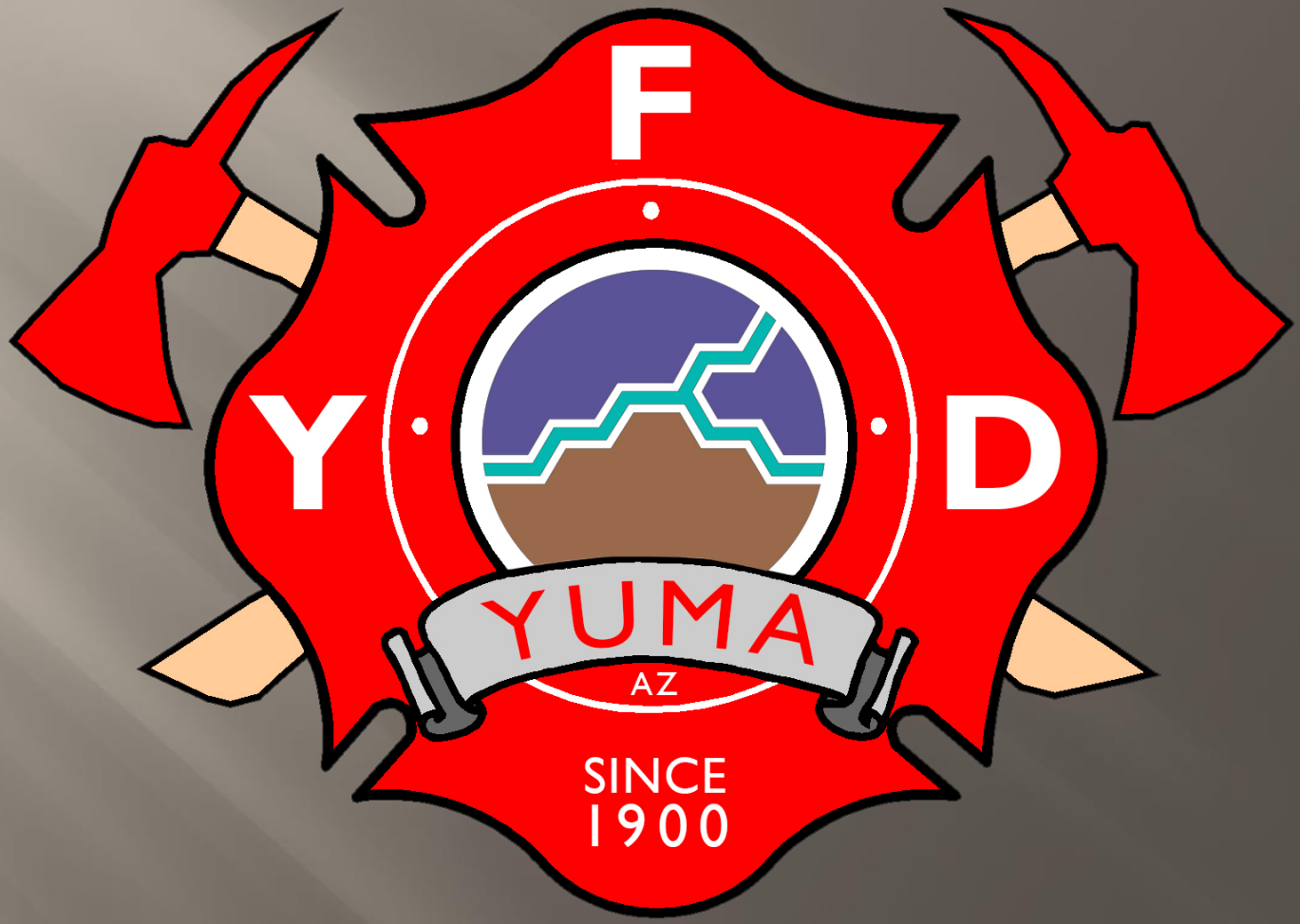
Yuma Fire Department

STRATEGIC MANAGEMENT PLAN



2018-2022

Executive Summary

By Fire Chief Steve Irr

As the Department closes out the 2012-2017 Strategic Plan we celebrate our accomplishments and prepare for the future of our growing community. Although we were met with continued financial struggles, we found ways to accomplish many of the critical areas of the plan. During the last five years the Fire Department added an ambulance transport service to the department which allowed us to increase staffing during a time that many departments had to downsize. The Insurance Services Office rating for the department also improved, moving from a 3 to a 2.

This strategic plan will focus on areas that will need attention as we anticipate growth in our City. All signs are pointing to an increase in population and industry and the Fire Department needs to be ready to grow in order to continue to serve the community's needs.

