



Professional Standards

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Phoenix Fire Department

Professional Standards

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***A message from
Fire Chief Bob Khan and
United Phoenix Firefighter's Association
President Pete Gorraiz***

On behalf of the members of the Phoenix Fire Department and Local 493 we are very pleased to introduce the new Professional Standard's Guide. This book is the direct result of the City of Phoenix Fire Department Strategic Plan 2007, which was produced as a map to determine and focus on priorities to guide the future direction of the department.

The Strategic Initiative calls for the review, evaluation and revision of The Phoenix Fire Department Way. In the end, it didn't need much revision, just a little refinement. As you read through the new Professional Standards Guide, it should feel very familiar and comfortable. That's because our basic values have remained solidly in place.

Through the diligence, dedication and collaborative efforts of the members in the PFD Way RBO Subcommittee we were able to review and revise some of our most important standards. We now have a fresher, more current version of The PFD Way, The PFD Customer Service Guide and several other critical documents. These standards outline our personal and professional expectations and are bound in one book, which is the Professional Standards Guide.

Our labor/management process provides the backbone on which this great effort was able to succeed.

The Phoenix Fire Department Professional Standard's Guide defines the basic principles of our department's organizational philosophy. These procedures spell out the department's general expectations for our member's behaviors as well as how we treat one another and our customers.

We consider the Phoenix Fire Department Professional Standards Guide the gold standard of internal and external customer service principles.

We urge you to visit the guide often. Discuss it with one another at the fire station. Share it with your family, friends and those who would like to become part of our great organization. Most importantly, we urge you to adopt and hold these standards in high regard. For the documents in this guide truly represent the core beliefs, behaviors and principles that we, as members of the Phoenix Fire Department, embrace.



Bob Khan
Fire Chief



Pete Gorraiz
President, United Phoenix
Firefighter's Association

Phoenix Fire Department

Mission Statement



The Phoenix Fire Department is committed to providing the highest level of Public safety services for our community. We protect lives and property through fire suppression, emergency medical and transportation services, disaster management, fire prevention and public education.

Our members will Prevent Harm, Survive, and Be Nice!

Organizational Values



Our department's values drive our decisions and actions

Service Excellence

We do all we can to ensure we deliver the best possible service to our internal and external customers/communities through smart, well trained, humble, dedicated, competent, hard working, safe members. We are active participants in the communities where we live and work.

Embrace Diversity

Recognizing the value of diversity helps us to work together as a team to serve our community. We are dedicated to reflecting and respecting diversity throughout our organization.

Integrity and Honesty

We value the public's trust and are committed to honest and ethical behavior. We hold ourselves accountable to these values. We believe in a personal commitment to the organization and the community. Self-discipline is the foundation for managing behavior.

Teamwork

We seek out and value the input and opinions of members at all levels of the organization. Teamwork is the building block that drives the department's labor/management process. We work as a team to cooperate locally, regionally, and nationally to improve service to the public and maintain a safe effective work environment. We believe that members have a responsibility to mentor others.

Innovation

We recognize the value of change in responding to and meeting the ever-evolving needs of our customers and members. We are committed to seeking out effective methods and progressive thinking toward change. We recognize the value of ongoing education and training.

Honor and Respect

We are a fire department family. We are committed and accountable to each other because our lives depend on it. We value the role each member plays in our organization. We respect those that came before us and will strive to make the organization better for those who follow.

Communication

We believe communication is essential to the cohesiveness and performance of our organization. We are committed to providing effective and responsive means of communication throughout the organization and community.

Developed and adopted on January 16, 2007

The PFD Way



Introduction

The City of Phoenix is an extraordinarily well-managed community. Our municipal leaders are proactive and growth oriented. City employees are committed to providing excellent service. This approach supports an environment that encourages excellence and is one that has allowed the Phoenix Fire Department to flourish.

Our Fire Department is unique, not just within the fire service, but compared to most large organizations – public or private. Our members are frequently asked what makes the Phoenix Fire Department so special. The answer to this question is simple – it is our people and our philosophy.

The Phoenix Fire Department Way was developed with the intent of describing our Departmental philosophy. It is also intended to be prescriptive – that is, to prescribe how we would like our Department to be. Finally, it sets forth the standards or ideals we, as a Department, are dedicated to achieving.

As a Department, we prize excellence. We are a group with selective membership and everyone that is a member must want to belong. The Phoenix Fire Department has expectations and standards for behavior that are not optional. We, individually and collectively, care about the well being of our organization, because it serves the common good of the members and our customers – the public.

Most sworn members of the Department also belong to the International Association of Firefighters, Local 493, AFL-CIO (United Phoenix Firefighters Association). Local 493's leadership has a positive approach to improving service and maintaining a safe, positive work environment. This has been one of the keys to the



Phoenix Fire Department's progression to the level that we enjoy in the American fire service.

We are a close-knit family and proud of it. The Phoenix Fire Department Way attempts to describe the vision and culture of this family. It is a product of the annual Relationships by Objectives Labor/Management process, and represents input from all Department members. The RBO process allows everyone a seat at the table in creating or changing policies and/or procedures that might directly improve the quality of our services internally and externally. This document exemplifies the close ties and common goals set forth by our fire department family.

Executive Summary

The Phoenix Fire Department is a world-renowned leader in its approach to emergency response, customer service, community involvement and personnel philosophy. The Phoenix Fire Department Way is intended to ensure that we continue to uphold the department's philosophy in our day-to-day interactions with each other and the public. By setting forth these tenets, we have a standard by which to measure our personal and organizational behavior.



The Phoenix Fire Department's goal is to constantly provide the best possible service to the citizens of Phoenix. We exist to protect and serve the citizens of our community. Our philosophy can be summarized in our mission statement: survive, prevent harm, and be nice.

The Phoenix Fire Department Way is structured on the fundamental principle that our members are the foundation of this organization. Being a member of the Phoenix Fire Department includes a commitment to our fellow members, city leadership and the citizens of Phoenix. This commitment must be backed with

individual responsibility. Each member is accountable for his or her own actions. Rock solid personal integrity and spotless ethics are essential traits of a Phoenix Firefighter. These traits are the backbone of a trustworthy, responsible, professional and unified organization.

True commitment requires loyalty to the organization. Member commitment is easy during the good times, but may be tested during difficult times. The Phoenix Fire Department will certainly face challenges, but it is up to us to strive together to find appropriate, fair solutions. Members are responsible for the organization and it will only be as strong as we are willing to make it. Organizations are constantly changing and evolving. Members of the Phoenix Fire Department are committed to allowing change to be a positive and healthy experience for our members and the public

The Department recognizes that it is through the process of considering a number of opinions that the most appropriate organizational goals and programs are usually developed. Members are encouraged to share concerns, criticisms and complaints within the structure of the organization. Part of this process involves recognition of Phoenix Firefighter's Association Local 493's role in the Department. Union leadership has shown a consistently positive approach to improving customer service and maintaining a safe, effective work environment. Union leaders are an excellent resource for promoting growth, new programs and political involvement.



Leaders and supervisors play important roles in fostering the Department's philosophy. Positive motivation is far more effective in encouraging members to be productive than simply identifying and punishing negative behavior or performance. Desirable behavior and commendable performance should be recognized at every opportunity. A supervisor's job includes recognizing and rewarding effective employees.

A healthy work environment is nurtured through positive attitudes, commitment and discipline, preferably self-discipline. Members are expected to manage their own behavior in a manner that conforms to the rules and regulations of the Department and that reflects the philosophy of this Department.

Leadership is critical in helping our members achieve high standards of performance. All Fire Department leaders must share their expectations with the employees for whom they are responsible and stress accountability. These should be realistic and in concert with the overall expectations of the Department. Our



leaders should be agents of positive change and growth. It is the inherent responsibility of current Phoenix Fire Department leaders to develop and instruct a capable cadre of leaders for the future that live and practice the PFD Way.

In situations where self-discipline breaks down, disciplinary action must be imposed. Punitive action should only be used in conjunction with other corrective measures designed to resolve the problem. The Department has a responsibility to help members “get back” or re-enter the organization after disciplinary action, as long as the members are willing to put forth a sincere effort to help themselves.

Each member must accept the varied responsibilities of this career. We are expected to be professional, smart, physically fit, compassionate and empathic. We are a team that delivers consistent quality emergency response service. This requires a high level of commitment and dedication to focusing on what is in the best interest of the organization and the public we serve. This is a commitment that must begin the day we enter the organization and endure throughout the length of our career.

The Phoenix Fire Department philosophy is intended to illustrate an environment in which the Department is committed to serving the

public and improving the potential of our members. We must identify organizational challenges as opportunities to improve while continuing to recognize positive aspects of the organization.

The Phoenix Fire Department is a family. To remain an exceptional team we must take care of each other. Consideration, discretion, acceptance and unity begin at home, within the family – the other members of our Department. To really be effective these traits must be practiced at every level of the organization. The responsibility to learn and practice this philosophy lies with each individual.

Members must make a conscious choice to belong. With this membership comes a commitment to excellence internally and externally. It is this affirmative commitment to each other and the community that has made us a successful department. Through constant assessment and change, this same positive commitment will lead us into the future.

Philosophy and Culture

Section One: Make the Commitment

Being a member of the Phoenix Fire Department is a commitment to other department members, the organization, The Way and to the citizens of Phoenix.

The Phoenix Fire Department is composed of a very diverse work force but one thing we share in common is the sincere desire to serve the citizens of Phoenix, Arizona. We are committed to serving the citizens of Phoenix. It is our goal to deliver fast, safe, effective emergency response. We strive for excellence in literally every contact with our customers, whether inside our outside the organization. We are held accountable for people's lives and property and we take that pledge very seriously.



In many respects, the role of Firefighter is a higher calling. There are expectations for behavior and performance that are non-negotiable. When we go to work in the morning we know that the fight for our lives may be minutes away. We are prepared for that challenge. We care about each other and are committed to putting our lives on the line for our brothers and sisters.



