PROFESSIONAL STANDARDS

MISSION STATEMENT

ORGANIZATIONAL VALUES

THE PFD WAY

FIREFIGHTERS’ STANDARD OF CUSTOMER SERVICE

RULES OF CONDUCT

SAFETY & SURVIVAL FOR FIREFIGHTERS

THE BIG FIVE
The Phoenix Fire Department and United Phoenix Firefighter’s IAFF Local 493 are proud to present our newly revised Professional Standard’s Guide. This important manual contains our Department’s philosophy, organizational mission, and goals. It represents what is important to us individually and collectively. Most critically, it was created by our members through our labor management process.

The Phoenix Fire Department is committed to providing the highest level of public safety services for our community. Our standards, as defined by the Fire Chief, are rooted in safety, professionalism, teamwork, respect, and personal development. This is a customer service driven organization. Our goal each day is to safely respond to and mitigate any emergencies that arise.

The City of Phoenix is an award-winning city. It is considered one of the best-run cities in the world. The Phoenix Fire Department has a national reputation as one of the best fire departments in North America. This reputation has been earned through years of commitment to focusing our mission on providing the best customer service possible.

We belong to a culture that welcomes change and improvement. We know that future generations of firefighters will benefit from the hard work and dedication of current and past members who have continued to make the Phoenix Fire Department better for those who follow. Their vision is reflected in the Phoenix Fire Department Professional Standard’s Guide.


The Phoenix Fire Department Professional Standard’s Guide explains our organizational goals, expectations, and values. We urge you to study it closely and absorb the information. It speaks directly to what is important to our Department, Local 493, and the citizens of Phoenix. Our labor/management process provides the backbone on which these standards exist.

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

We thank you for your dedication and service to the Phoenix Fire Department, each other, our customers, and United Phoenix Firefighters IAFF Local 493.

Sincerely,

Kara Kalkbrenner
Fire Chief

Steve Beuerlein
President, United Phoenix Firefighter’s Association
MISSION STATEMENT

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

MOTTO:

We will Prevent Harm, Survive and Be Nice.

PREVENT HARM: We are committed to the community and our organization by being well trained, physically and mentally prepared at all times, by understanding the value of ongoing education and training, by using innovation and technology to be progressive, and by providing internal customer service programs and by promoting external customer service programs to prevent harm.

SURVIVE: Safety is critical in everything we do. We recognize this and will respond to the community’s needs safely, follow our policies and procedures at all times, communicate effectively, work as a team to always support each other, and maintain constant situational awareness and accountability to ourselves, to each other and to the customers we serve.

BE NICE: We honor and respect our diverse workforce and embrace and uphold the PFD Way at all times. Our goal is to always provide exceptional customer service through professionalism and integrity to our members and to those who need our assistance in our community.
ORGANIZATIONAL VALUES

SAFETY
We practice safety in observance of our risk management profile.

We will risk our lives a lot in a calculated manner to save savable lives.
We will risk our lives a little in a calculated manner to save savable property.
We will not risk our lives at all for lives or property that are already lost.

The safety of our members and our community is our primary objective. It is the driving force of all we do and the essence of the service we provide. Whether during our daily activities or during fire-ground, EMS or training operations, we observe and live by our standard operating procedures. We are safe because we always maintain situational awareness. Our members are personally accountable for total wellness. This means we are prepared and fit for duty, physically and mentally.

SERVICE EXCELLENCE
We strive to deliver the best possible service to our internal and external customers in our community through professional, well trained, humble, dedicated, competent, hard working and 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.

HONOR AND RESPECT
As a fire department family, we are committed and accountable to each other at all times because our lives depend on it. We value the role each member plays in our organization. We respect those that came before us and strive to make the Phoenix Fire Department better for those who follow.

INTEGRITY AND HONESTY
We value the public’s trust and are committed to honest and ethical behavior both on and off duty. Self-discipline is our foundation for managing our behavior. We hold ourselves accountable to these values. We believe in a personal commitment to the organization and the community.

TEAMWORK
We work and we train as a team. Teamwork is the building block that drives the department’s labor/management process. We seek out and value the input and opinions of members at all levels of the organization. We cooperate locally, regionally, and nationally to improve service to the public and maintain a safe effective work environment. As a team, we believe that all members have a responsibility to mentor others.
**INNOVATION**
We recognize the value of personal development, training and the need for change in responding to the ever-evolving needs of our customers and members. We are committed to seeking out effective methods and progressive thinking. We embrace new technologies to continuously improve service delivery.

**TOTAL WELLNESS**
We are individually and collectively responsible for our physical and mental health. Physical, mental, spiritual and financial wellness is essential to living a long and prosperous life. As members of The PFD our personal goal is to enjoy a long, healthy life after many years of service of caring for others. We can ensure this by making healthy lifestyle choices and encouraging other members to do so. We will be observant and seek out any peer that is in need and take action to assist in the well-being of that member and ultimately the well-being of the Phoenix Fire Department. We are committed to the resiliency of every individual in our organization. Guides to total wellness can be found at [www.firestrong.org](http://www.firestrong.org).

**COMMUNICATION**
We believe communication is essential to the unity and performance of our organization. We are committed to providing effective and responsive means of communication throughout our organization and community. The labor management process is a vital means of communicating the views and progressive ideas of our members at all levels of our organization. We are committed to this process.
THE PFD WAY

EXECUTIVE SUMMARY AND INTRODUCTION:

The PFD Way is a philosophy that describes in detail the way each Phoenix Fire Department member, regardless of rank or position, is expected to perform, behave, and interact with each other and the public. Putting this philosophy into practice requires a constant, conscious effort from each of us.

This document describes our Departmental philosophy. It describes our vision and values, our standards, and our ideals. This is the Phoenix Fire Department Way.

The PFD Way describes and guides our behavioral and performance expectations. Our diverse membership made the choice to become part of the Phoenix Fire Department. As public servants we work for the common good of the residents, workers and visitors of Phoenix.

The PFD Way incorporates the values of service excellence, safety, integrity, professionalism, communication, teamwork and respect. In order to provide the best service to the public, we are committed to the training, education and well-being of each member of the Department.

The Phoenix Fire Department serves a vast geographic area with expertly trained firefighters and support staff using state of the art equipment and apparatus. Although large in size, we do not lose sense of the importance of each individual member and customer.

The City of Phoenix is one of the ten largest cities in the country. In size, it geographically exceeds Los Angeles. The city has won many awards and honors, including the prestigious Carl Bertelsmann Award for being the best-run city government in the world and a “best-managed city” designation by Governing Magazine. The National Civic League has selected Phoenix as an “All-America City” five times.

Most City of Phoenix employees belong to municipal unions who work with City management to achieve service excellence. Firefighters belong to the International Association of Firefighters, Local 493, AFL-CIO (United Phoenix Firefighters Association). The positive relationship between labor and management is key to the success enjoyed by the Phoenix Fire Department and its members. Labor and management collaborate on improving customer service and maintaining a safe, effective work environment through the Relationships by Objectives (RBO) process. This process allows everyone a voice to change policy and/or procedures for improvements in the quality of our service.

The Fire Chief and Executive Staff, along with City Management and elected officials, are fiscally responsible, innovative, and proactive. The Phoenix Fire Department honors the traditions of the past while embracing the technological advances of the future.
The Phoenix Fire Department is committed to providing the best possible emergency response and prevention services, and to making the City of Phoenix a healthy, vibrant community in which to live, work and visit.

