

Yuma Fire Department
STRATEGIC MANAGEMENT PLAN



2012-2017

Executive Summary

By Fire Chief Jack McArthur

This year's strategic plan takes into account issues that were not a large part of previous plans.

The first is the economic downturn that occurred in the first years of our last plan. Even though the situation was not planned for in our last planning effort, steps were taken that allowed the department to move through our last planning period making progress on most of our focus areas and initiatives. The condition of our material assets at the beginning of the period allowed us to limit our expenditures while keeping all assets compliant. The success of a ballot initiative will allow us to replace and repair needed assets as they time out. We were able to maintain essential training during the previous planning cycle.

This strategic plan will require us to take an in depth look at the condition and financing of our material assets. A strategic focus has been added that requires the department to plan long term for the complete recovery of our material situation. Our Succession Planning focus also requires us to reevaluate and plan for training and skill building for our staff in the numbers sought in our last strategic plan.

Executive Summary

The second issue is the addition of patient transport services to our Service Delivery portfolio. This new service requires a rebalancing of our resources and a number of new skills that are required of our staff.

Personnel have been added for the new service, however the service will require existing units to participate in new ways and with greater effort. Administration will also be required to learn new business practices and to come to terms with a new set of regulations.

Organizational Culture and Excellence remain as Strategic Focuses for us. We remain committed to keeping the ties to our community strong even as we and our City grow. We continue to believe that participating in national quality programs, and seeking best practices from around the nation, is the way to build our Fire Department.

WHAT'S IMPORTANT



We are committed to providing our firefighters the necessary tools, equipment and training to do the job safely and effectively.

What's Important

- **Customer Service**

For the overwhelming majority of our calls for service, our customers measure us against the following standards:

- Did we get there quickly?
- Did we care about their problem?

We measure each other and ourselves by asking:

- Were we prepared?
- Did we do our best?

What's Important

- **Risk Management**

We do dangerous stuff. The question is not whether or not we take risks. The question is: Are we reasonable about what kind of risk we take and are we reasonable about what we will take a risk for?

Risk should be calculated against two factors.

- Is there a reasonable chance of success?
- Is what we are trying to save worth the risk we are taking?

What's Important

- **Responsibility**

Those given responsibility in our organization are required to serve the public and those they are given responsibility for. They must act in the public's interest and work to develop their subordinates both for the jobs they are doing and for the jobs they will be promoted to. Decisions are made and problems solved at the lowest level appropriate.

What's Important

- **Organizational Discipline**

Our organization has a structure. The structure is meant to create a team that can do dangerous complex tasks rapidly often with very little notice and insufficient information about what is really going on. In order for the structure to survive the challenges we are faced with, everyone must respect the position of those put in charge. It is understood that those in a position of authority will use that authority solely to protect the individuals in their charge.

What's Important

- **The Basics**

The practice of our profession is in large part a physical struggle against the clock. Hard things must be done quickly. When we are too late, others suffer. It makes a difference how long it takes us to put on our gear, how effectively we can stretch a hose line and how well we can place a ladder. It matters that we have taken the time to learn about our City. We need to know the people, the buildings, the roads and the hazards. Our success at emergencies depends on how practiced and ready we are.

What's Important

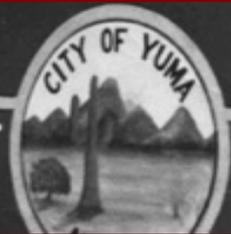
- **Having Fun**

What we do is stressful. We understand more than anybody how important it is to enjoy the good times and the need to support each other. It is part of our job not to take ourselves too seriously and to help each other when we need to.

STRATEGIC FOCUS



We are an inclusive Community which plans for the development of our personnel while recognizing our past in order to achieve excellence in everything we do.



Strategic Focus

The current plan departs from previous plans in one significant way. This plan has added a strategic focus to address the challenges we are faced with to replace equipment and rolling stock nearing the end of its service life. Our focus includes a number of initiatives that will replace aging material assets and infrastructure and will plan for long term maintenance of our resources at a high level.