Phoenix Firefighters train frequently, follow standard operating procedures and operate within safe guidelines in order to deliver the best possible emergency response. We take our commitments to each other, the department, Local 493 and the citizens of Phoenix very seriously.

Our integrity is measured through our daily interactions with one another. We are expected to follow the Golden Rule: treat others, as you would want to be treated. This applies to every member, at every rank, sworn or civilian. We are a family and we are fully inclusive.

There is no doubt the most important resource the Department has is its members, each and every one of them. It has been said that when an organization grows to the point that it is considered large, it loses its individuality. In other words, the individual member becomes less known in the system, and therefore less important. This does not have to be, and is absolutely not acceptable in our Department. No matter what position an individual fills in the Department, he or she is considered important and is to be treated as such.

Section Two: Be Accountable to Ourselves and Each Other

Each individual member of the Phoenix Fire Department is responsible and accountable for his/her own actions and for the well being of other members.

Members have a right to be different, as long as their behavior, appearance and job performance are not in conflict with the rules, regulations and organizational culture. Honoring and respecting individual and cultural diversity is critical in our department and society in general. Being flexible and non-judgmental are keys to developing heightened levels of acceptance within the organization. However, a member's individualism may not be acceptable if it causes a significant distraction for the group (i.e. something that distracts from the professionalism of the member, or personal activities that put other department members at a disadvantage in the organization or in the community).



Members are provided with the training, equipment, procedures, leadership, supervision, and feedback necessary to prepare and guide them. But the bottom line is that each member is responsible for his/her own performance. If for some reason a member is unable to meet these expectations, he or she should bring this fact to their supervisor's attention at the first opportunity.

When we become members, we, for the most part, give up our ability to misbehave in an independent manner. We may all suffer in the community for the actions of one of us. Remembering this should help guide our conduct at all times.

Each member's stature in the organization is reinforced by his/her conduct and performance. No system can overcome a particular member's lack of personal respect for himself/herself or respect for

others. To simplify this statement, you will only receive the respect that you earn, no matter what your formal position in the system. Your reputation is a valuable possession...guard it, and remember, it starts the day you enter the family.

Section Three: Be Self-Disciplined

Self-discipline is the foundation for managing behavior. Imposed discipline, when necessary, should be designed to correct the situation and return the member to a positive, productive and healthy position in the department.

A positive, well-balanced work environment is maintained by commitment and discipline, preferably self-discipline. Members are expected to manage their own behavior in a manner that conforms to the Rules and Regulations of the department. In theory members should require very little supervision. Members are also expected to follow their supervisor's directives in a cooperative, positive manner. Supervisors are responsible for identifying



actions, behaviors and issues, which may lead to behavioral or disciplinary problems down the road.

The Department realizes that members may be faced with personal and/or work related challenges during their careers. When this occurs, they are expected to seek appropriate assistance. It is important to remember that professionals don't let personal problems interfere with their performance. They recognize problems, address them, and correct them.

The Phoenix Fire Department offers a number of options for members who may consider seeking support. We encourage our members to seek help if a life or career-threatening situation is getting out of hand. These issues may be professional or personal

in nature. We offer a number of appropriate options, which will surely suit an individual's needs for assistance.

The Phoenix Fire Department's anti drug and alcohol abuse policy is firm. It is absolutely unacceptable for a member to use illegal substances on or off duty. **PHOENIX FIRE DEPARTMENT MEMBERS DON'T DO DRUGS...PERIOD!** Abuse of alcohol, prescription drugs, anabolic steroids or any other substances is not acceptable. The unauthorized use of alcohol, or the use, sale, purchase or possession of controlled substances at any fire department worksite is absolutely prohibited, and may result in the dismissal of those involved.

If disciplinary actions do become necessary, they should be corrective, progressive and lawful. Supervisor's recommendations for disciplinary action should match organizational expectations and follow established procedures. Department supervisors will consider punitive disciplinary action only when absolutely necessary to solve the problem. Punitive action will only be considered for extremely serious violations or for situations in which lesser measures have not been effective. Punitive action should only be used in conjunction with other corrective measures designed to resolve the problem.

Taking shortcuts in the disciplinary process usually insures a negative result. A standard problem-solving approach can be taken in most situations involving misconduct or poor performance, and in doing so; the problem should be identified before a solution is developed. In other words, avoid the **"ready - fire - aim"** approach to discipline.

Guidelines describing Local 493's role in the disciplinary process are clearly defined in the Standard Operating Procedures. Supervisors are to offer and provide union representation whenever requested. The union has accepted the responsibility to represent its members in the disciplinary process, whether they agree or disagree with the member's conduct or behavior. Members should remember this and not chastise the union for requiring that the Department's supervisors have "just cause" for their actions and follow "due process" whenever disciplinary action is being considered.

The Department owes it to the members to keep disciplinary proceedings confidential. This can avoid unnecessary embarrassment to the member and the Department. With the existing requirements of the Freedom of Information Act, and the high-profile coverage that our member's misconduct can generate, it may be impossible to keep all disciplinary issues a secret. It is important within our environment that we attempt to protect the confidentiality of the process and the integrity and self-esteem of the member.

Section Four: Be a Good Supervisor

Supervisors play a crucial role in the Department. Our leadership is expected to mentor, guide and lead by example.

All supervisors, no matter what their level in the Department, are expected to carry out their duties in a considerate, respectful manner. Positive motivation is the preferred method of guiding members to be effective and more productive. Positive reinforcement, "catching members doing something right," and citing positive performance has proven to be much more effective than identifying negative behavior or performance and punishing it. Positive, or in some cases improved behavior and performance, should be rewarded at every appropriate opportunity.

Unacceptable behavior or performance should never be rewarded or tolerated. It must be immediately identified and corrected under the appropriate circumstances.

Supervisors are in an excellent position to strengthen team dynamics. Whether we are training, exercising or preparing our meals, firefighters are constantly building and reaffirming relationships. This helps us stay connected to one another, our department and the citizens.



Leaders look for opportunities to include members in new programs, explain departmental growth issues and mentor. Supervisors are an excellent resource for guiding a firefighter's growth and promotional potential. Leaders have experienced promotional exams, extra curricular programs and community involvement. This experience should be shared with members at the appropriate times. It is up to supervisors to build a strong cadre of bright, safe, effective future leaders.

In order for supervisors to consistently tackle challenges in a positive manner, they must take a very flexible approach to



problem solving. It is critical for supervisors to be good listeners. Are you really hearing what is being said and can you read between the lines if necessary? Leaders are also compassionate and empathic. If you can put yourself in the place of an individual, understanding the next step may be less complicated.

Avoid self-righteousness or making personal judgments when evaluating problems involving the conduct of others.

Supervisors are expected to turn negative situations into positive ones whenever possible, keep problems in perspective, and address them at the proper level in the department. Effectively dealing with a negative situation can create loyalty and commitment from the member in the future.

Firefighters are skilled observers, which is why effective supervisors know it is critical to lead by example. Supervisors are under constant scrutiny and their actions should be above reproach. Coaching, counseling, encouraging, nudging, directing and other supportive behaviors go a long way toward motivating employees. But there's no substitution for action. Managers must practice what they preach.

Supervisors don't avoid problem people. In fact, good supervisors should make a point of spending time with problem people. Find

out what makes them tick. Take time to learn more about individuals who challenge us. A supervisor who attempts to be diagnostic with the work group in order to head-off problems before they occur will find that very few situations will get to the point where formal supervisory action is required.

Section Five: Be a Responsible Leader

Leadership is a critical element in maintaining the high standards of performance and the positive image of the Department within the community and the fire service.

There are many definitions of leaders in the Phoenix Fire Department. Some are formal leaders while others are informal leaders. Initiative and authority are crucial elements in the overall effectiveness and well being of the department. We should periodically ask ourselves whether our words or actions are undermining our ability to address future situations or problems that we may encounter with members of the department. It is extremely difficult for an individual to act unprofessionally in his/her work group, then attempt to take a professional approach to problem solving with the same group members. Actions speak louder than words.

All supervisors and leaders in the department should share their expectations up front with people for whom they are responsible and stress the accountability of each member. Those expectations need to be realistic and in concert with the overall expectations of the department. Expectations regarding behavior and performance are somewhat flexible unless the safety and well being of our members or customers is at stake. Leaders must remember that if they condone



a particular unacceptable act or substandard performance, they will most likely see it again in the future. Someone once said, "If you condone it, you own it." This advice is appropriate at every level.

Firefighters are empowered to stop dangerous, negative, unprofessional behaviors and actions wherever they may encounter them. We are ambassadors of goodwill, safety and compassion.

The Phoenix Fire Department holds all members, at all ranks,



responsible for the actions of our workforce. We should seek opportunities to correct issues before they get big. We are professionals and know how to address these issues in the appropriate arena. This is what makes us leaders. We are all accountable for our own conduct and that of our co-workers.

True leaders, when faced with a problem must utilize an approach that is directed not only toward solving the immediate difficulty, but also improving the situation

for the future. This facilitates a solution and teaches current (and future) leaders in the department a positive approach to problem solving. A member's involvement in solving issues should always contribute to a positive, effective outcome. Always evaluate your effectiveness in particularly challenging situations and remember the lessons learned for the future.

Authority is dynamic and complex. In fact, authority is recognized as "the ability to influence a person's behavior or performance without the apparent exertion of force." Authority is most effective when it is supported with genuine respect. To be respected, a leader/supervisor must balance influence and leadership with performance.

Another important element of effective leadership in the Department is effective "followership." Every leader is a follower in some other departmental group, function, or relationship. It is hard to sustain a reputation as an effective leader when you are an

ineffective follower. Place a high level of importance on followership, and don't do things to your boss or leaders that you wouldn't want people you're responsible for (your followers) to do to you.

Section 6: The RBO Process and The Way

Labor and Management share an important partnership and commitment to maintaining or improving our environment. The Relationships by Objectives Process is managed according to the principals set forth in The Way.

