



City of Phoenix
FIRE DEPARTMENT
EMERGENCY RESPONSE STAFFING OFFICE

It is the mission of SSC/ERSO to effectively and efficiently staff all frontline apparatus to ensure the highest level of service delivery to the community. This goal is accomplished by prioritizing minimum staffing to include full capabilities on all-hazard fire companies and emergency transportation service coverage for our community. Through unprecedented circumstances the Phoenix Fire Department, like many Fire Departments across the Country, is facing a significant staffing shortage. This daily staffing process is designed to account and plan for those shortages and add flexibility and efficiency to our system to accomplish our mission. At any time, SSC reserves the right to make staffing adjustments based on the needs of, and in the best interest of, the organization. The following outlines the daily process used to accomplish this mission.

Daily Staffing Process

Full-Time Apparatus:

- SSC will begin by removing all planned and unplanned leave for the shift from the board.
- Once all vacancies are accounted for, SSC will evaluate the rovers available, along with the number of members signed up to constant staff for the day, at all ranks. This will determine whether SSC is overstaffed (TRMO mode) or understaffed (constant staffing mode)
- Based on this evaluation and the needs for the shift, SSC will utilize members out-of-class as needed then place rovers in vacant positions and perform any special ops move-overs if needed
- If overstaffed and in TRMO mode, SSC will utilize excess members to fill vacancies on full-time rescues beginning with members who have not met their 200-shift commitment followed by a seniority based TRMO list
- If in constant staffing mode, SSC will utilize the member option of constant staffing on their assigned L493 Day to fill qualifying vacancies, compliant with the administrative restrictions outlined in the labor management agreement.
- The remaining vacancies will then be filled utilizing the constant staffing procedure. Frontline Engines, Ladders, and Squads will be staffed first utilizing appropriate ranks, followed by full-time rescues, prior to staffing any peak-time units. SSC will then utilize the following options:
 - Constant staff qualified members “Out of Class” (OOC) to fill vacancies
 - Provide CS partials as needed on 24-hour units to meet the minimum staffing requirements
 - Utilize special operations members and paramedics out of rank as needed
- SSC will then utilize members with needed certifications (PM, TRT, Haz, ARFF) to fill remaining vacancies except for the SSC and NDC FIT position.

- Once all available members have been used, SSC will then provide 'All Calls' to stations and text messaging to members off-duty of needed vacancies

****If a particular rank is needed the member will be utilized in that rank prior to being placed on a rescue.***

Part-Time, Peak-Time Rescues:

- Once all full-time apparatus have been sufficiently staffed, SSC will then move to staff peak-time rescues utilizing the part-time rescue constant staffing lists.
- SSC will evaluate the number of members signed up on the part-time rescue list vs the number of vacancies needed to fill. If not, enough members are signed up to cover all vacancies SSC will once again provide 'All Calls' to stations and text messaging to members off-duty of needed vacancies
- If there is not a sufficient response to 'All Calls' and text-messaging to cover needed vacancies SSC will then initiate the 'freebie' incentive by sending out a separate text indication for 'freebies' for the shift
- If vacancies remain SSC has the discretion to staff the following resources either ALS or BLS or make the determination to shut these resources down for the shift:
 - a. MR154, R903, R29, R49, and MR18

If there are not enough personnel available to cover remaining vacancies SSC/ERSO will move to the Continuity of Operations Plan to ensure appropriate staffing of all units.

Continuity of Operations Plan

SSC/ERSO will utilize the Emergency Reserve Program (ERP) to ensure continuity of operations.

- SSC will begin with full-time, all-hazard units and utilize the ERP to fill needed vacancies to ensure minimum staffing with ALS capability
- SSC will then utilize the ERP where needed to ensure minimum rescue coverage throughout the city
 - Based on the specific needs for the shift and the makeup of the ERP list being used SSC has the discretion to staff rescues either ALS or BLS.
 - SSC will also utilize the ERP list to ensure the following part-time, overtime rescues are in service to ensure adequate rescue coverage:
 - R38, R40, R45, R57, R61, R918, and R19

****Operations Division staffing will take priority over any other overtime opportunities. Members working in an overtime capacity in another department function for less than 7.5 hours are not exempt from the Emergency Reserve Program***

If staffing vacancies are not filled following these steps, and the Emergency Reserve List has been exhausted, SSC will then utilize the following 'Brown out Plan' to shut down additional resources and utilize those members to fill the remaining vacancies

Brown Out Procedure

Once the ERP list has been exhausted, SSC will then move to the following brown out process:

Phase #1

- If qualified members are not available to occupy Battalion Chief, Company Officer, and Engineer positions SSC may utilize the most qualified personnel out of class, at their discretion.
- Hazardous Materials and Technical Rescue apparatus capabilities may be removed as needed and personnel reassigned to achieve minimum staffing on other special operations fire companies.
- If vacancies remain, SSC has the discretion to reduce or eliminate staffing in the following areas:
 - Single resource units may be placed out of service and the member reassigned based on need
 - These include PIO, Utility apparatus, HM4, RM50, C957, and C958
 - 5-person companies will be reduced to 4, in any instance where CS would be necessary to achieve 5- person staffing or a rover/AWR can be moved/reassigned to needed vacancies.
 - In consultation with the Company Officer, the assigned member with the least seniority in the assignment or a volunteer assigned to 5-person fire companies will be roved out as needed to achieve minimum staffing on other fire companies.
 - Squads may be exempt if it causes the loss of special operation capabilities
 - Utilize Battalion FITs as needed to fill vacancies
 - The FIT position may then be backfilled by Chief Officers using the Emergency Services shift program
- At this point any available staff Command Officers and sworn personnel will be redeployed to a 56-hour week as soon as possible

Phase #2

- Fire Stations with two engine companies will be reduced to one engine company for that day, personnel will be reassigned to achieve minimum staffing on other fire companies. These companies include:
 - E905, E925, E935, E960, E930, E918, E2, L41, and E19.
 - Note: Engine 19 will be placed out-of-service and personnel reassigned to achieve minimum staffing on other fire companies. The crew of Attack 19 will co-staff their apparatus and Engine 19.
- The next step is to redeploy any remaining fire companies to ensure that we have an all-hazards engine company in every fire station. Then, we will be forced to close fire stations in order of least activity level. Skipping and rotating companies as needed to avoid closing stations in adjacent areas of the city.

This outline is meant to communicate daily staffing practices as well as outlining a continuity of operations plan and brown out procedure. This serves as a general overview of our daily process and SSC/ERSO, acting on the behalf of the Operations Assistant Chief and the Fire Chief, reserve the right to make real-time adjustments to this outline to accomplish its mission: To effectively and efficiently staff all frontline apparatus to ensure the highest level of service delivery to the community. We thank you for the continued hard work and dedication to the accomplishment of this mission.