Five Critical Planning Areas

- **Material Assets** The operational and financial planning to improve the condition of the department's equipment, apparatus, and facilities
- **Succession Planning** The work needed to prepare our staff to take on the leadership of the organization
- **Organizational Culture** The maintenance and improvement of our strong ties to our community and our commitment to our values
- **Service Delivery** The continuous improvement of our ability to respond to emergencies effectively and prevent the loss of life and property
- **Organizational Excellence** The improvement of our organization through the use of quality indicators and our participation with outside quality programs

MATERIAL ASSETS



Our personnel make the best use of the material assets entrusted to them by our Community. Equipment must be provided and maintained that will allow them to do their jobs in the safest and most effective manner.



Material Assets

What will success look like	What gets measured
We will maintain a current Fire Service and Facilities Plan	A successfully updated and adopted Fire Service and Facilities Plan
We will ensure up to date Personal Protective Equipment (PPE)	Our PPE will meet current NFPA guidelines
Our fire apparatus will keep up with all NFPA safety and mechanical standards	Reduction of median age of front line apparatus
New technologies will serve the needs of our department and customers	Improvements in accuracy, reliability, and customer satisfaction

SUCCESSION PLANNING

Quality and diversity have been long standing traditions. Through recruitment and personnel development we will meet the needs of the workforce of tomorrow.