The fire service has a rich and proud culture and tradition. New members of the Phoenix Fire Department benefit from the mentorship of seasoned members. All members benefit from a common set of expectations. Our members are the foundation of the Department.

We are self-disciplined and respectful, on and off duty. In the sometimes stressful environment of emergency services, we are able to enjoy our profession and the bond between Fire Department members. How we behave and provide services in the public eye have a direct correlation to the public’s respect, perception and support of our Department.

Our members are expected to manage their own behavior with a positive attitude and commitment and to conform to the rules and regulations of the Department in a manner that reflects the philosophy of the PFD Way.

In situations where self-discipline breaks down, supervisors are expected to discern whether corrective, progressive action is needed or if outside assistance is needed. Team members take care of each other. FireStrong (www.firestrong.org and 602-845-FIRE) is a resource for fire service members to obtain confidential mental, emotional and physical support. Accessing these important resources will not be connected to or endanger a member’s employment.

The standards and expectations in this document, although philosophical, are reasonable and aligned with City of Phoenix Administrative Regulations and our own Management Procedures and Standard Operating Procedures. They are the cornerstones from which to view your day-to-day performance, your commitment to the public and your commitment to the Department.

True commitment requires loyalty to the Department, the Fire Service and to the City of Phoenix through good times and bad. We face challenges with honesty and integrity, becoming stronger through the process. We are committed to making positive change when it mutually benefits the public we serve and the Department.

We are a professional fire department that delivers consistent, safe, quick, high-quality emergency response and ancillary services. We are expected to be fiscally responsible, diverse, skilled, smart, physically fit, and compassionate. We are focused on what is in the best interest of providing the highest quality of service to the public. Each individual accepts their responsibilities beginning the day they enter the Department and continuing throughout their career and into retirement.

Our philosophy can be summarized in the following statements: 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 provide these services in a safe, calculated manner.
This is a living document that stays relevant when reviewed on a regular basis. The PFD Way is founded upon major cornerstones that make up the foundation for our philosophy. These cornerstones are described in detail and are practiced by all members who have chosen to be part of the Phoenix Fire Department.

**THE CORNERSTONES OF OUR PHILOSOPHY AND CULTURE**

**CORNERSTONE 1: MAKE THE COMMITMENT**

*Being a member of the Phoenix Fire Department is a commitment to the public, to the Department, to other departmental members and to the PFD Way.*

The diverse Phoenix Fire Department workforce shares a common desire and commitment to serve our community. It is our goal to deliver fast, safe, effective emergency response. We strive for excellence on each customer contact. Our customers rely on us to provide exemplary service in the form of emergency medicine and transportation, technical rescue, fire suppression and fire prevention.

All who wear a Phoenix Fire Department uniform are held to a high standard. Expectations for behavior and performance are non-negotiable. Firefighters work in an inherently dangerous environment and are prepared for the challenge. We care about safety and about each other. If need be, we put our lives on the line for each other.

We take our commitment to our community, the City of Phoenix, to our respective unions and to the Department seriously. We challenge ourselves to improve our service delivery by asking, “How can we do better?”

We are measured by our daily interactions and performance. We are expected to follow the Phoenix Fire Department Standard of Customer Service: to arrive with a positive attitude and deliver fast, safe, professional service. It is the level of service that our customers, both internal and external, expect. This applies to every member of every rank, sworn and civilian.

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 results in highly skilled performance levels.

Our diverse membership is the most important resource and foundation of the Department. Prejudice of any kind is not tolerated in the Phoenix Fire Department. Everyone, of every position and job function is essential. Our commitment to working as a team in the firehouse, on the fire ground, in your section or battalion, in training, and as part of an RBO committee is the key to the Department’s success.
**CORNERSTONE 2: BE ACCOUNTABLE**

Accountable members take responsibility for their success and for the success of the Department.

Our members come from a variety of backgrounds, each with a unique set of experiences and mannerisms. Honoring and respecting individual and cultural diversity is critical to a department serving a diverse cultural community. Our members are accepting, non-judgmental and embrace diversity.

Our differences are considered an asset as long as behavior, appearance and job performance is aligned with our rules, regulations and Departmental culture. A professional does not let individualism become a job distraction. Each member is responsible to examine their behavior and activities on and off the job to ensure that the City and the Department is not put in a disadvantaged position because of poor choices or poor judgment.

When we become public servants and join the Department, we give up the freedom to behave in an independent manner. Our regard in the community can be tarnished by the actions of just one member, and those consequences will be felt by all members. Our conduct should be exemplary at all times.

Our reputation and performance in the Department is reinforced by our conduct. Respect is earned and begins with respect for yourself and respect for others. Your reputation is a valuable possession. Guard it and remember that it starts the day you enter the Fire Department and will continue long after your career has ended. Ask yourself, “How do I want to be remembered? How did I contribute to and improve this Department?”

**CORNERSTONE 3: BE SELF-DISCIPLINED**

Members who have self discipline are motivated to make choices that result in a positive outcome and avoid choices that cause a negative repercussion.

Think back to before you joined the Department. It took self-discipline to study and train for the firefighter recruit tests, or to prepare for a civilian oral board. It took self-discipline to obtain the education and experience necessary for the wide variety of support classifications.

Maintaining a positive, well-balanced approach to your work environment takes a commitment to discipline, preferably self-discipline. We are expected to manage our own behavior. We are cooperative and open to supervisory directives. Supervisors are expected to identify and correct counterproductive actions, behaviors and issues before they become habitual.

When imposed discipline is necessary, it will be corrective, progressive and lawful. Disciplinary action is aligned with Departmental expectations and follows established
procedure. Corrective punitive action is only considered for serious violations or when progressive actions have not been effective. It is the PFD Way to employ 2nd chance management designed to return a member to positive and productive behavior.

Taking shortcuts to supervisory responsibility in regards to discipline ensures a negative result. Misconduct or poor performance should be identified before a solution is developed. In other words, supervisors will avoid the ‘ready – fire –aim!’ approach in favor of a standard problem-solving approach to discipline.

Guidelines describing the various unions’ role in the disciplinary process are clearly defined in each Memorandum of Understanding and Standard Operating Procedures. Supervisors are to offer and provide union representation whenever requested. Union representation does not infer that they agree or disagree with the conduct or behavior. The union representatives will ensure that Departmental supervisors follow due process and show just cause when considering disciplinary action.

All effort is made to keep disciplinary proceedings confidential to avoid embarrassment to the member and to the Department. At times, media interest in high profile misconduct and the requirements of the Freedom of Information Act make it impossible to keep all issues completely confidential.

The Phoenix Fire Department’s substance 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 steroid, or any other substances will not be tolerated. Unauthorized use, sale, purchase or possession of controlled or illegal substances at any Fire Department worksite is prohibited. Violating policy may result in suspension from duties, with or without pay, and/or dismissal.

Self-discipline extends to our lives outside of work, as well as to the virtual world of social media. Social media is a powerful communication and image tool, giving just-in-time information and keeping people connected over vast distances.