The Phoenix Fire Department Way is based on the fundamental principal that our members are the foundation of the organization. The Department can be no better or stronger than its membership. Phoenix Firefighters Association Local 493 represents this membership and is invited through the Relationship By Objectives (RBO) process to participate in the design and implementation of the systems, procedures and processes that form the framework of our organization. The RBO process brings labor and management together in an open and honest arena to work through tough issues, deal with conflict, and reach agreement.

The Phoenix Fire Department Way is to manage new ideas and changes in the organization through the use of committees that represent both labor and management. These committee meetings are always open and advertised to all members. The Fire Chief and the Union President appoint the co-chairs of each committee. A correlating committee made up of management's senior staff and the local 493's executive board oversee the RBO process and discuss and decide on issues that could not be resolved through the normal process.



The RBO process is based on the principal that those who are the closest to the actual services we provide should be allowed equitable input into the system. The RBO process solidifies the relationship between labor and management. The emphasis of this partnership is tackling issues and seeking equitable solutions without damaging relationships.

The RBO process allows room for differing opinions without inviting disrespect or unhealthy politics. The end result is the Phoenix Fire Department is a fair, effective organization with “buy in” from all members, no matter what rank or position.

The RBO process works because both sides respect each other as being credible participants who have value to offer, and because both sides remain open to another point of view. Those are the basic values that drive the organization – in other words, the RBO process is the Phoenix Fire Department “Way”.

Section 7: Support Our Member’s Wellness Needs

The Phoenix Fire Department Way is founded on the principal that our members are the foundation of our organization. It is The PFD Way to support and empower all of our members.

Being a member of the Phoenix Fire Department means a commitment to supporting other members. We are a family! When one of our brothers or sisters is suffering or needs support, it is our duty to identify and address their needs.

The PFD Way is for Friends to Help Friends Get Help. The PFD Way is NOT to hide or avoid a member in need of help. We should always be alert to signs and symptoms of a member in need of our assistance.

The Friends Help Friends Get Help program establishes a system to identify a problem, connect the troubled member with the best resources, and actually help get them back to a healthy state. This

is a discreet, professional resource available to any member in need of drug, alcohol, relationship, financial, emotional, anger management, family support or addictive issues.

Our department is compassionate and committed to our member's total wellness.

The Phoenix Fire Department Way is to participate in the IAFF/IAFC Joint Labor Management Wellness Fitness Initiative. The Phoenix Fire Department provides a comprehensive medical examination, a comprehensive fitness program, a medical/fitness/injury rehabilitation program and a behavioral health program. It is the duty of every member to actively participate in these programs to insure that they are always fit for duty.



It is the Phoenix Fire Department Way to share our pertinent life lessons so that we might enlighten our younger members. By talking about our own experiences we may spare new members from making mistakes that could cost them their reputation, their career or their life. This life lessons are critical for mentoring our new members.

It is the Phoenix Fire Department Way to provide the most realistic, meaningful and up to date training possible to our members. On going training is one of the most effective tools for keeping our skills sharp. This allows us to be safe and effective. It is the Way for all members to actively participate in this training and to strive to constantly improve.

It is the Phoenix Fire Department Way to employ second chance management that focuses all discipline on providing fair, equitable and realistic solutions designed to return the member back into their positive and productive ways. All Phoenix Fire Department discipline is corrective, progressive and lawful and always delivered in a sensible, humane, considerate manner.

Phoenix Fire Department members ALWAYS treat each other with: Consideration, Discretion, Acceptance and Unity. When this happens at all levels all the time, members learn that they can trust others and that they are trusted, and they learn that the organization cares about them individually as a person.

Section 8: Maintain a Positive Environment

We must all accept the responsibility associated with maintaining a safe, positive, productive environment, delivering quality service, and for cultivating change and improvement in the future.

The Phoenix Fire Department has outlined four behaviors that are to be practiced by all members. Remember these behaviors and practice them on a daily basis. They are:

1. **Consideration:** Be considerate of one another's values, ideals, possessions, feelings, etc. Respect yourself, your colleagues and customers.
2. **Discretion:** Be discrete regarding personal information. If you are told something in confidence, keep it confidential unless it jeopardizes someone's safety or well-being. Don't talk about members behind their backs. If you are willing to say it out loud, be willing to say to the member in person.
3. **Acceptance:** Accept our cultural, ethnic and gender differences. This diversity makes us stronger and better prepared to serve the needs of our community.
4. **Unity:** Value the unity of the Department. Our members have a strong commitment to each other. We are family and we take care of one another.

We hire our members with the expectation that, barring some unusual circumstances they will remain members for life. We owe a great deal of gratitude to Phoenix Firefighter's Association Local 493 for its political involvement on our behalf. Thanks to their

efforts to secure our generous benefits we needn't be concerned with the basic security needs for survival. We have abundant remuneration, which in turn allows us to concentrate our efforts on excelling at our duties to the community.

For the most part, members can be confident in knowing that if we consistently behave and perform professionally, we will remain secure in our career. Maintaining this environment requires a high level of professionalism from all members. It demands focused dedication and commitment to what is in the best interest of our organization and community.

The Phoenix Fire Department takes an exceptional approach to managing our members because our members are exceptional people. We are self-disciplined, highly motivated employees. As a department, we understand what is expected of us.

The input of our members is encouraged in the planning and implementation of new programs and operational changes. Involving our members fosters personal ownership. This is not to say that the union, members and management may always see eye to eye on every issue. In fact, a strong indicator of the value of our working relationship between Labor and Management has been our ability to find solutions to the issues on which we may differ. One goal on which we'll always agree is to make Phoenix the safest, most progressive, professional fire department in the nation.



There are really very few organizational secrets, and creating unnecessary intrigue over an issue can result in distrust in the system. Other than personnel problems, disciplinary actions, issues involving litigation, and perhaps politically sensitive matters, it is best to keep issues in the organization out in the open for discussion.

Summary

And so we have it. A philosophy that describes in great detail the way Phoenix Fire Department members are expected to perform, behave, treat each other and interact, no matter what rank or position. Enacting this philosophy requires constant, conscious effort on the part of all of us.

This philosophy is intended to describe and maintain an environment in which the Department can remain committed to its



mission to take care of one another and effectively serve the public. It's also meant to keep members motivated, healthy, positive and productive.

“Organizational imperfections” may always challenge our department. In fact, sometimes they often provide the clues we need to direct change and create improvement in the system. But if we recognize imperfections as opportunities to continue to improve, then we can keep them in perspective and continue to positively move the organization along.

Phoenix Fire Department members are a family. Whether performing a line function, working as a staff support person, or as a volunteer, we rely on each other to get our jobs done right. It is critical to remember that to really be an exceptional team, everyone must take care of everyone else.

Being nice to one another is absolutely crucial to sustain a high level of service to our customers. Avoiding the use of terms “us” and “they” (unless you can identify specifically who “us” and “they” are) will help sustain unity within the department. Hazing new members or being disrespectful toward older, more senior members is damaging and will not be tolerated.

We each have the responsibility to leave this department better than we found it. We have the liability to pass along to future generations the appropriate traditions, values, knowledge and determination that has moved our department forward, and to personally give back to an organization that has given each member so much over the years, and continues to do so.

We are all members of the Phoenix Fire Department by choice. We are committed to excellence internally and externally. It is our positive commitment to quality service and to each other that has made us what we are today, and through constant assessment and change, will sustain us in the future.

This is The Way!

***The Phoenix Fire Department,
our family, helping yours.***

PFD “Way” Pocket Guide

The PFD “Way” defines the Departments personnel philosophy and organizational culture.

- Our organization provides consistent, excellent customer service.
- We support our members, Local 493, city leadership and our customers.
- It’s our goal to effectively manage change with constant improvement in mind.
- Firefighters demonstrate support for the organization.
- Members practice and promote the PFD “Way”.
- We pass on positive traditions and eliminate dysfunctional ones.
- We protect our reputations in the community.

Phoenix Fire Department Members Provide the Best Possible Service to Our Customers

- We seek opportunities to solve customer’s problems no matter how minor.
- Firefighters explore all resources for a positive outcome.
- We are closely involved in supporting governmental leadership through Local 493.
- Our members consistently treat all customers with respect and patience.
- Community welfare is a top priority.
- The department is dedicated to educate customers on safety, health and wellness.
- Firefighters pursue occasions to go the extra mile.

The PFD will provide the Best Possible Support to Our Members

- We practice consideration, discretion, acceptance and unity.
- Labor management relations are proactive and positive.
- Firefighters are advocates for one another.
- Our leaders practice proactive, positive management.
- Members treat one another with courtesy and respect.
- We support employee's health, fitness, medical evaluations and rehab.
- Bosses are contemporary, smart, decisive and approachable.
- Our working atmosphere is pleasant and functional.
- Phoenix fire encourages on-going education, training, growth and promotional opportunities

The PFD "Way" Encourages Members to Fit PFD Member Characteristics

- As a team we are safe, smart, kind, professional, resourceful, flexible and open minded.
- We respect and honor each other's unique personal qualities.
- Firefighters are highly motivated, self-disciplined and dynamic individuals.
- We possess high ethical standards and integrity.
- Our members are committed, accountable and cooperative team players.
- Skill development, training and education are high priorities.
- Members are devoted to good health and physical fitness.
- We are greatly appreciative of PFD benefits.
- Phoenix firefighters are nice, approachable and always helpful.

Phoenix Fire Department Members Manage Change and Growth

- We consider change an ongoing, dynamic process.
- Firefighters help other members adapt to change.
- Members promote the PFD “Way”.
- Labor and management strive to maintain a problem-solving environment.
- We actively seek opportunities to make things better internally and externally.
- We constantly communicate and share ideas in a positive manner.

The Phoenix Fire Department Legacy

- It is our duty to leave this organization better than when we joined it.
- Firefighters mentor new members and respect the old.
- We appreciate the prior contributions of our retired members.
- Our extended families are considered members of the department.
- Member’s actions, positive and negative have a direct impact on the PFD’s future.