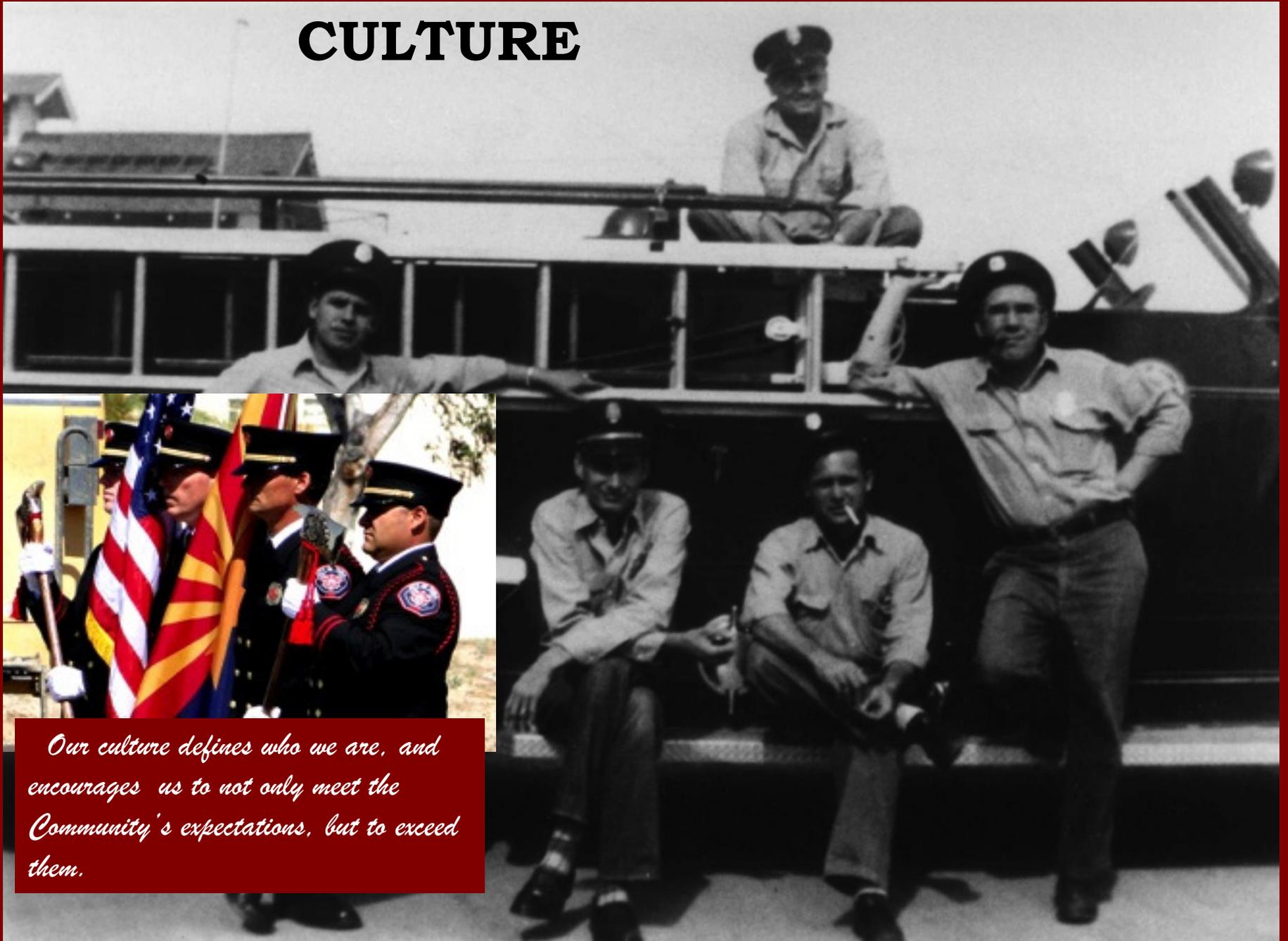
Succession Planning

What will success look like	What gets measured
We will have no less than three qualified applicants for every new hire vacancy	The number of applicants available to hire at time of hire
We will have no less than two qualified applicants for every Engineer promotional vacancy, no less than four qualified applicants for Captain, and no less than three qualified applicants for each Battalion Chief promotional vacancy	The number of qualified applicants for each promotional process
We will continue to have the best retention ratio of our current employees in the City of Yuma	Our retention ratio compared to the overall retention ratio of the City

Succession Planning

What will success look like	What gets measured
We will have at least three qualified persons for every critical position for our normal operational periods and for all positions required by our Emergency Operations Plan (three deep)	Vacancies in our three-deep plan
We will have sufficient numbers of trained staff in our specializations (Hazardous Materials, Paramedic, Technical Rescue Technicians) to meet operational needs and planned vacancies	The number of vacancies in our staffing plan

CULTURE



Our culture defines who we are, and encourages us to not only meet the Community's expectations, but to exceed them.

Organizational Culture

What will success look like	What gets measured
We will improve the quality and quantity of our non-emergency community contacts	The number of Public Appearance Requests, inspections, familiarizations, special duty assignments measured by the number of assignments and the estimated number of people reached
We will increase the number of connections we have with community organizations and initiatives; we will help strengthen the fabric of our community any way we can	The number of organizations interacted with and the number of community initiatives we are part of
We will build a strong culture among our members by increasing the contacts our members have to value education	The staff hours spent in training and discussion about values and behavior

Organizational Culture

What will success look like	What gets measured
We will increase the number and improve the quality of our celebrations of our individual and organizational successes	The number of our members recognized by the city or department and the number of awards received by the department from others
Instill a culture of safety throughout the organization	A measurable reduction in the number of reported accidents/injuries and reduce to zero the number of injuries caused by unsafe practices
We will create a culture that is focused on improving health and fitness	Continuous improvement in IPAT performance and wellness checks

SERVICE DELIVERY



We provide the highest level of service to our customers through innovative response and state-of-the-art technologies, while maintaining our rich history and tradition.