Phoenix Fire Department members are proud of their profession and Department. When we identify ourselves as members of the Phoenix Fire Department in a social media profile, that site now becomes an extension of the workplace, not solely a personal site. It is not the PFD Way to engage in negative political discussion or brag about unbecoming activities via social media. Consider if the post will reflect well on the owner and the Department, or if it will be misinterpreted. Be aware of the impact of the social media footprint, as well as the ripple effects – both positive and negative. As members of the Phoenix Fire Department and employees of the City of Phoenix, we have a duty to post responsibly.
CORNERSTONE 4: BE A GOOD SUPERVISOR

Supervisors clearly understand the mission, keep staff informed, listen to staff, and acknowledge outstanding performance. They are able to identify when to handle an issue themselves and when to involve their chief for assistance.

Supervisors of all levels are expected to treat their staff with consideration and respect. Positive reinforcement is more effective than punishing negative behavior and performance. Unacceptable behavior or performance will not be ignored, tolerated or rewarded. Misconduct is best managed when it is immediately identified and discreetly corrected.

Supervisors encourage teamwork, most notably in a fire station environment when crews prepare meals together, exercise, train and critique an incident. Supervisors make opportunities for their team to stay connected to each other, to the Department and to our community.

Effective supervisors look for opportunities to include members in new programs, explain Departmental culture and policy, and mentor the next generation of leaders. It is a supervisor’s job to create promotable employees.

Supervisors are good listeners and are able to hear what someone means as well as what someone says. Supervisors are positive, ethical and refrain from personal judgment when handling a personnel issue.

Effective supervisors keep problems in perspective, address problems at the proper level, and when possible, turn a negative situation into a positive one.

Because supervisors are under constant scrutiny, their actions should be above reproach. Supervisors who lead by example, who coach and encourage their employees and re-direct behavior before it becomes an issue earn lasting loyalty and commitment. In fact, a point should be made of spending the time necessary to turn struggling members into star members. Good supervisors set the tone and set attainable standards. It is the PFD Way to practice what we preach, knowing that we will be held to our own standards.

CORNERSTONE 5: BE A RESPONSIBLE LEADER

Leadership is a process of positive influence which encourages high performance and teamwork to make a positive impact on our community and our Department.

The Phoenix Fire Department recognizes both formal and informal leaders, earned leadership and positional leadership. Leaders motivate and have the vision to facilitate positive change. Leaders live an example of the Department member we strive to be.
Leaders know that their words and behavior have lasting impact and choose wisely. Their expectations for themselves and others are realistic and aligned with the overall expectations of the Department.

When the safety and well-being of our customers and members is at stake, our responsibility and expectations are clear, as is each individual’s accountability. If substandard performance or unacceptable behavior is condoned, it will most likely be repeated. “If you condone it, you own it”.

It is the PFD Way to stop dangerous, negative, and unprofessional behaviors and actions whenever they are encountered.

We put safety first, closely followed by professionalism and courtesy. PFD leaders remind all members, at all ranks, that we are responsible for our actions in the workplace and that we are accountable for our own conduct AND that of our co-workers.

When leaders are faced with a problem, they solve the immediate issue, and also look for ways to improve the situation in the future. Not only does this facilitate a solution, it demonstrates to current and future leaders a positive problem solving approach. Leaders review lessons learned and evaluate their own effectiveness in challenging situations.

Authority is dynamic and complex, and is viewed as the ability to influence a person’s behavior or performance without the apparent exertion of force. Effective authority is supported with genuine respect by balancing leadership with performance. Superior leaders are both humble and able to focus on safety and goals. They accept responsibility for the missteps of their direct reports, while giving credit to them for any recognition.

An important element of leadership is “followership”. Every leader is a follower in some other Departmental group, function, or relationship. Ineffective followers will not be good leaders.

Leaders are agents of mentorship, positive change, personal growth and development. They are responsible for developing and instructing the next cadre of capable future leaders that live and practice the PFD Way.

Effective leaders embody servant-leadership. They want to pass along information, process and lessons learned, sparing new members from making mistakes that could cost them their reputation, their career, or their life. They encourage training and continuing education so members stay current with industry change.

**CORNERSTONE 6: THE RBO PROCESS AND THE PFD WAY**

The partnership of Labor and Management is committed to maintaining and improving safe working conditions and equipment, superior customer service, and succession planning for highly skilled employees. The Relationships By Objectives process is guided by the principles set forth in the PFD Way.
The Phoenix Fire Department Way is based on the principle that our members are the foundation of the Department. There is a direct relationship between the quality and professionalism of the Department and the quality and professionalism of our membership.

Phoenix Firefighters Association Local 493 and other municipal unions represent the majority of our membership. All members are invited to participate in the design and implementation of the procedure and process that forms the framework of our Department through the Relationship By Objectives (RBO) process. The RBO process brings Labor and Management together in an open and honest environment to work through issues and challenges, creating effective and fair solutions and reaching agreement without damaging relationships.

It is the PFD Way to manage new ideas and changes for the Department through the use of committees that represent both Labor and Management. These committee meetings are advertised to all members and always open. The Fire Chief and the Union President appoint co-chairs for each committee. A correlating committee made up of Management’s executive staff and the Local 493’s executive board oversees the RBO process. Any issues that are unable to be resolved through the normal RBO process are discussed and decided on within the correlating committee.

The RBO process is based on the principle that those who are closest to the actual services we provide should be allowed equitable input into the system. The process allows room for differing opinions without inviting disrespect or unhealthy politics. By participating in the RBO process, Department members of every rank and position are vested in and part of the outcome. This ensures that the Phoenix Fire Department remains a fair, efficient and effective city department.

The RBO process only works if we get involved. Our experts are the people doing the work each day. Our supervisors communicate information up and down the chain of command. We are advocates for all members when we involve ourselves in the RBO process.

Labor and Management are not always in initial agreement on each issue. The value of their working relationship however is the ability to find solutions on those issues on which they disagree. We will never sacrifice a relationship for an outcome. The RBO process works because both Labor and Management are respectful, offer value to the process and remain open to hearing a different point of view. Both are committed to ensure that the Phoenix Fire Department remains safe, progressive and professional.

These are the basic values behind the Department – the RBO process is the Phoenix Fire Department Way.
CORNERSTONE 7: SUPPORT OUR MEMBERS’ WELLNESS NEEDS

It is the PFD Way to provide and support total wellness for all our members.

The Phoenix Fire Department invests significant time and training in each member. Because the PFD Way is based on the principle that our members are the foundation of the Department, ensuring total wellness and resiliency in our members is an investment in ourselves and our Department.

It is the PFD Way to support each member. Each member has the obligation to be resilient and to be emotionally, mentally and physically fit. Situational awareness pertains not just to the fire ground, but also to awareness of the emotional wellbeing of each member. It is the PFD Way to identify a suffering Department member, address their needs and offer support. Literally, their life could be in your hands.

Emotional wellness and resiliency is more than just stress reduction. It is maintaining a balance of work, family, friends and obligations. It is the ability to make rational decisions and set priorities.

The Department realizes that members may be faced with personal and/or work related challenges during their career. A professional will recognize a problem and attempt to address and correct it before it interferes with job performance. The Department offers a number of discreet, professional resources and peer support for members and their families. FireStrong (www.firestrong.org, or 602-845-FIRE) is a resource for all employees and their families to obtain confidential assistance for substance, relationship, financial or emotional related issues. It is a program developed by our members for our members and is available 24 hours a day, 7 days a week. Accessing this important resource will not be connected to or endanger a member’s employment. Go to FireStrong.org with your family before you need help, and to learn what is available. It is vitally important that our members and their families seek help for themselves or someone else before it becomes life or career threatening.

