



# THE NAVAJO NATION

JOE SHIRLEY JR.  
PRESIDENT

FRANK DAYISH JR.  
VICE PRESIDENT

March 23, 2006

## EXECUTIVE OFFICES

Second Quarterly Report  
Fiscal Year 2006  
(January, February & March 2006)

### I. Program Information

Director Name: Larry Chee, Fire Chief  
Telephone No.: (928) 871 - 6915  
Department: Department of Fire & Rescue Services

### II. Budget/Performance Information

#### a. Funding and Expenditures

#### BUDGET EXPENSE FOR FY06

Funding Source	No. of Personnel	No. of Vehicles	FY2006 Personnel	% Budget Used	FY2006 Operating	% Budget Used
General	12	17	\$155,210.97	34%	\$47,679.02	19%
External	N/A	N/A	N/A	N/A	N/A	N/A
Other	N/A	N/A	N/A	N/A	N/A	N/A
Total	12	17	\$155,210.97	34%	\$47,679.02	19%

#### MILEAGE EXPENSE FOR FY06

January 2006	February 2006	March 2006	Total:
\$1,214.74	\$1,683.20	\$1,500.00	\$4397.92

#### b. Reserved

### III. Accomplishments

- a. Through Apache County Emergency Management, with a grant under the Department of Homeland Security, the Department of Fire & Rescue Services (DF&RS) received \$50,000 for the purchased of equipment to address of homeland security preparedness.

- b. On January 5, 2006 the DF&RS submitted a grant to the U.S. Smokeless Tobacco Company (USSTC) for two (2) Polaris Rangers - ATVs. The purpose of the ATV's is to serve the Navajo Nation during special events and operations. If awarded these ATV, the department will retrofit them to for fire suppression and medical aid operations during special events and natural disasters.
- c. Through the Arizona Division of Emergency Management and Apache County, the Department of Fire & Rescue Services (DF&RS) sponsored the National Incident Management System (I-700) and Incident Command System series (ICS-100, 200, 300). These classes were held at Fire Station 10 on March 1-2 and 22-24, 2006. Flyers were distributed throughout the Division of Public Safety, faxed to the individual districts, posted on the organization's website and mass e-mailed through NNDIT. All of DF&RS's first line and middle management members were trained. The final class (ICS400) will be held in the next quarter. Students who attended and successfully passed will be receiving college credits through Northland Pioneer College.
- d. From January 30 to February 1, 2006 the department conducted a First Aid/CPR Instructor course for its Firefighters. Conducted and accredited by the National Safety Council (NSC), the DF&RS now has 12 CPR/First Aid Instructors in all six districts.
- e. To ensure success the of the NSC First Aid/CPR program, equipment was purchased in the form of student manuals, CPR manikins, and instructor packages. All six (6) of our fire districts have been given the material and are ready to begin instruction for the purpose of protecting life and promoting health.
- f. On March 20, 2006 the Letter of Acceptance (LOA) from the State of Arizona was approved by the IGR. This LOA is critical to the implementation of the DF&RS hazardous materials response team. With the LOA in place, the DF&RS will finally receive its \$385,000 allocated for the purchase of hazardous materials equipment and a command vehicle.
- g. Also on March 20, 2006 the Mutual Aid Agreement (MAA) with San Juan County was passed by the IGR. The purpose of the MAA is to coordinate resources during large-scale and MCI incidents around the Shiprock and Newcomb areas.
- h. In February 2006, the DF&RS recognized its volunteer firefighters. 20 volunteer firefighters were recognized for their length of service or/and distinguished service. Certificates were presented to each member that was signed by the President of the Navajo Nation, Executive Director of the Division of Public Safety and the DF&RS. In addition, gifts were presented to the volunteers in the form of firefighter turnout gear bags and/or firefighting flashlights.