Phoenix Firefighters'

Customer Service Guide



Introduction

The Phoenix Fire Department has built a legacy of serving the citizens of our valley since 1886. It is a tradition of which we are very proud. The core of our strength as a department comes from our members, excellent customer service delivery, high professional standards and our personal pride in this very unique calling.

Firefighters are looked upon and perceived by the public as heroes. How many times in your daily duties do you hear, “thank you for what you do”? There is no greater compliment. The level of trust instilled in Firefighters is unmatched by any other profession.

When people need help, they call us.



As individuals we may be indistinguishable to the public. Our customers see the highly recognizable uniform that immediately identifies us as Phoenix Firefighters. Though our names and ranks are stenciled proudly on the front, we are perceived as one. As a whole we are admired, trusted and identified by our dark blue t-shirts and our big red trucks. That's why we are expected to be on the same page when it comes to our actions and behaviors. We are professionals who have been entrusted to serve the public.

Our conduct both on duty and off must be exemplary. Phoenix Firefighters are judged by a higher standard. One misstep by a member tarnishes all members. It is a weighty responsibility but one that we all signed on to uphold. The gratification firefighters experience daily, simply by performing our duties, may be one of life's greatest honors.

Phoenix Firefighters are nice, smart, safe, highly trained, professional problem solvers.

The Purpose of this Guide

The purpose of this document is to clearly define the Phoenix Fire Department's customer service goals for our members. This should also help reinforce and establish our on going mission for all members.

It is our goal to provide the gold standard in internal and external customer service at all times.

As employees of the City of Phoenix, members of the Phoenix Fire Department and Phoenix Firefighters Association Local 493, our ultimate organizational goal is to provide the best possible service to the citizens of Phoenix. We have a personal, professional, and contractual obligation to be physically and mentally ready every time the alarm sounds. The proud members of the Phoenix Fire Department understand and embrace this mission.

Our jobs are multifaceted. However, the bottom line must always be **customer service**. A positive attitude is clearly a must. More than eighty percent of our calls are for some form of medical assistance, ten percent are for fires ranging from brush to buildings and ten percent are various service calls.

Every call is very important to the person who called.



Each dispatch is an opportunity to interact positively with the public. The experience should result in a satisfying resolution for the person who called. Although we may not be able to solve every problem, we should make an honest, good faith attempt, utilizing all of our resources to assist each person who calls.

The public trusts Phoenix Firefighters with their lives and property. Our customers rely on us to always do the right thing. This is a relationship dynamic that we must continually honor by maintaining high standards, integrity and spotless ethics.

As you move through your career, frequently ask yourself if it will pass “the headline test” and if the answer is no, **don’t do it.**

The responsibilities of firefighters in Phoenix and around the country have changed immensely. Our job is to serve the citizens of Phoenix in any manner that enhances their safety and well being as defined by the Fire Chief together with City Management, the Mayor and Council and the electorate.

The Duties of Phoenix Firefighters

Our continued employment at a respectable salary is dependent on our ability to recognize and implement revisions in our duties.

In most cases it takes our crews about four minutes to reach the scene of an emergency. That places us in a unique position. We are the principal safety net for our citizens. Emergencies may occur at any time during our shift. It doesn’t matter if we are participating in physical training, eating dinner or sound asleep. Phoenix Firefighters respond safely and quickly, any time, day or night.

It is our responsibility to arrive on the scene with a positive attitude and deliver fast, safe, professional service. This is our charge as defined by the Fire Chief, Phoenix Firefighter’s Local 493, the City Manager, the Mayor and Council and the citizens of Phoenix. Every single one of our members is expected to comply with this mission throughout their careers.

When The Phoenix Fire department was formed in the late nineteenth century, our only job was to extinguish fires. That has changed vastly over the years. In the eighties we adopted the responsibility of providing emergency medical services. That made us even more indispensable to the public. As emergency medical technicians and paramedics we literally save lives every day.

Our disaster mitigation responsibilities have expanded immensely. We are hazardous materials specialists, technical rescue specialists,

airport response firefighters, immunization providers, car seat installers, community education specialists, fire prevention experts, arson investigators, FEMA US&R responders... the list goes on and on.

Our customers depend on us for safe, effective emergency response and we will not let them down.

Most of us would fight fire for free, however we are **paid** to perform a variety of tasks, some of which may be considered occasionally routine and at times mundane. Professionals don't judge the level of importance of dispatches. We arrive ready, willing and able to assist in any endeavor, large or small that we are called upon to help.



While we proudly wear "Phoenix Fire Department" on the back of our fatigue uniform shirts, we fill many other roles. It is crucial that we understand that we must be many things to many people. The services we deliver cover a very broad range.

The Phoenix Fire Department is continually exploring opportunities to protect and serve the citizens of our valley.

When there is a major fire, people trapped at an auto accident, or a child drowning, we experience a rush of adrenaline. Firefighters respond to emergent dispatches with vigor. We hustle to the truck, respond code three and deliver our problem solving skills with great enthusiasm. But a professional does a good job on **every** call.

It's the **routine** dispatch, shift after shift that separates the professional from the amateur. Because of the high volume of calls we respond to, it is easy to become complacent. **Each call is important.** We must be professional every single time we interact with the public.

Always remember, we exist in a fish bowl. What we do is subject to the scrutiny of our customers, those observing our response and treatment, city officials, our supervisors and our peers. We have pledged to deliver the gold standard in customer service on every single dispatch. That's a promise we intend to keep!

Compassion and Our Customers

Viewing those who receive our services as customers was once a major cultural change for many of us. That is no longer the case. Satisfying our customers is the ultimate goal in our career.

One important aspect of customer service is compassion. The ability to empathize with those we are serving gives us an edge. Our organization is in the business of helping people. Compassion is a vital trait that allows us to find the right treatment or approach for the people we assist.



Phoenix Firefighters are professional problem solvers.

Defining our customers does not have to be complex. Anyone we encounter fits the definition of a customer. Our customers are both external and internal; they are the individual who dials 911,

hospital staff, law enforcement officers and our co-workers. Everyone we encounter should be considered a customer.

There is zero room for prejudice and intolerance in the Phoenix Fire Department.

Our treatment of the public begins with how we treat each other. Each of us has the right to be treated with dignity and respect. In turn, we have an obligation to treat others with the same dignity and respect. It is our diversity that makes us so capable and successful at serving the public. Remember that having compassion for each other opens the doors to better understanding our

differences. Often those differences are not as vast as we may initially perceive.

It is our mission to “be nice” to each person we encounter, no matter what ethnicity, socioeconomic status or demeanor. We would not be here if not for our customers and each other.

Every interaction with the public is an opportunity to positively impact public perception of the Phoenix Fire Department and its members.



We respond to nearly 150,000 dispatches each year. The people who call us with their problems are not interruptions to our work... **they are our work.** They depend on us and we depend on them. Our customers are the reason we continually train, stay fit and polish our skills as public servants and emergency responders.

On average each call we respond to is viewed by the person who called and two or three friends, relatives or bystanders. In a span of three to four years, nearly every person in Phoenix will receive assistance or view us treating a patient or observe our actions at a fire or other emergency. That places us in a truly unique position to educate the public through our appearance, attitude and actions.

It's easy to do the right thing if you remember the golden rule, treat everyone, as you would like to be treated. Kindness, patience, compassion and consideration go a long way toward strengthening our ties to the community and each other. People have long memories; it's up to us to make those recollections positive.

Our Customer's Needs

Understanding our commitment to our customers allows us to provide useful input when decisions are made regarding City revenues. Our city leaders depend on us to monitor the community and respond appropriately by forecasting and providing for future needs.

We must always be receptive to our customers.

It's our duty as emergency responders to be proactive. We provide a number of critical services to the most vulnerable of our citizens. Our firefighters protect the youth of Phoenix by teaching safety behaviors in school. We have increased the survival rates of heart attack patients by learning and using state of the art equipment, medications and the latest cardiopulmonary resuscitation techniques.

We provide immunizations, fire safety, public health and wellness education. Our fire prevention specialists regulate access, and ensure older buildings and new construction is compliant with the law.

Phoenix Firefighters explore opportunities to individually protect and educate the public. If we see an unprotected pool in a home where children live, we connect that customer to Phoenix Firefighter's Local 493. Our union has a program in place to aid families that cannot afford a pool fence.



Each visit inside a customer's home is an opportunity to check the batteries in smoke detectors. We carry replacement smoke detectors on our apparatus, along with batteries, which are meant for customers in need. These are just a few of the many services we perform that are above and beyond the basic call of duty and genuine way to demonstrate that we really care.

Our Phoenix Fire Department online web site at **www.phoenix.gov/fire** provides pertinent, timely information for the public. Our alarm room connectors are available around the clock to assist customers with non-emergent inquiries.

The importance of firefighting and emergency medical services will continue and we should embrace opportunities to learn new skills and deliver appropriate service. We have made it our business to look for opportunities to answer to the needs of our community.

These are just a few examples of how we fulfill our life mission to serve the public.

Competition for Scarce Resources

Demands on government are increasing faster than revenues. Competition for tax dollars is fierce. Today's tax burden is already perceived as too high. State legislators and City Council members encourage competition from the private sector. Performing our jobs professionally, safely and efficiently will eradicate any threat from the private sector.

Our City leaders are accountable to the public for every penny spent on municipal services. As Phoenix Firefighters we are responsible for managing our equipment appropriately. It is unacceptable to hoard, waste or abuse our equipment. Our continued reliance on generous allocations is tied directly to whether we take care of our facilities, apparatus, tools and people.

Waste or miss spending will not be tolerated.

Our continued growth as a department depends directly on our ability to deliver the services expected by our customers. We enjoy an excellent relationship with city leaders, members of the community and local businesses. The Phoenix Fire Department and Phoenix Firefighter's Local 493 are always seeking opportunities to solidify these bonds.

