

YUMA FIRE DEPARTMENT STRATEGIC PLAN 2022-2027



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Fire Chief Dustin "Dusty" J. Fields

The Yuma Fire Department has a long history of embracing fire service traditions and striving to be of value to the community. The department has strong community ties due to consistently providing excellent customer service, as well as, the resources necessary to deliver high-quality emergency response and risk reduction. There are many keys to success within the department, the most important of which is the relationship between the community and the department consistently working together to ensure the optimal safety of residents and visitors. We are appreciative of the support we receive from the Yuma City Council and the City's Executive Leadership Team and are thankful to be a part of TEAM YUMA!



Planning is critical to the long-term success of the City and the department. This Plan focuses on operational planning, business planning, organizational culture, recruitment, retention, professional mentorship, long-range facility planning, and overall system delivery. As our guiding document for the next several years, we understand that we will need to be agile in our pursuit of changes identified in our findings. We acknowledge that some of our findings will likely need to be addressed outside the five-year planning process.

We would like to spotlight that the collaborative efforts in our planning process involved stakeholders within our community and members throughout the Fire Department. Representatives from various aspects of the community and from each Division within our agency, allowed for a broad spectrum of ideas and valuable input towards our process. The success of our Plan is paramount due to this broad spectrum of participants.

Our planning process allowed our staff to look back at our history and take stock of where we came from, allowing for a better collective understanding of our organizational culture and seeing the progress made over our previous planning processes. Many of those involved did not realize the profound changes that have taken place over the past thirty years. This realization allowed the group to obtain a better understanding and more realistic expectations toward our way forward.

We value our employees and understand that they are essential to the success of our operation. The experience and diversity of our employees is considered and factored in when decisions have been made within the organization to ensure the safest community possible. The Yuma Fire Department is prepared to handle and mitigate all emergencies and issues in our community and the surrounding region.

We Can't Wait to Help

INTRODUCTION

The Yuma Fire Department provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors to the city of Yuma, Arizona. The Yuma Fire Department is always striving to improve its services and level of professionalism to the community it serves. As a result, we have committed to articulate our path forward with the development of a Strategic Plan. This plan is intended to guide the department through the coming challenges and opportunities that lie ahead for our growing community.



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ORGANIZATIONAL BACKGROUND



The Yuma Fire Department (YFD) was established in 1900 in response to a devastating and deadly fire at the Gandolfo building in August of 1899. The original configuration of the department was as a Hook and Ladder and Chemical Company, made up of all volunteers. Through the years, the Yuma Fire Department has embraced new challenges and operational changes. Today the Yuma Fire Department has become an “all hazards” agency providing a wide variety of both emergency and non-emergency services and is always looking to the future to be on the forefront of providing for, and meeting, the wide variety of needs of our community.