The PFD Way is FireStrong. It is NOT the PFD Way to hide or avoid a member in need of help. Be alert to signs and symptoms of a member in need of assistance.

It is the PFD Way 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/re-entry/injury rehabilitation program and a behavioral health program. It is the duty of every member to actively participate in these programs to ensure that they are always fit for duty.

Phoenix Fire Department members ALWAYS treat each other with: Consideration, Discretion, Acceptance and Unity.

FireStrong works because our members are part of the continuum of care and volunteer their time in peer support. FireStrong is meant to be brought home. Don’t just keep it at work.
CORNERSTONE 8: MAINTAIN A POSITIVE ENVIRONMENT

We are each responsible to create a positive work environment based on trust, approachability and open communication, superior job performance, expecting the best, teamwork, appreciation and recognition, giving credit and taking responsibility.

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 our customers.
2. **Discretion**: Be discreet regarding personal information. If something is shared in confidence, keep it confident unless it jeopardizes someone’s safety or well-being. Don’t talk about members behind their backs.
3. **Acceptance**: Accept our cultural, ethnic and gender differences. Diversity makes us stronger and better prepared to serve the needs of our diverse community.
4. **Unity**: Value the unity of the Department. Our members are committed to each other. Our strength comes from the ability to work together and take care of one another.

The Fire Department hires with the expectation that, barring an unusual circumstance, the member will remain throughout their career and into retirement. Gratitude is owed to all our unions for their political involvement on behalf of the community we serve, as well as on our behalf.

It is the PFD Way to behave and perform in a professional manner, in and out of the fire station, on and off the job, and remain focused on what is in the mutual best interest of the Department and our community. Because we do, we will continue to earn the high respect of our community.

There are no Departmental secrets. Intrigue and gossip over an issue result in distrust in the system. Other than personnel disciplinary actions, issues involving litigation, and politically sensitive matters, the Department is dedicated to transparency and accountability.

We are self-disciplined, highly motivated and skilled employees dedicated to providing superior service to the public and to each other.

**SUMMARY:**

The PFD Way is a philosophy that describes in detail the way each Phoenix Fire Department member, regardless of rank or position, sworn or civilian, is expected to perform, behave, and interact with each other and the public. Putting this philosophy into practice requires a constant, conscious effort from each of us.
This philosophy supports and describes the way in which we fulfill our mission to safely and efficiently serve the public and take care of each other. The PFD Way is there to help members remain motivated, healthy, positive and professional.

The RBO process recognizes a challenge as an opportunity to work as a team to improve the Department while keeping perspective and working cooperatively. Our volunteers, our members performing line functions, and our support staff rely on each other to work as a team in order to provide superior customer service to the public and to each other.

Superior customer service can only be provided if we respect each member. Unless we can identify who “us” and “them” are, those terms divide rather than unify. Seasoned members should provide mentorship to new members and new members should value the experience of seasoned members. Share the appropriate traditions, values, knowledge and determination of the Department and the fire service. Give back to the Department that has given and continues to give so much to its membership and to our community. It is the PFD Way to improve the Department by the contributions of each member.

We are members of the Phoenix Fire Department by choice – both our own AND the Department’s. We are committed to superior service. It is this commitment to service and to each other that has made us what we are today, and will sustain us in the future through frequent assessment and positive change.

This is the PFD Way!
THE PFD WAY POCKET GUIDE

THE PFD WAY DEFINES OUR DEPARTMENTAL PHILOSOPHY, OUR VISION AND VALUES, OUR STANDARDS, AND OUR IDEALS

- Our Department delivers consistent, safe, quick, high-quality emergency response and support services
- Our Department supports safety, total wellness and resiliency in our members
- Our Department encourages personal and professional education and training
- Our Department is committed to succession planning for a strong future
- Labor and Management work together respectfully to improve the Department
- The RBO process works when we get involved
- Our department promotes and practices the PFD Way

THE PFD WAY GIVES MEMBERS A PHILOSOPHY OF PROFESSIONAL, POSITIVE BEHAVIOR

- Our members, regardless of rank or position, sworn or civilian, practice consideration, discretion, acceptance and unity
- Our leaders and supervisors strive to create a fair, positive environment
- Our members look out for the wellbeing of each other
- Our members are fiscally responsible, diverse, skilled, smart, physically fit and compassionate
- Our members show support and respect for city leadership, our customers, our Department, all unions, and each other
- Our members are FireStrong
- Our members work with integrity and high ethical standards
- Our members are approachable and helpful
- Our members are self-disciplined and accountable
- Our members know that the emergency is very important to the customer and treat everyone with respect and patience

OUR LEGACY TO THE PHOENIX FIRE DEPARTMENT

- Our members share values and information with new members and respect the experience of seasoned members
- Our members value the history of the Department and the contributions of our retirees
- Our members ensure that actions, words and social media footprints positively reflect the Department and other members
- Our members leave the Department better than the way they found it
PHOENIX FIREFIGHTERS’ STANDARD OF CUSTOMER SERVICE

This document represents the standard of customer service to be provided to our internal and external customers by the first responders of the Phoenix Fire Department.

Kara Kalkbrenner, Fire Chief
Phoenix Fire Department

Steve Beuerlein, President
United Phoenix Fire Fighters Association

The Phoenix Firefighters’ Standard of Customer Service is defined as the continuous rapid response and delivery of all services through professionalism, integrity and respect.

INTRODUCTION

The Phoenix Fire Department was established in 1886 to defend lives and property from the destructive force of fire. Our members, through hard work and dedication, have built an unmatched legacy of service and professionalism. The core of our strength comes from our members’ fundamental execution of excellent customer service, high professional standards and our personal pride.

Members of the Phoenix Fire Department are held to a very high standard, but the highest standard of service is the one we have set for ourselves. The membership of the Phoenix Fire Department expects unyielding professionalism and personal accountability in every aspect of our performance. These represent the most distinguishing factors related to our perpetual commitment to excellent customer service.

As it relates to our Standard of Customer Service, our position in the Phoenix Fire Department is irrelevant. Our customers see the highly recognizable uniform that immediately identifies us as members of the Phoenix Fire Department. Though our names and ranks are stenciled on the front of our uniforms, we are perceived as one. As a whole we are respected, trusted, admired and identified by our uniforms, our vehicles, and the manner in which we serve. As a member of the Phoenix Fire Department we are indistinguishable to our customers. That is why we are expected to be on the same page when it comes to our actions and behaviors. Collectively we have been entrusted to serve and protect our community and we answer this calling in a variety of ways.
Our conduct both on and off duty must be exemplary. Members of the Phoenix Fire Department hold themselves to a higher standard. A single misstep by a member tarnishes the reputation of us all. Failure to comply with the Phoenix Firefighters’ Standard of Customer Service will not be tolerated by the community we serve, our leaders, or each other. Clearly, the firefighter is the most recognizable member of our workforce. Their commitment and sacrifice is honored and valued. In many cases our customers identify members of the Phoenix Fire Department as firefighters. Our organizational membership includes a variety of professionals who work together to achieve our mission. We take great pride in all of our work and our united standard of excellent customer service.