Maintaining close ties to the community ultimately benefits us and our customers when taxes are raised or bond elections are held.

Phoenix Firefighters are fortunate in that we have many opportunities to shape and redefine our jobs on a regular basis. That's because we are constantly monitoring and forecasting the needs of our customers. We should always be flexible and receptive to change. The ability to adapt to change is the key to our future.

Attitudes, Actions and Accountability

Attitudes are infectious! We frequently experience opportunities to reinforce positive attitudes or to correct negative behavior. We are accountable to each other and our customers for our behavior, skills, knowledge and abilities.

Phoenix Firefighters exceed expectations when it comes to service delivery. That extra "wow" factor should be something we strive for in every encounter with the public, both on and off duty.

Our department enjoys a worldwide reputation for excellence. That reputation stems from our professionalism.

Should you witness an occasion of poor customer service, it is your responsibility to correct it immediately in the most appropriate manner possible. This type of "corrective" action isn't a violation of our commitment to one another. Corrective action reinforces our commitment to the organization and the customer. Corrective action should never be viewed as punitive, especially if it is approached in a calm, mature and reasonable manner.

Point out examples of poor customer service or unprofessional behavior at the appropriate time. There's a diplomatic way to communicate the correction. Remember, "letting it slide" perpetuates the perception that it's okay. We have no room for negative attitudes or behavior on the Phoenix Fire Department.

Poor customer service is never okay.

Professional Etiquette

Phoenix Firefighters have a number of opportunities each day to demonstrate the gold standard in professional behavior. We should seek situations in which we can prove our value to the community. Whether it is our physical presentation, driving, skills, tone of voice or station behavior, we must always remember that we are always accountable to our co-workers and the public.

Sloppy uniforms, inappropriate language and unprofessional behavior have no place in the Phoenix Fire Department. The fire station is a city facility, owned by the public. When a customer visits a fire station, we are duty bound to be polite, considerate and treat the visitor well. It doesn't matter what time of day, whether chow is being prepared or if the crew is in the middle of a great movie, the customer comes first.



Customers are not an interruption in our work... they are our work.

Anytime we are out in public, it is imperative that we monitor our behavior. Phoenix Firefighters are always professional, in the station, shopping for groceries, playing hoop at the local park or delivering service in homes and businesses.

If you find yourself becoming professionally complacent, just think back to your firefighter recruit oral board interview. Remember the promises you made to the department and the public?

Consider how difficult it was to earn this career. Let that be a reminder that Phoenix Firefighters are extremely fortunate to hold our sworn positions with the city.

We are extremely fortunate to have earned the right to belong to the Phoenix Fire Department family. We must never violate our professional standards and jeopardize our fortunate careers with this department.

Our conduct, attitudes, performance and manners should always be at their best.

Customer Service Guide

Summary

The Phoenix Fire Department has a proud history of providing quality service to the citizens of Phoenix. We are genuinely caring, compassionate, professional, safe and accountable.

Our philosophy is really very simple. Use common sense. Treat others as you would want to be treated. Be nice and remember that everyone is a customer, internally and externally. An integral



factor in our ability to carry on this tradition is commitment. We must remain committed to the department, each other, the citizens of Phoenix, training, safety and professionalism.

As professionals we must provide excellent service on each and every call, to each and every customer. We have a professional obligation to carry on the tradition of providing the gold standard in customer service delivery to those who need our assistance. That philosophy must be continued by each successive generation of Phoenix Firefighters.

M.P. 102.01

06/02-R

The following list of directives along with the PFD Way represents the philosophy and conduct standards for members of the Phoenix Fire Department. The basis for these regulations is the following policy:

Every member of the Phoenix Fire Department is expected to operate in a highly self-disciplined manner and is responsible to regulate his/her own conduct in a positive manner, productive and mature fashion. Failure to do so will result in disciplinary action ranging from counseling to dismissal.

ALL MEMBERS SHALL:

- ▶ Follow Operation Manuals and written directives of both the Phoenix Fire Department and the City of Phoenix.
- ▶ Use their training and capabilities to protect the public at all times, both on and off duty.
- ▶ Work competently in their positions to cause all department programs to operate effectively.
- ▶ Always conduct themselves to reflect credit on the Department.
- ▶ Supervisor will manage in an effective, considerate manner/subordinates will follow instructions in a positive, cooperative manner.

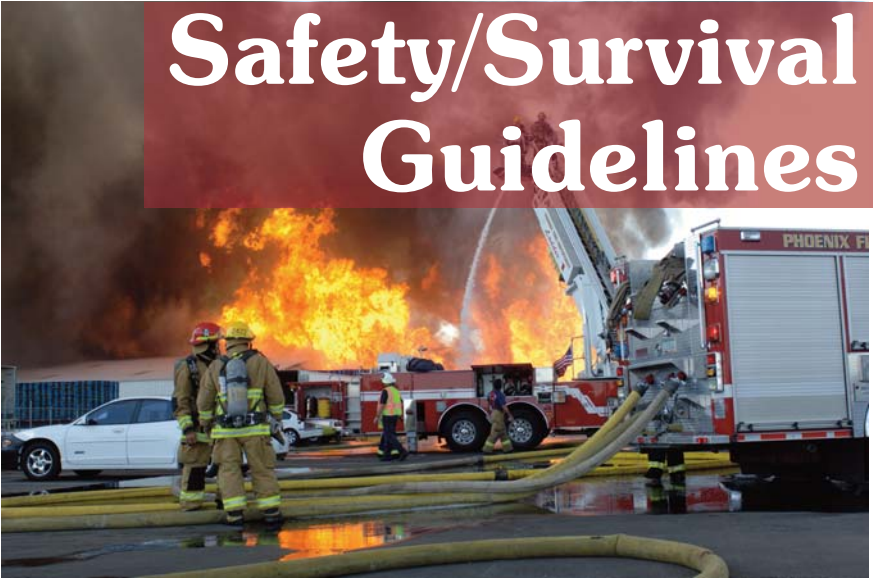
- ▶ Always conduct themselves in a manner that creates good order, inside the Department.
- ▶ Keep themselves informed to do their jobs effectively.
- ▶ Be concerned and protective of each member's welfare.
- ▶ Operate safely and use good judgment.
- ▶ Keep themselves physically fit.
- ▶ Observe the work hours of their position.
- ▶ Obey the law.
- ▶ Be careful of Department equipment and property.

MEMBERS SHALL NOT:

- ⊘ Engage in any activity that is detrimental to the Department.
- ⊘ Engage in a conflict of interest to the Department or use their position with the Department for personal gain or influence.
- ⊘ Fight.
- ⊘ Abuse their sick leave.
- ⊘ Steal.
- ⊘ Use alcoholic beverages, debilitating drugs, or any substance that could impair their physical or mental capacities while on duty.
- ⊘ Engage in any sexual activity while on duty.

Phoenix Fire Department

Safety/Survival Guidelines



Introduction

Purpose





The purpose of this document is to reinforce safety guidelines and **rules** that describe the firefighter/fire company behavioral safety cycle. The focus is on safety, stated in simple terms with accountability for all members.

Policy

It is the policy of the Phoenix Fire Department to operate with the highest level of safety for all members, so injuries, accidents and property damage are reduced and prevented. All members shall operate safely at all times, and practice behaviors that demonstrate these skills in carrying out tasks to a successful completion.

The firefighter/fire company safety cycle includes specific stages of the operation supported by activities/tasks and safety behaviors. These elements are further supported by supervision and training which are critical to performing our job successfully and safely.

Safety Values

-  Personnel are not empowered to compromise safety procedures
-  Supervisors do not have the option as to whether or not to follow-up on those comprises
-  Each member is accountable to always practice safe behaviors
-  We will continually review our operations and actions for safety improvement

STAGES

The safety cycles begin with a clear understanding of the stages of our service. The following stages describe a typical firefighting scenario, however this cycle is applicable to all events to which we respond.

STAGES:

1. PFD Incident Etiquette
2. PFD Style
3. Pre-Incident Preparation
4. Call Intake and Dispatch
5. Company Alerting - Transmission of Response Information
6. In-Station Initial Response; Out-of-Station Initial Response
7. Response from Dispatch Point to Incident Site or Staging
8. Initial Arrival Command
9. Initial Arrival Staging
10. Hot/Warm Zone Driving
11. Initial Attack
12. Supported-Ongoing Attack
13. Ongoing Command
14. Rehabilitation
15. CID Support
16. Post Incident Critique

There are clear “safety connects/disconnects” that require us to “check in” on the safety of the current stage of operation before proceeding to the next one. If we are out of balance in the current stage, we must correct the situation before going to the next. This prevents the snowball effect that can create an almost irreversible cluster and very unsafe event.

Our risk management plan should begin with the first stage of our operations; (M.P.202.02B/202.05)

1. WE MAY RISK OUR LIVES A LOT WITHIN A STRUCTURED PLAN TO SAVE SAVABLE LIVES
2. WE MAY RISK OUR LIVES A LITTLE WITHIN A STRUCTURED PLAN TO SAVE SAVABLE PROPERTY
3. WE NOT RISK OUR LIVES AT ALL TO SAVE LIVES OR PROPERTIES THAT ARE ALREADY LOST

In practical terms, the time we had better be “doing things right” is when something goes wrong.

ACTIVITIES/BEHAVIORS

The following pages describe activities necessary to safely address each stage of operation along with behaviors that keep us checked-in on the safety of the overall operation. The behaviors which are in **BOLD PRINT** represent safety rules as opposed to guidelines.