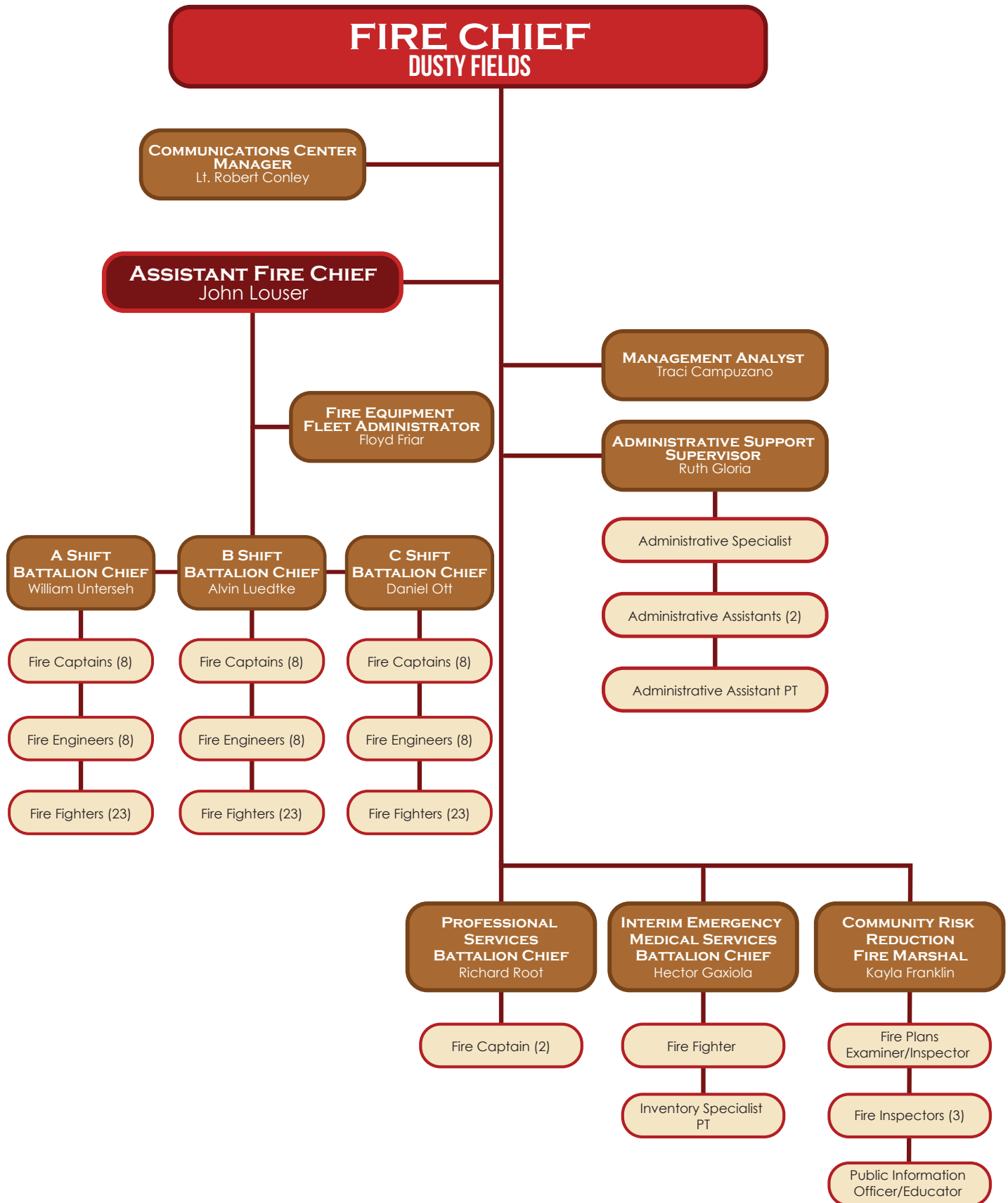


The Department serves a population of more than 108,000 year-round residents along with a significant seasonal population during the pleasant winter months. The city of Yuma has grown rapidly over the past several years, increasing the demands on all public safety agencies, and the Yuma Fire Department is prepared to meet these challenges.

We continue to uphold our commitment to the citizens, businesses, and visitors to the city of Yuma through its proactive planning and focus. This is established with deploying from six fire stations that are strategically placed across the city’s 120 square miles. One additional fire station is slated to be constructed in the next year. YFD is excited and prepared to meet the needs of our growing community and continue to excel in customer service and service delivery.



YFD ORGANIZATIONAL CHART



THE STRATEGIC PLANNING PROCESS

In order for the Yuma Fire Department to effectively plan for the future and meet the needs of the citizens, businesses, and partners of the city of Yuma, input from them is essential. Therefore, this plan shall be reflective of the expectations and concerns of the community. To this end, our strategic planning process started with participation from community stakeholders.

A strategic plan is a management tool that provides direction for the agency in the short-term, builds a vision for the department, articulates and documents our goals and objectives.

With the community-driven strategic planning process starting with outreach to community stakeholders, the next important consideration is to ensure the assembly of a group of department stakeholders representing all levels of the organization. Emphasizing input from all levels serves to unify department management, line personnel, and community stakeholders.

Ideally, our unification will result in a stronger understanding of where the department currently stands, where we should be heading, and how we can get there.