Service Delivery

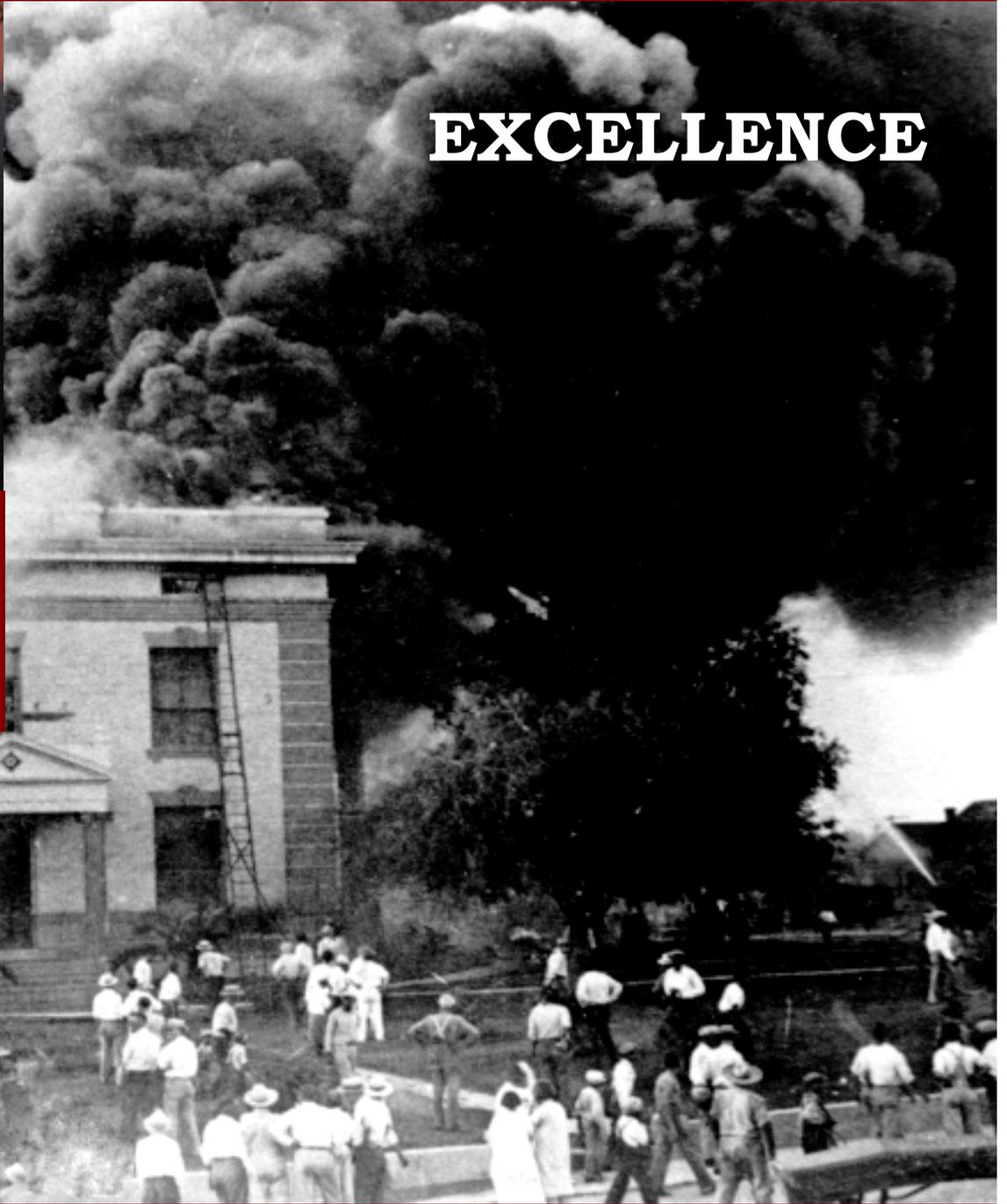
What will success look like	What gets measured
We will meet our Standards of Cover response goals measured annually	The percentage we are above or below our Standards of Coverage in every relevant category
We will measure and maintain or improve our save ratio for cardiac arrest responses	Our save ratio as measured by the University of Arizona SHARE (Saving Hearts in Arizona Registry and Education) program
We will improve from year to year our performance in the annual company proficiency evaluations	The number of companies passing the annual proficiency evaluations and the year to year improvement in the basic exercises
We will improve our performance on a year to year basis, as measured by our Quality Assurance Program	We will measure our performance in no less than three critical areas of our Quality Assurance