The Captains serve a key leadership role influencing the behaviors of their crews. **Personnel are not empowered to compromise safety procedures and supervisors do not have the option as to whether or not to follow-up on those compromises.**

IF IT'S PREDICTABLE, IT'S PREVENTABLE

STAGE 1: PFD INCIDENT ETIQUETTE

Activity/Behaviors

Arrival Order:



RESPECT THE ARRIVAL ORDER – (M.P. 205.07)



**FOLLOW DRIVING AND STAGING PROCEDURES
(M.P. 205.06/205.08)**



Review it as part of critique



Play fair – stay in line – don't swoop first arriving unit



**DO NOT PASS APPARATUS TAKING A HYDRANT, UNLESS
ORDERED TO DO SO**

Follow Orders:

• **WORK FOR THE INCIDENT COMMANDER (M.P.201.03)**









• **DO NOT FREELANCE** – work for command or sectors, don't self assign (M.P.201.03)

• GIVE ACCURATE INFORMATION – PAR'S, Fire Control, All Clear, Loss Stopped, CAN Reports














Work within SOP's and assigned tasks

Decisions and Actions:

-  IC's assignments should match arrival order
-  Should be driven by SOP's
-  Based on direct orders
-  Calculated Decisions
-  Speak clearly/plain English on radio
-  Safety conscious attitude
-  **OPERATE SAFELY AT ALL TIMES (M.P.202.05)**
-  **SHOULD BE CUSTOMER SERVICE DRIVEN**






Help those who need help:







-  Lead by example
-  Know your crews limitations
-  Young help the old (muscle & energy)
 -  we all have strengths and weaknesses that compliment each other
-  Old help the young (cunning & experience)
 -  work within strengths of the crew. Draw from the Team's strength
-  Do whatever needs to be done - safely
-  Everyone cannot be on the nozzle
-  **BE PROFESSIONAL & COURTEOUS TO ALL INTERNAL AND EXTERNAL CUSTOMERS AT ALL TIMES**
-  Improvise and overcome
-  Be a mentor

STAGE 2: PFD STYLE









Activity/Behaviors

Controlled Aggressiveness/ Act Professionally:

-  Not rushed... not slow
-  Professionalism in our appearance
-  Always under control and well managed
-  Cool, calm composed
-  Professional

-  Relaxed but concerned
-  **DRESSED APPROPRIATELY FOR THE EVENT**
-  **BE NICE**
-  When things get worse we should get better
-  Leave egos at home
-  Mature highly experienced (collectively)

SOP – Risk Management Driven:




-  **ADDRESS SAFETY ISSUES** (M.P.202.05)
-  Standard conditions, actions and outcomes
-  Know the appropriate operational procedure
-  Stay within your role
-  Bring a positive attitude with you
-  Have the right tools
-  No Surprises
-  **CONFRONT AND RESOLVE ISSUES (PFD WAY)**

STAGE 3: PRE-INCIDENT PREPARATION









Risk Management Planning Starts Here

Activity/Behaviors











SOP's:

-  Review procedures
-  Should be clarified and validated
-  Must be communicated





Training:

-  **MUST BE CONSISTENT WITH SOP'S**
-  Operations training with self survival focus
-  Must be conducted at all levels
-  Must be consistent throughout department
-  Include drills, tabletops and discussions, CTC
-  Include testing and evaluations to assure compliance
-  Stay physically fit/fit for duty
-  Include all members




Practice:

-  Daily
-  Practice how you want to play
-  Single-company, multi-company, Battalion level, MCS, CTC
-  From dressing out to completion
-  Mental Aspects of Performance
-  SOP's
-  Who does what – company should develop routine (Residential vs. Commercial)
-  Communicate the plan
-  Specific to type of company (Ladder, Engine, Special Ops)
-  Specific to rovers, constant staffers, AWR's







Pre-incident Tactical Planning:

-  Know and protect your first due
-  Tabletop with specific buildings
-  Tabletop with specific incidents (house, strip mall, high rise, EMS incidents etc.)
-  Tactical preplans and walk through included

Teams:

-  Single company crews
-  Multi-companies that respond together
-  Attack teams with support functions




Ready State:

-  **CHECK APPARATUS (M.P.303.01)**
-  **CHECK EQUIPMENT AND TOOLS**
-  **SECURE TOOLS IN PROPERLY DESIGNED AREA**
-  **SCBA – CHECK AND SECURE IN PROPER PLACE (M.P.202.05B)**
-  **ACCOUNTABILITY – PASSPORTS, ROSTERS, HELMET STICKERS (M.P.201.03)**
-  Be familiar with MCT functions, map book, multi-residential map book







STAGE 4: CALL RECEIVED AND DISPATCHED

Activity/Behaviors







Request For Service:

-  Our first contact with customer
-  **CUSTOMER SERVICE DRIVEN (PFD WAY)**
-  **THE REASON WE ARE HERE**




Information Gathering:

-  Be calm and courteous
-  Ask appropriate questions (specific to call type)
-  What corner; exact location; Apt #; business name
-  Infectious disease information
-  Determine appropriate nature code
-  PTI information



Dispatch - Deployment Processing:

-  Potential violent incidents require a higher level of deployment and attention (Car 958 TLO)
-  Timely manner
-  Consider terminology
-  Process all information received
-  Accurate information, i.e. structure fire or hot water heater
-  Self-help instruction

Actual Dispatch:

-  Dispatcher's voice, inflection and urgency (modulation and articulation) consistent on all dispatches
-  Follow order model
-  Vocal message regarding additional MCT/PTI information







Response - En route

-  Confirm urgent messages via radio
-  Update incident information as needed and communicate with crew





STAGE 5: COMPANY ALERTING – TRANSMISSION OF RESPONSE INFORMATION

Activity/Behaviors

Vocal:

-  Listen to dispatch
-  Be in a position to respond
-  Calm and professional reaction
-  Know your first due
-  Be prepared to respond under manual mode
-  Captain should assist in routing unit to call

MCT:

-  Captain's function (Engineer watch the road)
-  Monitor for additional information
-  Use tactical premise data
-  Acknowledgements

Radio:





45

-  Use communications order model
-  Check for proper tactical channel

STAGE 6: INITIAL RESPONSE/IN-STATION AND OUT-OF-STATION

Activity/Behaviors




Turning Out:

-  **NEVER TURNOUT EN ROUTE WITHOUT SEATBELT ON (M.P.205.08)**
-  Pull off road if necessary
-  Turnout prior to getting on apparatus or after arrival on scene
-  **CAPTAIN SHOULD CONTROL PACE (M.P.205.08)**

Starting:

-  **ALWAYS USE SEATBELTS (M.P.205.08)**
-  **SAFETY CONSCIOUS ATTITUDE (PFD WAY)**
-  Should be controlled and professional







Briefing:

-  Captain communicates with crew en route
-  Begin to formulate IAP
-  Accountability of crew is critical




STAGE 7: ENROUTE RESPONSE

Activity/Behaviors



Driving:

-  Conservative, consistent, and safe response
-  **CODE-3 REGULATIONS ARE RULES NOT GUIDELINES (M.P.205.08)**
-  Routing is the Captain's role
-  **ENGINEER'S ROLE IS DRIVING – AND KNOWING WHERE THEY'RE GOING (M.P.205.08)**
-  **NO PASSING OF OTHER UNITS UNLESS ACKNOWLEDGED USING THE COMMUNICATION ORDER MODEL (M.P.205.08)**
-  Expect not to be seen or heard by other drivers, operate accordingly

Turning out:








-  Turnout before departure
-  Turnout in staging area if necessary, while apparatus is stopped
-  **STAY SEAT BELTED AND RESTRAINED UNTIL PARKING BREAK IS SET**

Riding:

-  Focus on your specific task
-  Captain's use MCT and be second set of eyes and ears, Engineer drives

-  Firefighter always assists defensively-another set of eyes, backing spotter; spotter for safe maneuvering
-  **DO NOT REMOVE SEATBELTS OR RELEASE DOOR LATCHES UNTIL APPARATUS PARKING BRAKE IS SET**




Information Management/Communication:

-  Add yourself to call utilizing "AU" function
-  Utilize radio, MCT, face-to face
-  Communicate with crew, other companies, AHQ
-  Consider using cellular phones to contact call back number
-  Contact AHQ for additional information
-  Use map books; multi residence map book; street and hydrant guide when MCT is not functioning
-  Use tactical premise information







STAGE 8: INITIAL ARRIVAL – COMMAND (M.P.201.01)

Activity/Behaviors






Strategy Determination – Management:

-  **MUST BE BASED ON RISK MANAGEMENT PLAN (M.P.201.01 - M.P.202.02B)**
-  **DECLARE STRATEGY – OFFENSIVE OR DEFENSIVE-MARGINAL (M.P.201.01)**
-  **SIZE UP AND CALL FOR ADDITIONAL RESOURCES EARLY**






Radio Report:

-  **GIVE ON SCENE REPORT**
-  **DECLARE YOUR STRATEGY**
-  **INCLUDE ACCOUNTABILITY (M.P.201.03)**
-  Have additional units respond CODE-2 with nothing showing
-  Use order model, additional units approach from different direction when possible
-  Short and concise, controlled, proper tactical channel





Round Trip Ticket:

-  The Captain verbalizes the IAP with the crew prior to entry
-  The plan includes the way in, the way out, and work to be accomplished
 -  Big box/commercial-find the fire safely
 -  Residential-find the victims
-  Captain continuously monitors the time and progress








Command Assumption:

-  **FOLLOW SOP's**
-  **CAPTAIN MUST ASSUME THE MODE SELECTED**
-  **INITIATE ACCOUNTABILITY SYSTEM** – announce locations
-  Account for RIC
-  Consider on deck company once tactical priorities have been met





Evaluation:

-  **SECURE WATER SUPPLY – TAKE A HYDRANT (M.P. 202.12E)**
-  Recon the building
-  Consider set up time/Second supply line
-  Consider additional resources

Apparatus Placement:

-  **FOLLOW SOP'S (M.P.205.07)**
-  Apparatus should not block traffic lanes of other apparatus at fire scenes, rescue's park out of the way, leave a spot for Ladder
-  Heads-up when exiting apparatus - looks both ways; check for hazards
-  Rescue personnel need supervision and attention - assign to companies or sectors for accountability
-  Careful consideration of command position
-  **PLACE APPARATUS TO PROTECT SCENE AND FIREFIGHTERS (M.P.205.07A)**
-  Reduce emergency lights to what is essential for a safe operation