**PURPOSE OF THIS GUIDE**

The purpose of this document is to clearly identify the Phoenix Firefighters’ Standard of Customer Service. In addition, this document will help reinforce and establish our ongoing organizational mission; to consistently provide the highest level of internal and external customer service.

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. All members of the Phoenix Fire Department understand and embrace this mission.

Our profession is complex; however, the bottom line is always customer service. A positive attitude is a must because every call for service 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 our high standards, integrity and ethics.

As we make various decisions throughout our career, we should frequently ask ourselves if it upholds the Phoenix Firefighters’ Standard of Customer Service, and if the answer is no, *don’t do it.*
THE DUTIES OF PHOENIX FIREFIGHTERS

Our future as a provider of many critical services is dependent on our ability to recognize and implement positive change.

The Phoenix Fire Department was initially formed only to extinguish fires but we have changed vastly over the years to adapt to the needs of the public. In the 1980’s we adopted the responsibility of providing Emergency Medical Services, which was a major improvement in our service delivery system. The Phoenix Fire Department’s system of providing Fire-Based Emergency Medical Services is extremely effective and efficient. As Emergency Medical Technicians and Paramedics we literally save lives every day.

The Phoenix Fire Department will always be charged with the protection of lives and property from fire. Each year we handle thousands of fire calls. Effective fire suppression begins with notification and ends with extinguishment. As Phoenix Firefighters; we will risk our lives a lot to save savable lives and we do this every day. We will risk our lives a little to save savable property, and by doing this we save the public hundreds of millions of dollars and thousands of jobs each year. We will not risk our lives at all for lives and property that is already lost. Every member of the Phoenix Fire Department is a participant in fire protection directly or indirectly. Fire protection of the City of Phoenix is our responsibility and we have built an exceptional system and have employed outstanding people to handle it.

In most cases it takes our crews about four minutes to reach the scene of an emergency. That places us in a unique position where we are the principle safety net for our citizens. Emergencies may occur at any time during our shift. It does not matter if we are doing physical training, inspecting hydrants or returning to quarters from another emergency. Phoenix firefighters respond safely and quickly, anytime, 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, United Phoenix Firefighters Association 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 ongoing mission throughout their careers.

Our primary function is Fire Protection and Emergency Medical Services; however, we are paid to perform a variety of tasks, some of which represent the best example of government innovation and efficiency. Occasionally, our various customer encounters present an opportunity to simply do “what is right” and we are empowered to so.

Professionals don’t judge these encounters in level of importance. Professionals 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 uniform shirts we serve in many
other roles. It is crucial that we understand that we must be many things to many people and the services we provide cover a very broad range.

_The Phoenix Fire Department is continually exploring innovative and efficient opportunities to serve and protect the citizens of our community._

When there is a major fire, people trapped at an auto accident, or a child drowning, we perform and function under very stressful conditions. Firefighters are expected to hustle to the truck, safely respond and deliver our problem-solving services with great skill. As professional members of this organization we provide quality service on every emergency incident and with each customer encounter.

It is the consistent performance on every dispatch, shift after shift, which defines us as professionals. Because of the high volume of calls we respond to, we are resilient in our performance and commitment to customer service. _Each call is important_; we must perform every single time.

Always remember, we provide various services extremely efficiently. Our customers have high-expectations but our expectations are higher. Our customers are always watching us with great respect. What we do is admired but it is also subject to the scrutiny of our customers, those observing our response and treatment, city officials, our supervisors and our peers.

**OUR CUSTOMERS**

Viewing those who receive our services as customers is simple, but was once a major cultural change. An important aspect of customer service is compassion. Our compassion and empathy are vital traits that allow us to find the right approach and treatment for the people we assist. Our organization is in the business of helping people.

Defining our customers is not 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 is our customer._

_Prejudice and intolerance is not acceptable in the Phoenix Fire Department._

Our treatment of the public begins with how we treat each other. Each of us will 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. It is our mission to “be nice” to each person we encounter regardless of their ethnicity, socioeconomic status or demeanor.

We respond to hundreds of thousands of calls each year. The people who call us with their problems are our work. Our customers trust us with their lives and the lives of the people...
they care about. 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 is easy to do the right thing when we remember to treat everyone as we 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 and we will make those recollections positive.

**OUR CUSTOMERS’ NEEDS**

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

It is our duty to be proactive. We provide a number of critical services to the most vulnerable of our citizens. We risk our lives to save our customers’ homes and businesses. Our Firefighters protect the youth of Phoenix by teaching safety behaviors in schools. 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 projects are compliant with the law.

The highly skilled professionals in our Crisis Response Team provide initial and ongoing crisis intervention services to our internal and external customers during incidents of emotional trauma.

Phoenix Firefighters seek opportunities to 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.
The Phoenix Fire Department provides pertinent, timely information for the public through various forms of media. Our alarm room connectors are available around the clock to assist customers with emergent and non-emergent inquiries.

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

These are just a few of the many services we perform that are above and beyond the basic call of duty and a genuine way to demonstrate our Standard of Customer Service.

**ORGANIZATIONAL EFFICIENCY**

The Phoenix Fire Department has built a customer service based system that is unmatched by any organization, public or private. Anytime day or night, highly trained and well equipped professionals are prepared to act. Our organization saves thousands of lives, thousands of jobs, and hundreds of millions of dollars each year. Our City leaders are confident with every penny spent on the Phoenix Fire Department. Every day, Firefighters risk their lives in a safe and calculated manner to save businesses and we have a major positive impact on the local and state economy. We take care of our facilities, equipment and each other. We have built excellent relationships with City leaders, members of our community and local businesses. The Phoenix Fire Department is always prepared to defend lives and property.

Because we are constantly monitoring and forecasting the needs of our customers, we shape and redefine our jobs on a regular basis. We are always flexible and receptive to change. Our willingness to adapt and embrace change is a fundamental part of the Phoenix Fire Department’s success.

**ATTITUDES, ACTIONS AND ACCOUNTABILITY**

Phoenix Firefighters exceed expectations when it comes to service delivery and the customers we serve are at ease because of it. Our customers’ pride and confidence in the Phoenix Fire Department is something we strive for in every encounter with the public, both on and off duty. Our department enjoys a worldwide reputation for excellence, which is founded on professionalism.

As members of the Phoenix Fire Department we are entrusted with our customers’ very personal and private information. Phoenix Fire Department members do not violate the trust of our customers in any form of non-official communication or media.

We frequently experience opportunities to reinforce and reward positive attitudes, and if necessary, address negative behavior. Should we witness an occasion of poor customer service, it is our responsibility to correct it immediately in the most appropriate manner possible. This type of “corrective” action is not a violation of our commitment to one
another. Corrective action reinforces our commitment to the organization and the customer. We are accountable to each other and our customers for our behavior, skills, knowledge and abilities.

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

Poor customer service is never okay.

**Professional Etiquette**

Phoenix Fire Department members have numerous opportunities each day to employ our Standard of Customer Service and each day we prove our value to the community. Whether it is our physical presentation, driving, technical skills, tone of voice or station behavior, we must always remember that we are 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 polite, considerate and treat the visitor well. The customer comes first.

*Our 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, training at a local park or delivering service in homes and businesses.