Already new growth has begun to make it difficult to reach all of our community in the response time goals we have set. New construction permits are up and as new businesses have begun to move to the area, employment numbers are moving in a positive direction. The flip side of this is that State sweeps of funding, and increased personnel costs, have countered any increases in revenue the City has realized which has made maintaining our service level a challenge.

Executive Summary

This strategic plan puts an emphasis on maintaining our current service levels through planning efforts and utilizing data to make necessary changes. Although some positive changes to our material assets have been made, this will continue to be an area of focus so that the best service possible can be provided to the community.

An area that remains from the last strategic plan is in the area of succession planning. Over the past planning period there has been a high turnover rate in the upper ranks of the department caused by numerous retirements. Due to the efforts of the department, promotions were filled from within the department ranks. This validates the work the department has been doing to support personal growth within the department but due to the number of promotions which occurred we must continue the effort to train and mentor our staff for future promotional vacancies.

Our commitment to the community is to provide a professional level of service to the citizens and visitors to our City. We will continue to do this by benchmarking ourselves against the best departments in the industry and continue to be recognized by national and state agencies that measure the quality of our service.

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.

Mission

The Yuma Fire Department exists to provide professional services, protecting life and property, to its citizens. We ensure the safety and security of those we serve by delivering emergency medical transport, fire prevention, fire suppression, and education to the community.

Core Values

Family

Integrity and Honor

Respect for each other and the community

Excellence and Professionalism

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 have an adequate number of stations spaced appropriately to serve the community	Response times will meet the Standards of Cover and CON benchmarks
We will ensure our CAD System is up to date and supported by the manufacturer	No break in CAD service
We will transition to a new mapping system	GIS Maps are available on MDCs
We will maintain a current Fire And Facilities Plan	An updated Fire Services and Facilities Plan
Our facilities will meet current day security policies	Decreases in incidents of illegal or unwanted activities at Fire Facilities
We will ensure two sets of turnouts are readily available to Fire Suppression personnel	Reduce the number of times crews have to wear contaminated gear

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 maintain paramedic staffing to meet the needs of the organization	Staffing of one paramedic per apparatus daily
We will have no less than two qualified applicants for every Engineer, Captain and Battalion Chief promotional vacancy	The number of qualified applicants for each promotional process
We will have no less than three qualified applicants for every entry level position	The number of qualified applicants for each entry level position
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 no less than two qualified applicants for every Administrative Officer position	The number of qualified applicants for each open Administrative Officer assignment
We will increase the Department's capacity in the area of public information	The number of personnel trained as Public Information Officers
We will have depth at all positions in Community Risk Reduction (CRR) to allow for coverage of critical positions	We will have a minimum of two members of CRR staff for each critical area
CRR will have a structure that will allow for adequate supervisory oversight	Supervisors to subordinate ratio in the CRR Division
Clerical staff will be cross trained to allow for coverage of all critical areas	Depth of redundancy of clerical staff members trained to essential tasks

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 firefighter and personnel safety	A measurable reduction in the number of reported accidents and injuries
We will increase interaction of Administrative staff and the Operations Division	The number of staff hours Administrative personnel spend on activities involving the Operation Division
We will improve the quality and quantity of our non-emergency community contacts through connections within the community	The number of Public Appearance Requests, measured by the number of people and organizations 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

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 (SOC) and Certificate of Necessity (CON) response goals measured annually	The percentage we are above or below our stated benchmarks in every relevant category
We will improve our Incident Safety Officer Response	A decrease in response times for Incident Safety officer response
We will improve incident rehab response and effectiveness	Occurrences of environmental emergencies on incidents
We will increase the number of new construction inspections conducted by Fire Department personnel	The number of new construction inspections completed by Department personnel

Service Delivery

What will success look like	What gets measured
The Public Education Program will meet the needs of the Community	We will measure the number of classes offered and attendees educated throughout the year
We will create a cooperative atmosphere between business owners/responsible parties and the CRR Division to improve compliance using education and involvement	The number of 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 meet all required trainings for Emergency Medical Services (EMS), Fire, Hazardous Materials and Technical Rescue	Minimum annual training requirements of department members
We will increase the incidents of live burn training	The percentage of personnel that participate in live burn training annually
Our training plan will reflect national trends and events	The number of opportunities to train on national trends/events
We will improve EMS documentation	EMS documentation will be compliant with Medicare Standards
Simplify the process to acquire critical response data	We will have reports that are internally obtainable for all critical categories

Organizational Excellence

What will success look like	What gets measured
We will improve the Ambulance Billing Collection Rate	Increase in collections of obtainable revenue
We will establish a system to qualify engineers/contractors in the community	Have an established list of qualified engineers/contractors
We will maintain our Premier EMS Agency designation awarded by the Arizona Department of Health Services	Our continued uninterrupted designation
We will promote networking interagency cooperation for CRR	Number of regional networking contacts with other agencies CRR personnel

Material Assets Initiatives

1.1 Maintain facilities that allow us to meet our response time benchmarks

2.1 Stand Up new CAD system By 2020

3.1 Replace the current grid system with a GIS mapping system

3.2 Have the availability to track units and dispatch by using an AVL system

4.1 Update and take to council the Fire Services and Facilities Plan by 2022

5.1 Assess and make improvements to station security

5.2 Complete the planned improvements to the Fire Administrative Offices in City Hall to provide for a more secure workplace.