OUTLINE OF THE STRATEGIC PLANNING PROCESS

- Reach out to a diverse group of community stakeholders.
- Define the essential fire programs provided to the community.
- Gather feedback on the community's program priorities, as well as expectations they have of the fire department.
- Gather all concerns the community stakeholders have about the fire service.
- Assemble a diverse group of department stakeholders, with appropriate representation from all levels of suppression, department divisions, and administrative staff.
- Revisit the mission statement and stated values of the organization.
- Identify the organization's strengths and weaknesses.
- Identify the organization's areas of opportunities and any possible challenges or threats to the organization.
- Based upon all findings, determine a set of strategic initiatives that can be used as a basis for improvement.
- Using the strategic initiatives as a guide, establish specific goals and objectives.
- Articulate specific tasks, timelines, and responsible persons for each goal and objective.
- Establish a process to track progress on plan accomplishments.

COMMUNITY GROUP FINDINGS

On July 19, 2022, YFD hosted 25 community stakeholders as they participated in a brief survey related to our department. The participants were asked to rank our services using a direct comparison model, listing their expectations and concerns for the Yuma Fire Department. The Yuma Fire Department would like to thank the community members who participated in the survey.

YUMA FIRE DEPARTMENT COMMUNITY STAKEHOLDER GROUP			
Romeo Barcenas	Tori Bourguignon	Roy Browning	Consuelo Craig
Randall Crist	Mary Douglass	Cameron Lynn Frost	Rod Hamilton
Russ Hartley	Javier Hernandez	Craig Hochheimer	Aracely Jimenez
Tyrone D. Jones	Andrew Lammel	Scott Little	Enrique Lopez
Maura Luna	Jesus Melendez	Sam Pavlak	Richard Power
Rod Reed	Reynaldo J. Rivera	Jason Smith	Arianna Tapia
Pablo E. Vargas			

Our first portion of the survey asked the respondents to rank our services by directly comparing services to one another and asking them to choose which service they felt was a higher priority. We simplified the services provided and boiled them down to six areas:

COMMUNITY INVOLVEMENT- Non-emergency engagements with the public. Examples are parade participation, school functions like Halloween events with truck displays, career day participation, and so on.

COMMUNITY RISK REDUCTION- Fire inspections, fire investigations, code compliance, public education, and public information.

EMERGENCY MEDICAL SERVICES- Emergency response to medical calls for service, including treatment and transportation to emergency departments.

FIRE SUPPRESSION- Emergency response to calls and alarms for all fires, including all fire extinguishment, search & rescue, and salvage and overhaul activities.

HAZARDOUS MATERIALS RESPONSE- Response to calls to control hazardous materials releases.

TECHNICAL RESCUE- Response to calls to facilitate rescue of those in need of specialized extraction, including high-angle, confined spaces, building collapse.

These are the results of the rankings, with the percentage representing how often the service was chosen when directly compared to another service.

SERVICE	RANKING	SCORE
Emergency Medical Services	1	31%
Fire Suppression	2	25%
Community Risk Reduction	3	15.5%
Hazardous Materials Response	4	14.5%
Technical Rescue Response	5	10%
Community Involvement	6	4%

Next, the respondents were asked to list, in priority order, up to five subjects relative to the expectations that they have for the Yuma Fire Department. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses were as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry it received one weighted point. The listed categories represent the themes that we grouped each entry into, with the number in parentheses representing the cumulative weighted value assigned to that category.

COMMUNITY EXPECTATIONS FOR THE YUMA FIRE DEPARTMENT

1. Highly trained personnel (104)
2. Fast response of units to emergencies (74)
3. Having a fully staffed fire department at all levels (52)
4. High quality equipment, to include vehicles and the equipment on the vehicles and equipment carried by personnel (38)
5. Educating the public and being involved with the community (30)
6. Professionalism with a high emphasis on customer service (28)
7. Working with the rest of the community, including county agencies (16)
8. Proper number of stations (9)
9. The department addresses the mental health of its members (8)
10. Proper funding (6)
11. Well-paid workforce (4)
12. Hire local members of the community (2)



Next, the respondents were asked to list, in priority order, up to five subjects relative to the concerns that they have for the Yuma Fire Department. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses were as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry it received one weighted point. The listed categories represent the themes that we grouped each entry into, with the number in parentheses representing the cumulative weighted value assigned to that category.