Service Delivery

What will success look like	What gets measured
We will achieve a high level of maintenance and readiness as measured by our annual inspection program	We will measure our performance year to year by comparing the number of stations receiving an outstanding rating on their annual inspection and we will measure our companies against our standards of cover
Our level of service will keep up with the City's growth	Our level of service benchmarked measured using operations staffing per thousand, prevention staffing per 100 inspections and fire stations per square mile
We will work to better our firefighter safety	The number and frequency of injuries

Service Delivery

What will success look like	What gets measured
We will reduce the number of catastrophic fires and civilian injuries	Catastrophic fires and civilian injuries
We will create a cooperative atmosphere where business owners and responsible parties help improve compliance using education and involvement	Positive contacts with business owners and responsible parties



EXCELLENCE

Excellence cannot be attained by standing still. It evolves, and must be constantly tested and refined. Excellence is a work in progress!



Organizational Excellence

What will success look like	What gets measured
We will continue to be accredited by the Center for Public Safety Excellence	Our continued uninterrupted accreditation
We will seek out national certifications and credentials for our programs and our staff	The percentage of Chief Officers completing EFO, CFO, CPM, Advanced ICS, Fire Ground Safety Officer, and Type III Incident Management Team Certifications

Organizational Excellence

What will success look like	What gets measured
We will have our ISO rating improved at our next rating period	Our improvement against the ISO rating scale measured internally and finally the next ISO rating
We will maintain our Premier EMS Agency designation awarded by the Arizona Department of Health Services	Our continued uninterrupted designation

Material Assets Initiatives

1.1 Update the Current plan by July 2013

2.1 Continue to research new PPE in order to identify improvements

2.2 Replace our SCBA with new equipment by December 2013

2.3 Reduce the turnout gear replacement schedule to 5 yrs by December 2014

3.1 Replace Ladder 2 by July 2014

3.2 Return the Engine replacement schedule back to 17 years by 2013

3.3 Continue to improve the equipment replacement fund's financial condition

4.1 Replace MDCs by July 2013

4.2 Stand Up new CAD system By July 2013

4.3 Continue to improve GIS applications available in our apparatus

Succession Planning Initiatives

1.1 New hire academy

1.2 Recruiting plan

1.3 Qualified hiring pool

2.1 Promotional academy

2.2 Professional development plans

2.3 Support for formal education

3.1 Exit interviews

3.2 Monitor compensation

4.1 Professional development series

4.2 Integrated emergency management classes

4.3 Orientation of Operations Division

Succession Planning Initiatives

4.1 Professional development series

4.2 Integrated emergency management classes

4.3 Orientation of Operations Division

5.1 Continue to send three Paramedic candidates to Arizona Western College annually

5.2 Continue to send three Hazardous Materials/Technical Rescue Technicians to specialized training annually

5.3 Seek grant funding

Organizational Culture Initiatives

- 1.1 Educate the department of the importance and impact of community relations and public service
- 1.2 Public Educator position
- 1.3 Support our members participation in community organizations
- 2.1 After the initial documentation of current involvement, build connectivity with at least one new agency annually
- 2.2 Participate in non-fire department city initiatives
- 3.1 Involve chief officers and other city leaders in educating our personnel
- 3.2 Facilitate informal discussions on our organizational values
- 3.3 Increase value of formal education in our orientation and basic classes

