solutions
- **Our Organization**
 - Improve Tools and Technology, Strengthen Training, Enhance Department Culture, Optimize Recruitment and Retention



Objective: Strengthen Training

Objective Description: The Glendale Fire Department will strengthen training by enhancing the training process, offering more training opportunities, strengthening succession planning and strengthening leadership development.

Intended Results 1	Intended Results 2	Intended Results 3	Intended Results 4
Increased training opportunities	Succession planning	Leadership development	Knowledgeable, well-trained staff
Candidate Measures	Candidate Measures	Candidate Measures	Candidate Measures
Meet the ISO standard of 240 hours of annual training per sworn employee	100% of employees surveyed on interest in promotional opportunities	20% Increase of employees sent to training classes	100% of employees meet or exceed their training goal in their annual performance evaluation
100% of staff members are certified or re-certified in the required disciplines of the Fire Department	Employees participated in 1000 hours of prescribed coaching and mentoring	100% of staff complete annual required/assigned competency training	
Initiative	Initiative	Initiative	Initiative
<p>Create a 2-year continuing education program specific to the job classifications of firefighter, engineer, captain, and chief Officer</p> <p>Develop a quarterly training plan aligned with the contemporary fire service issues; save your own, live fire, Wellness, Industry initiatives, etc.</p>	<p>Develop a general order that clearly articulates the career advancement track through the different promotional opportunities within the fire department</p> <p>Develop and distribute a survey for employees to identify who is interested in promotional and or training opportunities</p> <p>Create a catalog of approved training classes available for the membership to sign up for as sponsored training.</p>	<p>Create a holistic promotional development series that provides the foundational skills and city government awareness for any promotional opportunity</p> <p>Create an annual goal for performance evaluations tied directly to and employees' ability to meet or exceed the candidate measures</p>	<p>Ensure and confirm the tracking of training hours is reconciled within our learning management system</p> <p>Clearly articulate the notice of expectations and importance of training at the beginning of each performance evaluation season</p>



Labor & Management Process

- Memo of Understanding
 - Wages, Benefits, Working Conditions
- Organizational Cooperative Process
- Sponsors
- Co-Chairs
- Committee Members at Large
- Idea to Recommendations to Approval to Implementation



The Way Forward & On The Horizon

- Updating Can Act As
- Updating Promotional Process
- Establishing Cadres
- Asset Deployment Evaluation
- Increased TeleStaff Function
- ImageTrend RMS Implementation
- Annual Training Plan
- Wildfire Urban Interface (WUI) preparation
- Organizational Network Analysis
- Standards of Coverage
- Lexipol
- Annual Employee Recognition
- Inside Out Coaching



The Plan

- To make the community safer through innovative fire, medical, and customer services...
 - (1) deploy human and physical assets based on strength of shift
 - (2) be regionally relevant in the Metro Phoenix Fire Service
 - (3) be proactive with prevention efforts
 - (4) develop and follow common sense policy
 - (5) develop training and advancement tracks for continual learning
 - (6) bolster the logistics and supply chain function
 - (7) practice functional collaboration with City business partners and L493 partners
- **Always be providing background and rationale; communicate, communicate, communicate...**



Call To A.C.T.I.O.N

- Getting to A.C.T.I.O.N
 - Accurate Accountability
 - Consistent Collaborative Communication
 - Transparent Teamwork
 - Inclusive Innovation
 - Optimize Opportunities
 - Necessarily Nimble