If we find ourselves becoming professionally complacent, just think back to the firefighter recruit oral board interview. Many promises were made to our coworkers and the public.

*Live your interview.*

Consider how difficult it was to earn this career. We are extremely fortunate to serve the City of Phoenix. We are privileged to have earned the right to belong to the Phoenix Fire Department. It is our duty to continue to develop professionally and personally. Never violate our professional standards, jeopardize careers or the public’s trust.

*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 we 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 all have a professional obligation to carry on the tradition of providing the Phoenix Firefighters’ Standard of Customer Service to those who need our assistance. That philosophy must be continued by each successive generation of Phoenix Fire Department members.
RULES OF CONDUCT

MP102.01 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 way. Failure to do so may result in disciplinary action ranging from counseling to dismissal.*

ALL MEMBERS SHALL:

1. Follow Operation Manuals and written directives of both the Phoenix Fire Department and the City of Phoenix.
2. Use their training and capabilities to protect the public at all times, both on and off duty.
3. Work competently in their positions to cause all department programs to operate effectively.
4. Always conduct themselves to reflect credit on the Department.
5. Supervisor will manage in an effective, considerate manner/subordinates will follow instructions in a positive, cooperative manner.
6. Always conduct themselves in a manner that creates good order, inside the Department.
7. Keep themselves informed to do their jobs effectively.
8. Be concerned and protective of each member’s welfare.
9. Operate safely and use good judgment.
10. Keep themselves physically fit.
11. Observe the work hours of their position.
12. Obey the law.
13. Be careful of Department equipment and property.

MEMBERS SHALL NOT:

14. Engage in any activity that is detrimental to the Department.
15. Engage in a conflict of interest to the Department or use their position with the Department for personal gain or influence.
16. Fight.
17. Abuse their sick leave.
18. Steal.
19. Use alcoholic beverages, debilitating drugs, or any substance which could impair their physical or mental capacities while on duty.
20. Engage in any sexual activity while on duty.
SAFETY & SURVIVAL FOR FIREFIGHTERS

INTRODUCTION

The safety of our members is our highest priority; we are all responsible for our safety and the safety of all members. As professional firefighters we must recognize that by following our policies and procedures we will be operating at the highest level of safety possible. From a strategic level if we always follow policies/procedures, keep our equipment in proper working condition and keep our members healthy we should always be safe.

REMINDER

All our Past and Present MPs/Rules, have a Fire Fighter’s name and an Incident behind them. We have way too much proof that they are necessary and even essential to our safety and survivability. This is for us.

PURPOSE

The purpose of this document is to reinforce safety policies and procedures that dictate the firefighter/fire company activities and behaviors. This document is be used as a tool by all members of the Phoenix Fire Department to keep our members safe at all times.

POLICY

It is the policy of the Phoenix Fire Department to always operate with the highest level of safety for all our members, so injuries, accidents and property damage are minimized and prevented. The firefighter/fire company safety cycle includes 3 specific stages, pre-incident, incident and post incident, during the operation. Each stage has its own activities and behaviors that needed to be performed for the operation to be conducted safely. These elements are further supported by supervision, training and review, which are critical to performing our job successfully and safely.

SAFETY VALUES

- Personnel will follow all policies and procedures
- Personnel are not empowered to compromise safety procedures
- Supervisors do not have the option as to whether or not to follow-up on those compromises
- Each member is accountable for their safety and the safety of others
- We will continually review our operations and actions for safety improvement

RISK MANAGEMENT PLAN

Our risk management plan is the foundation for the safety of our members. All actions should begin with the application of this plan and must continue throughout each stage.

A confirmation of the level of risk must be determined before moving to the next stage.

1. We Will risk our lives a Lot, in a calculated manner, to save SAVABLE lives
2. We Will risk our lives a Little, in a calculated manner, to save SAVABLE property
3. We Will Not risk our lives at all for lives or property that are already lost

RULES OF ENGAGEMENT

We will conduct ourselves in a manner that takes care of each other and the public in every way and in every action we participate in. We must maintain situational awareness at all time. This “MUST” be our Culture as we go forward. These “Rules of Engagement” are for our benefit as well as the customers who we have been entrusted to Serve. It is simply the Right Thing To Do!

‘PFD RULES OF ENGAGEMENT’

We will begin our response with the awareness that time is a consideration in all our incidents, and that we will meet our response time objectives by applying standard actions, to standard conditions to accomplish standard outcomes.

DISPATCH AND RESPONSE

- First and foremost—Taking the appropriate actions to insure that we arrive safely at the dispatched Incident.
- Listening to the dispatch and then moving to apparatus in a controlled, professional, and safe manner. Act like it is not your first emergency dispatch. (Stop the RACE!), Smooth is fast and speed comes from the absence of errors—NOT from chaotic, uncontrolled, excessive Motivation). Captains set the pace and are responsible for the response.
- When dispatched to a fire response, members WILL turn out, prior to mounting apparatus and will immediately put on seatbelts. (M.P. 205.08)
- The Captain and Engineer will insure everyone is belted and the bay doors are up/open prior to initiating response. Captains set the pace and are responsible for the response.
- Know where you are going—know your 1st due (Situational awareness)
- Captain will communicate pertinent PTI information to crew members (Situational awareness)
- All Code 3 Driving rules will be followed “without exception”
- Respect the arrival order, Work as a team.
- Adding on will occur only at the appropriate times

The Playing Field MUST BE LEVEL – Captains have an obligation to their crew, the public, and to surrounding stations to insure this is how we agree to respond – and to know that all stations are operating in the same manner; Because, simply stated it is the professional and right thing to do.
ARRIVAL AND ON-SCENE

- Upon arrival--All crew members will conduct an initial and ongoing scene size-up
- Standard actions (lay lines, clamp supply lines, tag hose lines, crews intact)
- Crews will operate within the appropriate ‘Risk Management Profile’
- Be Professional---no swooping of hoselines, respect arrival order, etc.
- Follow staging protocols (M.P. 205.06)
- Use the order model—No freelancing (M.P. 201.03)
- Place a high priority on saving lives and then property (early, ongoing and effective salvage) (M.P. 202.02A)
- Safe and timely overhaul—wear SCBAs, minimize personnel, decon
- Battalion Chiefs will hold productive, constructive and informative critiques (Reinforce, praise and learn from positives---Correct, learn from and prevent future -- negatives)
- Round Trip Ticket—We all shoulder the responsibility for insuring that we operate within these rules of engagement and go home safely to our families.
- Rescues will stage out of the way of the incident scene and in a safe position and MUST receive an assignment from Command in order to operate on fire scenes.
- Loading of patients into Rescues will always take place in a manner that utilizes Fire Trucks as Protection for crews. (M.P. 205.07)

ONGOING

- All Rules of Engagement (M.P.s, City of Phoenix A.R.s, City Law, etc.) will be followed to exactness.
  - Rules of Conduct (M.P. 102.01)
  - Professional Standards (Safety and Survival Guidelines)
  - Backing MP (205.08)
  - Code 3 Driving (M.P. 205.06)
    - Seat Belts (M.P. 205.0)

STAGES

The safety cycle begins with a clear understanding of the 3 stages of our service; pre-incident, incident and post incident. The following is a breakdown of those stages in a typical firefighting scenario; however the cycle is applicable to all events to which we respond. **Captains must understand they serve a key leadership role influencing the behaviors of their crews.**