COMMUNITY CONCERNS FOR THE YUMA FIRE DEPARTMENT

1. Not a sufficient number of personnel (65)
2. Rapid growth of the city that the department cannot keep up with (50)
3. Retention of personnel, including appropriate pay and benefits (40)
4. Working with other agencies on disaster preparedness (35)
5. Sufficient amount of quality equipment (31)
6. Health and wellness of personnel, including mental health (30)
7. Sufficient training of personnel (20)
8. Public education and disseminating public information (17)
9. Migrant related issues (6)
10. Arsons in the community (5)
11. Heat related injuries (4)
12. Proper recruitment of new personnel (3)
13. Appropriate number and quality of facilities (2)
14. Covid (2)
15. Not enough females (1)

DEPARTMENT STAKEHOLDER GROUP FINDINGS

The department stakeholder group met on August 25, 2022. The session lasted all day and was facilitated by Michael Morrissey, Executive Director of the Housing Authority of Yuma. The day consisted of revisiting the departments Mission and Value Statement, analyzing department strengths and weaknesses, identifying opportunities, threats and challenges, and discussing perceived service gaps. The department stakeholder group represented a cross-section of the Yuma Fire Department. The Yuma Fire Department would like to give a special thanks to Michael Morrissey and Maria Moreno for their hard work in facilitating an excellent stakeholder meeting. The department stakeholder group is listed here:

YUMA FIRE DEPARTMENT STAKEHOLDER GROUP

James Chavez	Tony DeAnda	John Dunbar	Daniel Espino
Paul Evancho	Anthony Fernandez	Dustin Fields	Kayla Franklin
Hector Gaxiola	Ruth Gloria	Ryan Johnson	Rocky Laguna
John Louser	Wendy Nuckols	Daniel Ott	Manny Pelayo
Jeff Phelps	Richard Root	Joey Tolomei	William Unterseh
Mike Walton	Gary Welch	Jared White	



MISSION STATEMENT

The mission statement for the organization serves to articulate the essence of the department's existence. A mission statement should be capable of answering five essential questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

With these questions in mind, the stakeholder group revisited the current mission statement and, with consensus from the group, accepted the following:

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.

VALUE STATEMENT

The value statement of the organization serves to articulate the features that encompass the culture of the organization. After discussion, the stakeholder group revisited the current value statement and accepted the following:

THE MEMBERS OF THE YUMA FIRE DEPARTMENT ARE COMMITTED TO HONORING THESE VALUES:

F.I.R.E.S. — FAMILY — INTEGRITY — RESPECT — EXCELLENCE — SAFETY

SWOT ANALYSIS

A SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) allows an organization to take an honest look at its strong and weak qualities. This analysis also allows the agency to identify areas that can be capitalized upon, and areas that may pose a danger to the organization, either directly or indirectly. The Yuma Fire Department stakeholder group gave candid replies to the perceived strengths and weaknesses, as well as the opportunities for growth, and threats to the department. This SWOT analysis will serve to assist the agency in identifying service gaps and forming the strategic initiatives.

The information collected for the SWOT analysis can be found in the Appendix

STRATEGIC INITIATIVES

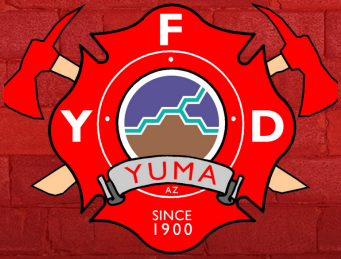
Utilizing all input and data from the above mentioned areas, the following strategic initiatives were formed to serve as the basis for our goals and objectives.

YUMA FIRE DEPARTMENT STRATEGIC INITIATIVES		
Assets	Communications	Health & Safety
Operational Efficiency	Professional Development	Staffing

ADDRESSING OUR STRATEGIC INITIATIVES

A strategic initiative by itself is too abstract of a concept to make any practical progress toward achievement. To this end, we have developed specific goals and objectives that directly correlate to each of the stated strategic initiatives. These goals must be specific, with a realistic timeline established, and a specific person or workgroup identified as the responsible party. With these goals and objectives established, the department leadership must ensure that continuous efforts are made through realistic timeline adjustments as workplace conditions change.