Crew Assignments:

-  **FOLLOW SOP'S (M.P.201.01)**
-  Stay with Captain, wait for Captain's orders/directions
-  Firefighters support IAP command, crews/sectors/branches support IAP
-  Rescue crews should be assigned to a crew or sector





STAGE 9: INITIAL ARRIVAL - STAGING

Activity/Behaviors





Staging: (M.P.205.06)


-  **FOLLOW SOP'S (M.P.205.06)**
-  Allows command to formulate & implement plan
-  Used as initial resource pool
-  Level I staging (M.P.205.06) is:
 -  **AUTOMATIC WHEN 3 OR MORE COMPANIES ARE DISPATCHED**
 -  Use your radio to coordinate actions when units simultaneously arrive
-  Level II (M.P.205.06)
 -  first arriving Engine Officer assumes staging officer responsibilities
 -  subsequent arriving units check in with staging officer

Reporting:








-  **FOLLOW SOP'S (205.06A)**
-  Use assigned tactical channel for staging
-  Use order model
-  Be specific/plain English

Spotting:



-  **FOLLOW SOP'S (M.P.205.07)**
-  Stage on hydrant
-  Announce direction of travel
-  Second in company consider alternate direction of travel into the scene

-  When Level I staged, if you feel command is not aware of your location/status use order model and advise command

Assignment:

-  Pay attention stay focused
-  Share information to help command
-  Recon from your position
-  Be patient
-  Prioritize your messages
-  Understand strategy and how your crew may fit in
-  Communicate with your crew














Response:

-  Proceed safely to assignment
-  Use prudent speed









STAGE 10: DRIVING HOT AND WARM ZONES

Activity/Behaviors

Speed Limit/Driving Procedures (M.P.205.08)

-  **FOLLOW SOP'S**
-  **ENGINEER FOCUS ON THE ROAD AND DRIVING**
-  **FIREFIGHTERS SEATBELTED (M.P.205.08)**
-  Drive conservatively and defensively
-  CODE-2 when appropriate
-  Use prudent speed
-  Captain focus on the assignment
-  Captain assumes responsibility for safe operation
-  **ALWAYS WATCH OUT FOR MOVING OR NON MOVING FIREFIGHTERS (M.P.205.08)**
-  Work as a team
-  Assist each other if possible
-  Consider lighting
-  Use warning lights









Tactical Positioning – Spotting: (M.P.205.07)

-  Do not block access
-  Consider ladder/truck placement
-  Consider collapse profile
-  Consider overhead wires/obstructions
-  Do not become an exposure (radiant heat)
-  Protect crew during dismount or other activities near apparatus
-  Protect engineer/ turned out when appropriate
-  Protect crew in staging from violent activity




STAGE 11: INITIAL ATTACK

Activity/Behaviors






Attack Planning With IC:

-  **ESTABLISH STRONG INCIDENT COMMAND**
-  **REMEMBER FIREFIGHTER SAFETY (M.P.202.05)**
-  Maintain composure and stay focused
-  Move deliberately
-  Good command location
 - ▶ Captain with crew
-  Specific mode
 - ▶ Nothing showing; Investigative mode
 - ▶ Working fire; Fast attack mode
-  Conscious size up; **COMMERCIAL** vs. **RESIDENTIAL**
-  Call for additional resources early




Portable Radio Communications:

-  Be on correct channel and check it frequently
-  **ALWAYS LISTEN TO YOUR RADIO**
-  Follow order model
-  Everyone must always have a radio
-  Consider keeping radio in a pocket and utilizing LAPEL MIKE






Determination of Initial Mode and Strategy: (M.P.201.01)

-  **ANNOUNCE MODE AND STRATEGY**
-  Is it correct, **OFFENSIVE VS. DEFENSIVE**
-  Crew understands mode of operation and strategy
-  Frequently evaluate and adjust mode and strategy when needed
-  **TAKE A HYDRANT – SECURE YOUR OWN WATER SUPPLY (M.P.202.12E)**








Attack Orders:

-  Share the plan with your crew
-  Follow tactical objectives - **ALL CLEAR, UNDER CONTROL, LOSS STOPPED (M.P.202.02A)**
-  Assign rescue units to engines or ladders if possible

Buddy System:

-  Buddy check – use of turnouts (PFD WAY)
-  Communication is the key to a safe operation
-  **ONE GOES OUT WE ALL GO OUT (M.P.201.03)**
-  Practice – know what each other is doing
-  Develop and implement your search plan

Accountability: (M.P.201.03)

-  **USE IT AND COMMUNICATE IT**
-  **USE PASSPORTS – ACCURATELY AND IN PROPER LOCATION**
-  **PASSPORTS UPDATED WITH CURRENT NAMES**
-  **KEEP ROSTERS UPDATED WITH CURRENT NAMES**
-  **CORRECT HELMET I.D.**
-  **MAINTAIN PARS AT ALL TIMES**
-  **ENSURE PAR REPORTS ARE ACCURATE**
-  Everyone is responsible for everyone else

Initial Hose line Management:

-  Right size for the right fire in the right place (Consider **STANG GUN, PENETRATING NOZZLE** when appropriate)
-  Manpower at entry points to manage hose lines

150 FEET MAX. INTO STRUCTURE

Tactical Priority Management:


FIREFIGHTER SAFETY

 Focus on and follow tactical priorities – **ALL CLEAR, FIRE CONTROL, and LOST STOPPED**

Interior Access Control:

 Residential vs. commercial

 Do not abandon line/houseline is lifeline

 Protect your access and egress

Entry and Exit Management/Round Trip Tickets:

 **CREW MEMBERS MUST BE WITHIN VISION, VOICE OR TOUCH CONTACT WITH EACH OTHER AT ALL TIMES**

 **USE PASSPORTS, INTERCOMS, TIC CAMERAS**

 **ENTER WITH BUDDY SYSTEM AND MAINTAIN IT (M.P.201.03)**

 **CAPTAIN SHOULD KNOW POSITION AND FUNCTION OF CREW**

 **CAPTAIN SHOULD BE WITH CREW**

 **CAPTAIN CONTINUOUSLY MONITORS THE TIME AND PROGRESS**


STAGE 12: SUPPORTED ON-GOING ATTACK

Activity/Behaviors


 On deck crew

Attack Line Backup:

 SAFETY IS ALWAYS A PRIMARY CONCERN

 TAKE A HYDRANT SECURE YOUR OWN WATER SUPPLY (M.P.202.05)

 Consider size and placement

 Where and who are you working for – accountability

Expanded Support:

 Take the right apparatus – Ladder vs. LT

 Consider using squads for ladder work



Ventilation:

- ▶ safety is always a primary concern
- ▶ correct mode and type of ventilation
- ▶ communication and coordination
- ▶ consider equipment needs
- ▶ consider two saws
- ▶ two means of egress



Forcible Entry:

- ▶ use of correct company – Ladder, LT, Squad
- ▶ forecast the need, think ahead ,where it is required
- ▶ use of primary exits



Access Provision:

- ▶ use of lighting
- ▶ have a secondary access & egress
- ▶ consider possible victims (remove victims from fire vs. remove fire from the victims)
- ▶ apparatus placement
- ▶ back up lines for personnel safety and protection of egress points

Master Stream Development: (M.P.202.12E)



Plan early



Consider required resources



Placement is the key



Water, water, and more water



Select the appropriate tip

Loss Control: (M.P.202.12)



Salvage work (M.P.202.12A)



Overhaul (M.P.202.12B)



Occupant services sector (M.P.202.12C)



On going loss control considerations (preserving the scene/arson)










Critique sector (M.P.201.05C)






Integration of Additional Resources:

-  Early sectorization
-  Plan ahead
-  **THINK ACCOUNTABILITY, SAFETY AND CUSTOMER SERVICE**

Progress Reports:

-  Between companies
-  Between sectors/within sectors
-  With command
-  Air management, monitor the **"WORK CYCLE"**
-  At completion of task
-  Periodic CAN reports
-  Command updates to AHQ







Recycle:

-  Not rehab... your going back to work
-  1st bottle off the truck, 2nd bottle from the utility
-  Crew leaves together and returns to sector together
-  Be prepared to go right back to work
-  Check in/check out with the Sector Safety Officer when recycling







STAGE 13: ON-GOING COMMAND

Activity/Behaviors









Risk Management: (M.P.202.02B)

-  **TRANSFER COMMAND (FIRST ARRIVING BC)**
-  **EVALUATE AND CONFIRM STRATEGY**
-  **FREQUENTLY CHALLENGE THE PLAN. IS THE RISK WORTH THE BENEFIT? IF NOT, STOP DOING IT!**
-  **WE MAY RISK OUR LIVES A LOT WITHIN A STRUCTURED PLAN TO PROTECT SAVABLE LIVES**
-  **WE MAY RISK OUR LIVES A LITTLE WITHIN A STRUCTURED PLAN TO PROTECT SAVABLE PROPERTY**
-  **WE WILL NOT RISK OUR LIVES AT ALL TO SAVE PROPERTY THAT IS ALREADY LOST**





Sectorization – Expanded Organization:

-  Sectorize early, support sectors with Command Officer as soon as possible
-  Manage completing tactical priorities
-  Manage on-deck & recycling crews
-  Resource allocation in sector
-  Don't overload a sector, (span of control) – consider a “BRANCH”
-  Harden entrance and exit points in sector/manage work rest cycle of interior companies







Safety Officer Activity:




-  Battalion “FIT” can assume Safety Officer”
-  When assigned to a sector, Command Officers manage completion of tactical priorities for that sector
-  Establish hazard zone
-  Manage “Work Cycles”- air management
-  Resource needs **(RECYCLE CREWS)**
-  Share plan with all crews on the scene
-  Consider CID needs
-  Re-evaluate decisions periodically...things change