PRE-INCIDENT ACTIONS

Our success in accomplishing the goal of always keeping our members safe begins in this stage; it is the foundation for all other levels.
• Clearly stated expectations
  All levels
  Consistent with S.O.P.s

• Ongoing training (standard actions = standard outcomes)
  Department wide
  Battalion level
  Company level
  Consistent with S.O.P.s

• Always follow S.O.P.s

• Participate in RBO process to develop S.O.P.s
  Always looking to improve
  Communicate new procedures

• Pre-incident planning
  Know your first due
  Tactical preplans (formal and informal)

• Keep equipment in a ready state
  Identify issues and report
  Perform regular maintenance and tests
  Operate equipment correctly

• Keep physically and mentally fit (Yearly physicals, Firestrong, Proper PPE)

• Always maintain accountability (helmet stickers, PAR tags, roster)

• Identify and address safety issues

INCIDENT

INITIAL ARRIVAL – COMMAND (M.P. 201.01)

PERFORM SIZE-UP, CONSIDERING FIRE GROUND FACTORS (M.P. 202.02), to put into the RISK MANAGEMENT PLAN (202.02D), which ultimately DETERMINES STRATEGY (M.P. 202.02B), which promotes fire ground safety.

Radio Report (maintain composure, paint picture, have situational awareness)

• Confirm you’re on correct tactical channel and clear Alarm, “E1 Clear”
• Give On Scene Report. Say who you are, building description, fire conditions, your actions, assume command, and declare strategy.
Example:
- “E1 O/S of 2 story house with tiled roof. Working fire to the 2nd floor. Laying supply line, taking 1 3/4” for Search, Rescue, Fire Attack. E1 will be Polk Command in the Offensive Strategy”
- “E1 O/S of a Circle K, Nothing Showing, E1 will be in the Investigative Mode. Responding units come in Code 2”.
- Follow up with Accountability location and request for additional resources
- Shut responding units down to Code 2 if “nothing showing” and appropriate
- Use Radio Order Model when making assignments to verify orders were heard correctly

**Secure Water Supply (M.P. 202.12E)**

- Critical for the setting incident up for success

**Apparatus Placement**

- Lay line as close to curb as possible. This keeps street more accessible for incoming units. Leave room for the Ladder to have an effective spot. (critical for the setting incident up for success)
- Rescues park out of the way
- Place apparatus to protect scene and firefighters;
- Park apparatus out of collapse zones, away from radiant heat, and assure no overhead obstructions
- Dismount truck safely
- Engineer to manage emergency lighting (ex. Warning lights) on truck to promote scene safety
- 2nd, 3rd incoming units consider approach from different direction to maximize apparatus effectiveness

**Making Entry (Round Trip Ticket)**

- Prior to making entry, crew checks each others’ PPE, Captain shares IAP (include search plan, fire attack plan, any specific duties to individual crew members, and exit plan.) Crew must follow plan.
- Taking fire from victims or victims from fire?
- Assure FF’s have their own radio and are on the correct tactical channel
- Captain always reassessing fire conditions and progress and communicate any changes in strategy
Every working fire must complete the 3 Tactical priorities and announce their respective benchmarks when each is completed. They are:

#1 **Rescue** - The activities required to protect occupants, remove those who are threatened and to treat the injured. When obtained, declare the *benchmark* of, “All Clear” on the radio to Command.

#2 **Fire Control** - The activities required to stop the forward progress of the fire and to bring the fire under control. When obtained, declare the *benchmark* of, “Under Control” on the radio to Command.

#3 **Property Conservation** - The activities required to stop or reduce primary or secondary damage to property. When obtained, declare the *benchmark* of, “Loss Stopped” on the radio to Command.

**Making Assignments (Most Critical Tactical Priorities)**

- Based on your initial size-up, determine tactical needs. Be concise, but very clear and direct on what you want because communication is the key to a safe operation. For example, “E2, take a hand line off our truck and back us up”, or “E2, lay 2nd supply line and protect the west exposures”, or “E2, there is a fire victim at the door, E2 assume treatment”, “L1, go to roof, give me a roof report, you’ll be Roof Sector”.
- Assign Rescues to Engine Companies and confirm Engine Company knows Rescue is assigned to them.
- After all tactical needs are met, assign next Engine/Squad to On-Deck
- On Deck is a tactical position that needs to be assigned for our crews’ safety

**Staging (M.P. 205.06)**

Incoming units must follow Staging Procedure. Command relies on Staged Units to implement IAP. 1st Engine, 1st Ladder, 1st Command Officer report, “On Scene”. All other units “Stage” a block away, and NEVER self assign. There are two levels of staging: Level 1 and Level 2.

- **Level 1 Staging:**
  - used when 3 or more units are dispatched
  - Arriving units are to stage and report location. Example: “E1, staged north”. Advise if you’re on a plug.
  - Rescues always “Stage” and park out of the way
  - Utility Trucks are to “Stage” an appropriate distance from scene and announce their location
- **Level 2 Staging:**
  Command will give a Level 2 Staging location and request a separate Staging radio channel. The Staging Area will be away from the Command Post/Scene to reduce site congestion, but close enough for prompt response in to the scene.
  - 1st Engine to Staging location assumes Staging Sector
• Captain of unit arriving to Staging must report in person to Staging Sector Officer
• Staging Sector communicates with “Command” on Staging Channel
• Staging Sector maintains list of all units arriving to/leaving from Level 2 Staging
• Staged units are to monitor tactical channel
• When assigned to on-site duties, companies leaving staging will communicate directly with Command or their assigned sector officer for instructions

ACCOUNTABILITY DURING FIREFIGHT (M.P. 201.03)

• Follow pre entry search rescue fire attack plan; know position and function
• Keep crew intact, stay on hand line, and give accurate PAR’s
• Assess crews remaining SCBA air pressures
• All crews will go in together, stay together, and come out together
• All crews entering the hot zone will have a Supervisor
• Each member entering the hot zone will have a radio, Captain should have TIC
• Crews exiting hot zone to get air need to communicate to command of their actions, fill air bottles, and advise command when they are ready for reassignment.
  (MP 201.01A)

HOSE LINE MANAGEMENT (M.P. 202.12E)

OFFENSIVE ATTACK
• Attack fire with adequately sized hand line
• The first stream should be placed between the fire and victims
• When no life is endangered, the first stream should be placed to protect the most severe exposure
• Do not abandon the hose line. This is your lifeline.
• A second hose line should be deployed to protect a secondary means of egress
• Additional hose lines should cover other critical areas
• Don’t go in building more than 150ft.
• Always protect your access and egress with hand line

DEFENSIVE ATTACK
• Think ahead; master stream placement is key; take time to be right
• Develop IAP to assure ladder trucks are supplied with water….. lots of water……
• Select appropriate tip for most effective water stream


VENTILATION
• Determine Ventilation needs: vertical, horizontal, or hydraulic
• Coordinate with interior crews when determining where to cut
• Bring needed equipment including 2 saws
• Have secondary means of egress from roof
• Bring fans forward

**Forcible Entry**
- Use Ladder, Squad, or LT
- Open primary exits and soften building for secondary means of exiting
- Light exits if possible

**Salvage & Overhaul**
- Bring salvage equipment forward
- Treat victims property as if it were your own
- Identify most valuable property and make those items a priority
- Preserve the scene as best as possible; Arson Investigators need as little scene disruption as possible
- Communicate with Occupant services or with the Property owner regarding customer’s needs
- Assure fire is out.