- i. DF&RS conducted training for the police recruits at the Navajo Law Enforcement Training Academy. Topics included hazardous materials and fires (structural and vehicle).
- j. To improve communication and address the future needs of the organization, in terms of networking our fire incident reporting system software, the DF&RS installed Internet at all of the fire districts, with the exception of Fort Defiance. DSL was set up at Chinle and Tuba City. Because Indian Wells and Leupp do not have DSL capability at this time, the DF&RS had to apt to dial-up service. Regardless of the upload/download speeds, a lot of reports are now being submitted on-line reducing the dependency of faxing and travel.
- k. Our 2006 Homeland Security Grant is complete. The DF&RS project is called the Communication Infrastructure and Interoperability Improvement Project. The goal of this project is to build a communication infrastructure for the DF&RS that will meet SAFECOM's Level 4 of radio interoperability. The total grant is in the amount of \$888,000 (rounded).
- l. DF&RS, in cooperation with the National Fire Protection Association (NFPA), began its meetings to install 8,000 more smoke detectors on the Navajo Nation and begin teaching Fire and Fall Prevention utilizing the NFPA's First Nation's Remembering When Program.
- m. The Tuba City District, through the Tuba City Chapter was allocated \$10,000 for the purchase of fire/rescue/EMS equipment. This allocation was a long - term goal to get funding assistance from the local chapter.
- n. DF&RS submitted another grant to the Department of Homeland Security under the Assistance to Firefighters Act Grant for the purchase of a Fire Pumper/Tanker combination. Through this grant the DF&RS is only able to apply for one fire truck, as such applied for a fire truck with a large water tank and foam capability.
- o. To address the increase in call volumes, volunteers not going on calls after hours, and a volunteer shortage in Tuba City, the DF&RS moved the Crownpoint Firefighter position to Tuba City, thereby staffing two firefighters in the Tuba City District. Another firefighter position was created in Chinle to address the same issues, however we are awaiting a budget transfer to begin advertising.
- p. Five year strategic plan was created in January of 2006. This plan outlines the fire departments direction and activity to remain competitive and to continue service in a changing market.
- q. Leupp Chapter transferred the Fire Station to the Navajo Nation DF&RS. The chapter also paid for the installation of the SCBA compressor, totaling \$1879.50 - labor and supplies.

**IV. Status of On-Going Activities**

- a. Pursuant to our Plan of Operation and Mission to protect life, health and property from fire and other perils and to reduce the number of fires on the Navajo Nation, the DF&RS has performed the following activities this quarter. Attached is our program performance criteria (Form 2) and our quarterly overview that corresponds to Form 2. Below is a summary.

Performance Criteria	Achieved	Difference
Maintain response times <20 min. per call	20.5 min	- .5 min.
Conduct 12 facility inspections	18	+ 6
Conduct at least 60 public ed. program	37	- 23
Conduct at least 20 trainings (in-house & dept.)	31	+ 11
Keep property loss from fires under \$1,848,245	\$593,750.00	\$409,505.00

- i. Responded to 23 structure fires, 31 other fires (vehicle, brush, debris, etc.), 68 motor vehicle crashes, 51 medical aids, 84 other calls and 31 training.
  - ii. Conducted 36 Public Education Programs
  - iii. Conducted 19 Inspections and Supervised Alarms
  - iv. Average response time is 20.5 minutes to emergency scenes.
- b. Homeland Security Grants
  - i. Assistance to Firefighter Grant Program, grant number EMW-2004-FG-16110 in the amount of \$246,240.00 was awarded in 2004 for the purchase of Self-Contained Breathing Apparatus. All the equipment has been received, all members trained and all equipment issued and installed. The fire districts are now utilizing this equipment to protect life, health and property within the Navajo Nation. Currently, the DF&RS is waiting for Contract and Grants to complete the close out process of the grant.
  - ii. Assistance to Firefighter Grant Program, grant number EMW-2005-FG-02690 in the amount of \$269,496 was awarded in 2005 for the purchase of fire hoses, fire nozzles, water and foam appliances and foam concentrate. The purpose of this grant is to replace all our outdated fire hoses and to improve our fire suppression capability through the utilization of foam. The end result is faster fire knock down, which will minimize property damage. The equipment was bid out, all bids were reviewed with one being selected and a purchase requisition was submitted to purchasing. We are currently waiting for the purchase order to be released.
- c. With LOA finally signed, the DF&RS will begin the process of identify equipment and vehicle needs for its hazardous materials response team. The

- DF&RS has 10 haz-mat technicians and is just waiting on a majority of the equipment and its vehicle to begin hazardous materials response.
- d. DF&RS has begun teaching the National Safety Council (NSC) curriculum, training community members in First Aid and CPR, as well as Fire Safety when requested.
  - e. Being unable to adequately provide fire, rescue and hazardous materials protection to the Navajo Nation with only one paid firefighter, a handful of volunteers and one fire truck and rescue unit per district, the DF&RS continues to indirectly expand its services through the entering of agreements. The latest agreement to enter is with San Juan County (New Mexico).
  - f. We have a temporary in the newly created Tuba City position. One applicant was referred who later refused the job. Another applicant applied but was not referred due to his non-Navajo status. We requested for his application and have submitted justification to hire this individual.
  - g. Budget transfer needs to be made into our personnel account to advertise for the newly created position in Chinle.
  - h. DF&RS is assigned to E911 Task Force to research and gather information for rural addressing through GIS/GPS data. Project is 90% completed. The hiring of coordinator and specialist will continue the project.