GOAL:

DEVELOP AND IMPLEMENT COMPREHENSIVE PLANS THAT ADDRESS LONG-TERM ASSET PROCUREMENT AND MANAGEMENT. RESEARCH AND PLAN FOR REPLACEMENT/UPGRADE OF OBSOLETE ASSETS.

OBJECTIVE

Research and develop a Fire Services Facilities Plan to facilitate fire department planning and subsequent growth for the next 10 years (2022-2032).



TIME FRAME

1-3 years



ASSIGNED TO

Assets

CRITICAL TASKS:

- Analyze previous plan and identify provisions and subsequent gaps.
- Research and analyze current response data to include: response times, call volumes, community growth patterns.
- Identify and update response models to reflect current criteria.
- Identify current trends in calls for service, and response times.
- Assess current calls for service totals by Station district and location.
- Collect and compare fire department response and census data from similar sized cities.
- Develop comprehensive assessment and recommendations from the current Fire Department Facilities plan.
- Tabulate data to assess past trends and forecast future trends.
- Develop recommended response demands and future facility needs.
- Develop an Implementation Plan to address plan recommendations and CIP obligations.
- Present plan for adoption and inclusion to 2023 City of Yuma General Plan by City of Yuma Council.

OBJECTIVE

Research, Recommend, and Implement upgraded Station Alerting Solution



TIME FRAME

1-3 years



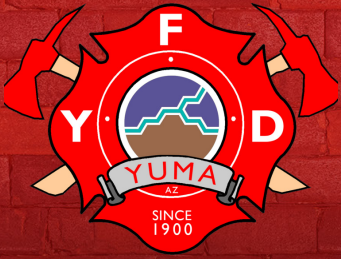
ASSIGNED TO

Assets

CRITICAL TASKS:

- Analyze gap with current system.
- Research comparable Fire Station Alerting products and vendors.
- Compare product features, design specifications, expandability, and / cost.
- Identify funding source for implementation (Grant, General Fund, CIP, etc.).
- Identify products and vendors with Cooperative Purchasing Agreements.
- Request quotes for products and installation for recommended vendors.
- Develop system specifications for competitive bid process.
- Secure funding and begin procurement process.
- Develop implementation schedule for facilities (Dispatch, Stations).
- Complete installation, transition to new alerting system.





GOAL:
ENHANCE AND MAINTAIN THE OVERALL HEALTH AND WELLNESS OF YUMA FIRE DEPARTMENT PERSONNEL.

OBJECTIVE

Develop a comprehensive process to continuously monitor trends, opportunities, and challenges specific to health and wellness in the Yuma Fire Department.



TIME FRAME

6 months - Ongoing



ASSIGNED TO

Health & Safety

CRITICAL TASKS:

- Assemble a standing committee to address objective
- Meet regularly to review national trends; analyze data related to workplace injuries, sick leave usage for trends.
- Assess utilization of current health & wellness programs both at YFD and COY at large.
- Develop a standardized report with identified trends and recommendations.
- Assess feasibility of health & wellness management systems.
- Make a formal presentation to YFD leadership on proposed direction for the health & wellness program.



OBJECTIVE

Ensure that the Yuma Fire Department has a comprehensive health screening process that meets or exceeds NFPA 1582



TIME FRAME

Ongoing



ASSIGNED TO

Health & Safety

CRITICAL TASKS:

- Assemble a workgroup tasked with addressing the objective.
- Define the needs outlined in NFPA 1582 pertaining to minimum needs in health screenings and monitor for updates.
- Network with other agencies to stay apprised of opportunities for improved quality of services and funding opportunities.
- Generate an RFP for annual medical physicals after soliciting proposals from multiple qualified vendors.
- Prepare and present a report with recommendations to YFD leadership.