Organizational Culture Initiatives

4.1 Support the new awards and recognition system

4.2 We will nominate at least one member and/or team for all city awards

4.3 We will provide for spontaneous recognition of outstanding services

5.1 Increase safety awareness of utilizing Personnel Protective Equipment

5.2 Seat belt initiative

5.3 Support the national efforts of "Safety Stand Down Day" (IFC/IAFF) and "Everybody Goes Home"
(NFA)

6.1 Support for our health and wellness program

6.2 Set performance standards for the IPAT

6.3 Create a remediation program

Service Delivery Initiatives

1.1 Standard of Cover review

1.2 Service delivery improvements

1.3 Benchmark against similar agencies

2.1 Continue to cooperate with University of Arizona SHARE program

2.2 Benchmark with best in class cities

3.1 Improve Administration and Professional Services support for company officers

3.2 Implement a metric based assessment system for all YFD Companies

4.1 Training targeted to critical EMS skills

4.2 Training targeted to improving the results our annual proficiencies

4.3 Improve our after action review process

Service Delivery Initiatives

5.1 Annual Fire Station inspection program

5.2 Captain's report cards

5.3 Identify areas of concern evaluated for budget needs

6.1 Submit updated Facilities Plan to City Council for approval

6.2 Determine and adjust trip points for service improvements three years prior to expected budget request

6.3 Institutionalizing the facilities planning process (include the next generation)

6.4 Develop a contingency plan for large and unexpected annexations

7.1 Investigate all injuries and determine if mitigation lies in Education, Engineering or Enforcement

7.2 Formally train and staff for Incident Safety Officer positions at major events

Service Delivery Initiatives

8.1 Develop a community risk profile based on real and perceived threats

8.2 Develop a compliance program for fire protection contractors

9.1 Develop a targeted fire inspection/education program based on community risk profile

9.2 Acquire the necessary personnel to stand up a behavior based fire and injury prevention program

Organizational Excellence Initiatives

1.1 Reaccreditation team

1.2 Annual reaccreditation

2.1 Partnership with TEEEX

2.2 Six candidates to attend the National Fire Academy

2.3 Three candidates in every CPM/ASU class

2.4 Stand up a local Type III incident Management Team

Organizational Excellence Initiatives

3.1 Plan for ISO improvement

3.2 Attend ISO workshops

3.3 Benchmark with peer organizations through site visits

4.1 We will maintain our "Premier EMS Agency" designation awarded by the Arizona Department of Health Services

MAYOR & CITY COUNCIL

Mayor Alan (Al) L. Krieger
Deputy Mayor Paul B. Johnson
Councilmember Cody T. Beeson
Councilmember Bobbi Lewis
Councilmember Leslie L. McClendon
Councilmember Jerry Stuart
Councilmember Edward C. Thomas

OFFICE OF THE CITY ADMINISTRATOR

City Administrator Greg Wilkinson
Operations Administrator Ricky Rinehart

Yuma Fire Department Strategic Management Planning Committee

Administrative Staff

Fire Chief Jack McArthur
Assistant Fire Chief Dennis Light
Battalion Chief Rod Reed
Battalion Chief Lynn Wojcik
Fire Marshal Kent Thompson
Admin. Fire Officer Mike Erfert
Fire Inspector Kayla Holiman
EMS Captain Tom Linville
Public Safety Dispatch Sup. Heather Pyeatt-Morris
Public Safety Dispatcher Gabby Trevino
ITS Computer Support Spec. Traci Campuzano
Sr. Customer Service Spec. Velvet Yeghoian

A Crew

Battalion Chief Dusty Fields
Fire Captain Richard Root
Fire Engineer Jeff Bird
Firefighter David Padilla
Firefighter Terry Smith

B Crew

Battalion Chief Steve Irr
Fire Captain Mike Walton
Fire Engineer Mark Cawood
Fire Engineer John Louser
Firefighter Robert Smith

C Crew

Battalion Chief Joe Waterford
Fire Captain Brandon Case
Fire Engineer John Metha
Fire Engineer Paul Evancho
Firefighter Frank Reed



*Dedicated to the Members of the
Yuma Fire Department:
Past, Present,
and Future*