**Transferring Command (M.P. 201.01)**
- Once the first Command officer reports “On Scene”, the transfer of Command process begins to take place.
- Command Officer confirms current assignments and immediately begins Sectorization by assigning initial command a designated sector, usually “Interior”
- Command Officer advises AHQ they are now assuming Command
- Command then does a size up, obtains progress reports to challenge the current Risk Management Plan, and determines Strategy.

**Ongoing Command (M.P. 201.01)**
- Progress reports should be obtained in the form of CAN reports
- CAN Reports identify **Conditions**, **Actions**, & **Needs**
- Sectorization is critical for accountability and obtaining tactical priorities
- Command is to assign Command Officers as Sector Officers as soon as possible and allocate resources to those Sectors as requested by those Sector Officers
- Command is to obtain completion of Tactical Priorities in each Sector
- Command is to maintain awareness of work cycles, air management, tasks yet to be completed, and resources yet to be assigned
- Command must report updates to AHQ, including completion of tactical priorities, PAR’s, Utilities secured, etc.
- Command is to make clear and direct assignments
- Command is to constantly reassess the Strategy. Especially after each tactical objective is obtained, at any time a change in fire behavior, or any emergency traffic or Mayday situation. A PAR is always necessary after a strategy change and after any of these said situations.
- Command to schedule “Check Fire Out” through AHQ
**POST INCIDENT**

**REHABILITATION**

Appropriate Fire fighter Rehabilitation “Rehab” is essential to fire fighter health and safety. Over exertion and heat exhaustion are both physical and mental stressors on the body. We know that cardiac arrest is one of the primary causes of fire fighter fatalities. We need to maintain proper rest and work cycles as well as provide hydration and nourishment. Establishing Rehab will help us prevent members from working beyond safe levels of mental and physical exertion.

- Determine need for Rehab – Heat Stress conditions, extended fire fighting operations, extended special operations, or any other situation where members have sustained physical or mental exertion in an emergency situation.
- Rehab Resources – utility truck or Rehab Sector (team concept)?
  - Sector: Utility, Rehab truck, Rescue, ALS, Sector Officer, C959, Health Center
  - Consider city buses for shelter, cool area
- Need for multiple Rehab (Geographic) locations based on size of incident?
- Proper Location: away from environmental stressors, smoke, etc. but accessible
- Accountability – Sector officer must track accountability of crews in Rehab
- Define boundaries of Rehab and have only 1 entry point.

**STAGES OF REHAB:**

**A. ASSESSMENT:**
- Crews will remove all PPE and deliver passport to Rehab Sector
- Vitals: Pulse – Must be below 120 or member will be tracked through Rehab
- Evaluate for symptoms of overexertion, vitals outside of normal range
- Re-evaluate after 20 minutes…if still above 120 ALS evaluation required

**B. HYDRATION AND REPLENISHMENT**
- water and electrolyte replacement, food, rest, cooling or warming as needed

**C. MEDICAL EVALUATION AND TREATMENT**
- ALS and Rescue personnel to manage evaluations
- Physical Observations-
  - Complaints of Chest Pain, dizziness, short of breath, weakness, nausea, headache, cramps, pain, symptoms of heat stress, changes in gait, speech, behavior, ALOC, skin color, obvious injuries
  - Vitals – Pulse, Respirations, BP, ALOC, Temperature (above 99.5 @ 20 minutes=transport), O2 Sat, 92% or greater,
  - BGS with abnormal neurological signs
  - EKG – if pulse is 100bpm after 20 minutes members will receive a 12 lead
- Reassignment - Member’s MUST have:
  - Heart Rate < 100bpm
- BP below 160/100 for both measures
- Respirations between 12-20
- No abnormal neurological findings and NO complaints

D. TRANSPORTATION AND DOCUMENTATION
- Time in / time out
- Vitals
- EMS forms for members requiring further evaluation after 20 minutes
- Transport per ALS protocols when necessary

E. REASSIGNMENT
- Health Center Staff can assist in this determination if on site
- Rehab Sector Officer relays to Command crews ready for reassignment – Accountability
- Company Officer retrieve passports from Rehab Sector Officer

CID SUPPORT (MP 105.01B)
Objective is to provide immediate professional intervention after major incidents to minimize stress related injury to members.

RECOGNITION – INCIDENTS THAT MAY QUALIFY FOR “INCIDENT DEBRIEFING”
- FF injury or death – or suicide
- Mass Casualty
- Civilian Injury or death due to FD ops
- Children – violence or death
- Loss of life after strenuous rescue attempt
- Unusual incidents with large media coverage, or that create high level of emotional reaction

ON-SITE MANAGEMENT
- Limit exposure – rotate crews
- Relief from duty – hire back crews

ACTIVATE THE DEBRIEFING PROCESS
- Contact Alarm
- EAP and Command to consider level of debrief

DEBRIEFING
- Attendance is mandatory
- Not a critique – no operations will be discussed
- Discuss feelings, reactions, CONFIDENTIAL
- One on one or group – no more than 25 in a small group
- Five common types of Debrief:
  - On Scene (on-site management)
  - Initial Defusing – stress related symptoms will be provided by professional
- Formal Debriefing Meeting - within 72 hours
- Follow-Up Debrief – weeks to months after, delayed or prolonged stress symptoms
- Individual Consult - Available anytime, EAP, CR program

**RELIEF FROM DUTY**
- Crew out of service, return to quarters
- Can be determined by crews or professional counselor
- Consider taking steps to notify member’s spouse, roommates, or family
- South Shift Command to be notified, Alarm Room to be notified
- Notify personnel from Mental Health Task Force

**FIRE FIGHTER SAFETY AND SURVIVAL**

**POST INCIDENT REVIEW (M.P. 201.08)**

**THE POST INCIDENT REVIEW**

- Perform critique at the appropriate level – company level, Incident level, Dept. wide
- Conducted by Company Officer or BC at larger incidents
- Be honest about our performance – good or bad
- Most effective when performed at incident scene – actions still fresh, use scene to assist
- Post incident reviews for fires, EMS, Special Ops, violent incidents or any incident requiring it
- Highlight appropriate actions as well as opportunities to improve – reinforce learning
- Largest emphasis on Fire Fighter Safety issues and Customer Service
- Areas for discussion include:
  - Response – turned out and seat belted prior to response, Code 3 driving followed, Response Times – issues affecting response
  - If dispatched in route, were appropriate actions taken?
  - Arrival order respected, if units added on did they add value
  - Critique based on SOP’s – Standard Actions = Standard Outcomes
  - Accountability of actions taken and their affect on the situation
  - IRIC – identified or exception
  - Overall Fire fighter Safety, Scene and incident safety
  - Rescue (All Clear)
  - Firefighting operations (Fire Control)
  - Property Conservation and loss control (Loss Stopped)
  - Emphasize customer’s point of view and public perception issues
  - Customer Service Issues
• Incident Review should focus on the safety component by reinforcing proper behavior, assessing the current level of safety, and identify areas for improvement or additional training.
• Captains may use to chart a company’s improvement
• Conclude critique on a positive note
**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.

**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.