6.1 Develop a plan to provide 2 sets of turnouts for each firefighter.

6.2 Provide space for gear storage and washing facilities at all fire stations.

Succession Planning Initiatives

1.1 Increase paramedic staffing through hiring practices

1.2 Support local paramedic programs to give opportunities for our EMTs to become paramedics

2.1 Maintain a qualified hiring pool

2.2 Promotional academy

2.3 Professional development plans

2.4 Support for formal education

3.1 Increase outreach for entry level recruitment

4.1 Provide opportunities for employees to meet their career goals

4.2 Monitor compensation

4.3 Conduct exit interviews

Succession Planning Initiatives

5.1 Provide mentoring opportunities to prepare suppression personnel for administrative work.

6.1 Provide Public Information Officer (PIO) certification courses to Operations personnel.

6.2 Provide mentoring opportunities to newly certified PIO personnel.

7.1 Develop depth within the CRR Division.

8.1 Develop a supervisory position within CRR that will assist the Fire Marshal with Division oversight.

9.1 Administrative support staff will have the knowledge and ability to cover all essential responsibilities necessary.

Organizational Culture Initiatives

1.1 Utilize research and data from past injuries to develop polices and training.

1.2 Reintroduce the Department to the 16 Firefighter Life Safety Initiatives.

1.3 Set a standard for all Captains and Acting Captains to become Incident Safety Officer certified.

2.1 Create an environment that encourages interaction between administrative personnel and the Operations Division.

2.2 Allow for scheduled ride time for administrative personnel annually.

3.1 Under the guidance of our public educator. we will enhance our outreach to the public.

3.2 We will build connections with community agencies.

Service Delivery Initiatives

1.1 Benchmark ourselves against our stated goals.

1.2 Improve response times into our underserved areas.

2.1 Decrease response times of the Incident Safety Officer to emergency scenes.

3.1 Improve response times of Incident Rehab to emergency scenes.

3.2 Increase effectiveness of Incident Rehab by decreasing injuries due to environmental injuries and fatigue.

4.1 Work with the Department of Community Development to partner on new construction inspections.

5.1 Increase the number of classes offered to the community measured year to year.

5.2 Increase the number of citizens reached through public education classes.

6.1 Create an environment of cooperation and compliance within the business community.

Organizational Excellence Initiatives

1.1 Comprehensive annual training plan.

1.2 Maintain certifications within the Department.

2.1 Include live burn training in the annual training plan.

3.1 Benchmark our training plan against national trends.

3.2 Work with our public safety partners to develop regional guidelines for large scale incidents.

4.1 Medicare documentation refreshers given annually for EMS documentation.

5.1 Create standard reports for all critical response criteria.

5.2 Create standard reports for Accreditation needs.

6.1 Decrease revenues lost due to timely fillings and denials.

7.1 Put a system in place to qualify engineers and contractors in our City.

8.1 Uninterrupted Premier EMS status

9.1 Create a networking environment within the Yuma County region for CRR.

MAYOR & CITY COUNCIL

Mayor	Douglas Nichols
Deputy Mayor	Gary Knight
Councilmember	Jacob Miller
Councilmember	Mike Shelton
Councilmember	Leslie L. McClendon
Councilmember	Karen Watts
Councilmember	Edward C. Thomas

OFFICE OF THE CITY ADMINISTRATOR

City Administrator	Greg Wilkinson
Deputy City Administrator	Ron Corbin

Yuma Fire Department Strategic Management Planning Committee

Administrative Staff

Fire Chief	Steve Irr
Assistant Fire Chief	Dusty Fields
Battalion Chief	Daniel Ott
Battalion Chief	Richard Root
Administrative Fire Captain	John Louser
Fire Marshal	Kayla Holiman
Fire Inspector	Mark Gordon
911 Emergency Dispatch Supervisor	Heather Pyeatt-Morris
Administrative Support Supervisor	Ruth Gloria

A Crew

Battalion Chief	William Unterseh
Fire Captain	Gary Welch
Firefighter	Aaron Wonders

B Crew

Battalion Chief	Mike Walton
Fire Engineer	Terry Smith
Firefighter	Ian Reed

C Crew

Battalion Chief	Jeff Zahn
Fire Engineer	Robert Smith
Fire Engineer	Alvin Luedtke