#### **V. Status of Action Plan (A, B & C Lists)**

- a. Homeland Security Grants
  - i. Waiting for Contract and Grants to close out Assistance to Firefighter Grant Program number EMW-2004-FG-16110 in the amount of \$246,240.00.
  - ii. Waiting for purchasing to issue a purchase order to purchase fire hoses, fire nozzles, water and foam appliances and foam concentrate with the Assistance to Firefighter Grant Program number EMW-2005-FG-02690 in the amount of \$269,496.
- b. Need the LOA between the State of Arizona and the Navajo Nation signed by the President so the DF&RS can begin specifying and ordering its haz-mat equipment.
- c. Vehicles
  - i. Working with business office under the Controller's Office (Mr. Ashley) to acquire seven (7) fire trucks through a lease to own program. DF&RS meet with transportation, but will be unable to assist due to the cost of the truck, which will result in other departments/programs absorbing the cost.
  - ii. We are triaging the repairs on the fire trucks, addressing trucks that need major repairs to ensure service delivery in the districts.

- iii. One fire truck is in Albuquerque for repairs. Once this complete, this truck will become a floating truck to send others to repairs. In addition, it will serve as the fire truck for the academy.
- d. Equipment obtained from Apache County were disseminated to Fire Stations within Apache County, those stations include Window Rock, Fort Defiance and Chinle.
- e. Tuba City and Chinle Districts are the busiest Fire Stations in the DF&RS. Consequently, these stations are having a hard time getting volunteers to respond to emergency incidents, especially during the weekends and after hours. To address this major liability problem, the DF&RS will be hiring two more firefighters, one for each district. Two firefighters will now work in the Tuba City and Chinle area and work 12-hour shifts (8 am to 8 pm). This new shift, as opposed to a standard 40-hour workweek on a Monday to Friday basis, will ensure a paid firefighter is available after 5 pm and during the weekends. The hiring of two additional firefighters in essence has allowed us to have seven (7) day coverage, up to 8 pm at night.
- f. Reserved

## VI. Outstanding Program Issues

- a. Vehicles
  - i. As previously indicated in other reports, each fire station has but only one fire truck. When that fire truck is out for service, there is no fire protection until that vehicle is placed back in service. The DF&RS needs to obtain additional fire truck to supplement its current fleet and to serve as a spare when the other truck goes in for service.
  - ii. The newest fire trucks with the DF&RS are reaching their 15-year mark. Many of these trucks have problems with them due to their age and the terrain the Navajo Nation affords. Cost to maintain them is becoming burdensome on our department's budget.
  - iii. One fire truck (E-311 a 1988 Chevy) is currently in the shop in Albuquerque, NM. Independent Fire is working on the truck and after the second day reported that two valves were out and the carburetor needs to be overhauled. Once engine work is complete, Independent Fire can do a pump test on it and repair any other problems with the pump. An open purchase order in the amount of \$4,500 is already being eaten up.
- b. Fleet Management - Lack of attention from Fleet Management is still a prevailing issue. Our department is still not being treated as a priority. Fire trucks are not being repaired or serviced quickly enough. For example, Chinle's Rescue 5 (2004 Chevy 4 x 4 Crew Cab Dually) is still down for

- transfer case problems and has been down since 12/20/2005. The unit was fixed and within a day, the problem occurred again. The unit is still out of service to this day.
- c. Reserved

## VII. Problems/Recommendations

Many of the problems associated with the DF&RS stems from the following:

- a. *Volunteerism* – Over the years, the number of volunteer firefighters signing up has declined, this results in emergency calls not being responded to, or only one or two firefighters responding to an incident that requires six or more to be effective and safe. The reason for the decline is attributed to personal reasons, such as family, personal life and work. In essence, the current volunteers and general public reported that they just do not have time anymore, because they need to attend to family, through their presence and wage earnings. It is evident that we cannot hire more firefighters based on current budget constraints. It is however more cost efficient to help the current volunteers with endeavors to care for the family by offering them a stipend of some sort. The DF&RS needs to pay their volunteers on a per call basis, for both emergent and non-emergent runs.
- b. *Aging and Insufficient Vehicle Fleet* - The DF&RS has but only one fire truck and a regular street vehicle (altered to serve as a rescue) per fire station. These fire trucks were purchased in 1991 or early, and are now exceeding 15 years of service. When these fire trucks were purchased, there was no plan in place to replace them. Currently, we are having more and more problems with them, from the engine and drive train to the fire pump themselves. Remember, there is only one fire truck per station or district. If that fire truck goes down for service or repairs, then the community is without fire protection. Any major mechanical problems with any single fire truck will immediately leave a community in risk. To ensure adequate protection, each fire station needs at the three (3) fire units – one or two engines or tanker and a quick attack rescue. To acquire this fire fleet, the Navajo Nation need to look at taxation money and support the DF&RS in their grants by offering the matching funds that may be required, such as those found in the Department of Homeland Security Assistance to Firefighters Act Grant.
- c. *Funds for Grants* – The old adage “it takes money to make money” is common in today’s grant process. Many grants now are asking organizations to help themselves through a matching fund process. The latest grant in which we applied for will require a \$38,000 matching funds (or 10%) for the acquisition of another fire truck. The DF&RS needs a budget supplemental to acquire grant funding for the purpose of addressing the fire truck and protection needs. We need help to help ourselves.

- d. *Inadequate fire protection in other areas of the Navajo Nation* – The DF&RS finds that the communities of Pinion, Red Mesa and LeChee (among many secondary communities, such as Kaibeto, Jeddito, Hard Rock, Lukacukai, etc.) need to establish fire departments in their communities. These communities are growing communities and do not have adequate fire protection, nor do they have any organization that can respond to rescues or hazardous materials incidents. Although agreement may help in protecting the community, they do not satisfy the needs of the Navajo Nation, as many of these agencies are now pursuing “Fee for Service”, in which the Nation would have to reimburse those agencies called up to assist in large fires, rescue or hazardous materials incidents for the purpose of recuperating cost in manpower, equipment use, vehicle wear and tear and other amenities required to support the operations.
- e. *Limited Budget* – Many of our problems could be resolved with an adequate budget. An adequate budget can address personnel issues, funding for grants and repair and possible leasing of fire apparatus. We are well aware that a larger budget will not fix all our problems and address all our needs, but it will fix our most oppressing problems that results in inadequate service delivery and comprises the safety of our members. For FY2006, our budget was \$714,483.43. Below is a breakdown of our budget.

<b>FY2006 Budget</b>	
Personnel Expenses	\$456,901.17
Travel (Vehicle Mileage/Rental)	\$98,852.00
Supplies (Office/Janitorial, etc.)	\$61,445.43
Lease/Rental	\$95.00
Communication/Utilities	\$12,500.00
Repairs/Maintenance	\$22,000.00
Contractual Service (Training/Instructor Fees, etc.)	\$21,500.00
Special Transactions (Insurance Premiums/Professional Dues)	\$25,258.00
Matching Funds	\$14,786.63

- f. *No Help* – There are many sources to go to address our needs, especially in the fire protection area of fire stations and fire apparatus. Over the years, all we have heard is a comparison of the Navajo Nation DF&RS to Ganado or even Fire Department’s in New Mexico. These statements are degrading to the morale of the organization and does nothing to help better our organization. The Navajo Nation DF&RS is a different organization then these fire departments. We are better trained and skilled and perform many more services then these organizations can even comprehend or reach. Because we

are fire service representatives of the Navajo Nation, we have to worry more about the Nation itself, instead of just a small community or section within the Nation. Our response area is larger and we are looked up to more when there is an emergency. To say that we need to be like "Such and Such Fire Department" is an ignorant statement. We have a large responsibility and need help, whether it is coaching, mentoring or just lighting the path for us with ideas or contacts. We have the ability and the skilled people to be a good organization. Only praise and direction will move us forward, instead of beratement and criticism, which makes us seem defensive and stagnant.

g. Reserved

VIII. Flow Chart (Most recent/updated chart attached)