Elapsed Time Management:

-  Know how long we've been interior **(WORK CYCLES/AIR MANAGEMENT)**
-  Evaluate current strategy
-  **WHAT'S THE STRATEGY OFFENSIVE OR DEFENSIVE AND COMPARE TO RISK MANAGEMENT PLAN (M.P.202.02B)**
-  **GET PARS (M.P.201.03)**

Command Expansion – Support Officer – Senior advisor:

-  Use the CV
-  BC's assume command
-  Second BC should be assigned to key tactical positions
-  BC “FIT” is initial support officer
-  First arriving Deputy Chief assumes Senior Advisor role
-  Anticipate the need to expand the IC system

-  Don't wait until it's big
-  Should be routinely established
-  Get BC's into key sectors as soon possible









Accountability Expanded:

-  **ESTABLISH ACCOUNTABILITY SECTOR**
-  **ESTABLISH ACCOUNTABILITY PLAN**
-  Get resources to support the sector, companies can be used



STAGE 14: REHABILITATION (M.P.202.08)

Activity/Behaviors



Command – Sector – Coordination:

-  Recycle vs. Rehab
-  Rehab prior to going home
-  Recycle, then back to ready state for other assignments
-  Set up early – rehab truck
-  **GET COMPANIES TO SUPPORT OPERATION/ALS COMPANY, RESCUE AND UTILITY TRUCK**
-  Consider multiple sites
-  Rehab customers/other agencies
-  Relocate if needed (smoke migration)




Crew Rotation Management:




-  First in, first out when possible
-  Consider ambient temperature

Accountability "auditing":







-  Crew should be intact and stay together
-  **USE PASSPORTS (M.P.202.08) ENTERING/EXITING REHAB SECTOR**

Rehabilitation Management:

-  Recycle –work - rest cycles
-  Rehab crews coming in (level I)
-  Staged crews ready for reassignment (level II) separate from level I

-  Consider multiple sites
-  De-commit/release crews
-  Consider media location – not to close to rehab






Medical Support:

-  Conduct physical assessment of all members
-  Hydration and cooling
-  Treat them for any injuries
-  Transport them if necessary
-  Consider CID
-  Monitor your crew for remainder of shift






STAGE 15: CID SUPPORT (M.P.105.01B)

Activity/Behaviors





Command – Sectors – Captains:




-  Consider severity of incident
-  Consider amount of exposures to crews
-  Monitor member’s ability to cope
-  Evaluate possible affect on members and citizens
-  On-going, successful, pre-briefing is the key to minimizing de-briefing needs

On-Scene Management:

-  Focus on team work
-  Rotate crews away from scene
-  Keep an eye on each other
-  **MINIMIZE EXPOSURE (M.P.105.01B)**
-  Utilize post-incident critique to check in with everyone

CID Team Contact Can Be Made (as needed/desired):













-  By CAD information
-  Through Alarm
-  Through Chaplain
-  Through BC/Command

-  By anyone
-  For other agencies
-  CR Vans









STAGE 16: CRITIQUE / POST INCIDENT REVIEW (M.P.201.08)

Activity/Behaviors

Level of Critique:

-  Performed at the appropriate level – immediate, tabletop, Battalion level, Department level
-  The critique event should communicate learning experiences
-  A non-threatening atmosphere should be encouraged and maintained
-  Conducted prior to companies going available/timeliness is important
-  Include accountability of actions
-  Should involve company officers and entire crews
-  Should include customers point of view
-  Include initial dispatch
-  Order of response and number of units
-  Based on SOP's
-  Include tactical/operational safety
-  Pre-briefing/defusing/debriefing

Standard Format:

-  Training for critiques
-  Focus critique on:
 -  Firefighter safety
 -  Survival
 -  Welfare
 -  Conditions
 -  Fire
 -  Structural safety



Actions:

- ▶ What was plan
- ▶ Support actions
- ▶ Companies actions
- ▶ Response order and arrival
- ▶ Firefighters actions



Outcome based on tactical benchmarks and customer service

- ▶ Lessons learned and reinforced
- ▶ Action plan for improvement
- ▶ Focus on firefighter safety, survival and welfare
- ▶ Ensure all members complete exposure forms

SAFETY AS A KEY PART OF POST INCIDENT REVIEWS

The purpose of conducting safety Post Incident Reviews will emphasize firefighter safety by: reinforcing safety behaviors; assessing the current level of safety (measure how we are doing) and identifying areas where safety improvements can be made.

Post incident safety reviews can yield tremendous results and benefits to all fire department members. The greatest benefits are gained by individuals realizing they have ownership of the safety plan and other aspects of the incident.

The post incident review should be conducted after all working incidents as soon after the event as is practical and the situation has been stabilized. Reviews should be conducted for single company events as well as multi-company events and should be conducted for the following:

1. Fire incident
2. EMS incidents
3. Haz-Mat incidents
4. Special operations incidents

5. Training exercises

6. Any other event that may benefit Fire Department members

Generally, we will benefit most when we conduct post incident reviews at the incident scene. The information is fresh in everyone's mind and the scene can be toured to reinforce learning.

The post incident review should include all members involved with the operation. Everyone can benefit from the experience of others. The BC's Company Officers or whomever was command should facilitate the group through the review.

The reverse side of the tactical worksheet and safety check lists are good tools to assist in leading a safety review discussion of any incident. Use visual references at the scene, as they can be quite helpful. Someone should keep notes. They can be referred to when listing lessons learned or reinforced, identifying any training needs or developing follow-up action plans.

The focus of the review should be on firefighter safety and survival, and customer service. Reinforce all positive safety behaviors. Individual successes should not outweigh the safety of the overall operation or crew.

The post incident review should be concluded on a positive note. Single company Safety reviews conducted by BC's or Captains after incidents or training sessions can be used to chart a company's safety improvement or focus on areas in which a company may need improvement.



Fire Protection

Continue to provide the people in our neighborhoods the highest level of life and property protection from fire and other related disasters through the following actions:

- Respond safely and quickly/follow SOPs for safe effective evacuation.
- Always manage secondary damage in a way that minimizes loss.
- Train for readiness/improvement.
- Identify, preplan, and train on tactical hazards in your first due area.
- Critique and follow up on lessons learned to continually improve.
- Prevent fires within your company's capability.

Medical Services

Continue our commitment to establish partnerships that will provide the Customers in our neighborhoods exceptional medical services with the highest level of prevention, appropriate care, and transportation through safe and quick response, and highly trained members.

- Respond safely and quickly/follow SOPs for safe effective execution.
- Evaluate, treat, transport, and document appropriately.

- ✓ Train for readiness/use medical and community resources to expand medical skill and continue medical education to all members.
- ✓ Use all available resources to help improve the health and welfare of the people we serve.
- ✓ Use Continuous Quality Improvement (CQI) in a positive manner to follow up on lessons learned in the delivery of services to our customers.
- ✓ Communicate effectively; face to face, electronically, and in written form.
- ✓ Practice compassion and consideration for everyone, including patients, family, Medical community, bystanders and fire department members/show that you care.

Human Resource Management

Continue to take care of yourself physically and mentally; and help other Department members take care of themselves.

- ✓ Practice positive, sensible, humane, progressive, everyday management of self and others.
- ✓ Treat each other and the public with dignity and respect.
- ✓ Practice total wellness (PT, medical, rehab, MAP, CISD, EAP, Chaplain).
- ✓ Always follow SOPs.
- ✓ Communicate and practice effective listening.
- ✓ Use open lines of communication with union representatives and department staff members to get your ideas into the system.
- ✓ Continually train and develop for personal and professional growth.

- ✓ Recreate, eat, bond, rest, TV...watch PFN (Have FUN!!)
- ✓ Practice the "PFD Way" with emphasis on consideration, discretion, acceptance, and unity.
- ✓ Maintain pride in your appearance.
- ✓ Consider, participate, and support positive change as an on-going PFD process.
- ✓ Work to strengthen interpersonal relationships, they are the foundation of the future.

Physical Resource Management

Continue to provide and maintain the physical needs of fire department members, including fire stations, supplies, fire apparatus, and equipment.

- ✓ Maintain fire stations, fire apparatus, and equipment in a constant state of readiness with an emphasis on pride in appearance.
- ✓ Use and care for physical resources as if you personally bought them.
- ✓ Continue to maintain the readiness of safety equipment and use it properly.
- ✓ Provide ideas to make the job easier, safer, and more enjoyable.
- ✓ Manage and conserve commodities and utilities properly. Order what you need and use what you order. Order effectively – don't hoard.

Urban Services

Continue to actively participate in the community to provide for the safety and well being of the people who live in our neighborhoods.

- Conduct community events.
- Participate in all types of "Urban Survival" programs.
- "Connect" our customers with the appropriate agencies.
- Practice good media and public relations.
- Support the investigation of fires.
- Support fire prevention services for new and existing buildings.
- Practice a positive image everywhere/all the time.
- Consider every person a customer.


*Friends
Helping Friends*



*Sometimes the
ones that need help
the most are
right next to you.*

Picking people up when they're down. It's what we do.

If you have questions or need assistance:

We have several options for professional care and advice. The designated provider for the Phoenix Fire Department (sworn and civilian) and Local 493 is **Ron Tapscott** who is best reached at **602-722-4087**.

We also have an external provider for employee assistance services.

CONTACT Behavioral Health Services

has a personal, 24-hour crisis intervention line that is answered by trained and licensed counselors. They also have a list of providers and specialists throughout the Valley. They can be reached at **1-800-222-8335**.

You can also call: **Andy Arredondo** at **480-710-5109**
and / or

Health Center / Dr. James Fleming at
602-495-5797 or **602-534-3937**

Additionally, **Cigna** and **Blue Cross / Blue Shield** insurance plans offer counseling services as well.

*If you know someone
struggling with an issue,
help them get help.*



*Caring for the entire
Phoenix Fire
Department family*