OBJECTIVE

Develop and implement a plan to address firefighter fatigue and burnout



TIME FRAME

6 months - Ongoing

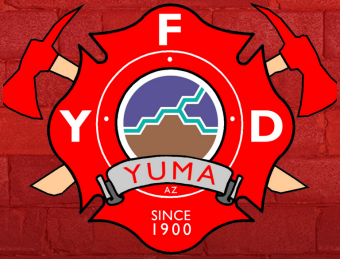


ASSIGNED TO

Health & Safety

CRITICAL TASKS:

- Poll personnel on incidents of fatigue, feelings of burnout.
- Reference trends in sick leave usage and workplace injuries and accidents.
- Develop and continuously reference an objective metric that can define "too busy".
- Consult policies and procedures from comparable agencies on best practices to avoid and address firefighter fatigue.
- Consult comparable agencies on recognized contributing factors to firefighter fatigue, such as understaffing, call volume, etc.
- Present recommended changes to YFD leadership.



GOAL:

IDENTIFY AREAS OF INEFFICIENCY RELATED TO RESPONSE MODELS, ADMINISTRATIVE OVERSIGHT, AND RESOURCE DEPLOYMENT. RESEARCH AND IMPLEMENT NEEDED CHANGES THAT EMPHASIZE EFFICIENCY AND INNOVATION.

OBJECTIVE

Assess the impact of administrative oversight of YFD's EMS program, and explore possible innovative changes that may increase the efficiency of operations and service delivery to customers.



TIME FRAME

1 year



ASSIGNED TO

Operational Efficiency

CRITICAL TASKS:

- Assess current EMS administrative oversight for gaps in efficiency.
- Research comparable agencies for best practices that specifically address innovation and efficiency.
- Identify needed resources and statutory requirements to make a change to administrative oversight to the EMS program.
- Present findings to department and city leadership.
- If approved, draft an RFP for the needed oversight.

OBJECTIVE

Research and Recommend Direction on Alternative Response Units



TIME FRAME

1 - 3 years

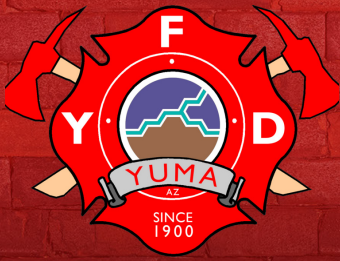


ASSIGNED TO

Operational Efficiency

CRITICAL TASKS:

- Assemble workgroup to address objective.
- Analyze CRA/SOC for response times and call volumes.
- Research comparable agencies that employ Alternative Response Units.
- Identify needed resources and costs for Alternative Response Units (personnel, vehicles, equipment).
- Identify needed administrative oversight (protocols, policies).
- Develop draft proposal for Alternative Response Unit.
- Up staff Alternative Response Unit.



GOAL:
ENSURE THAT THE YUMA FIRE DEPARTMENT IS DEVELOPING INNOVATIVE WAYS TO COMMUNICATE WITH THE COMMUNITY, AND EXPAND THE REACH OF THE DEPARTMENT'S MESSAGING.

OBJECTIVE

Research and develop a deployment plan for modernizing the way fire department information is disseminated.



TIME FRAME

6 months - 1 year

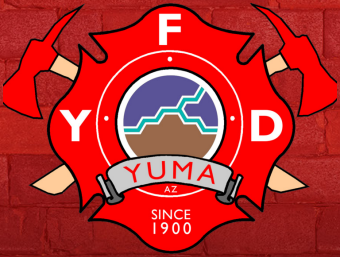


ASSIGNED TO

Communications

CRITICAL TASKS:

- Develop a Communication Committee to provide direction and input on critical tasks
- Meet with City Administration for direction on setting up a YFD Instagram Account
- Set up a YFD Instagram Account
- Test use of YFD Instagram Account
- Deploy a marketing campaign for the new YFD Instagram Account to expand reach
- Identify interest from each crew for the Shift-PIO position
- Have identified Shift-PIOs attend L105 Public Information Basics Course
- Develop a policy on the expectations and requirements for the Shift PIOs
- Develop a plan for the transition of responsibilities from the current PIO position due to retirement
- Create a reporting template to capture the volume of social media impressions and reach
- Create a timeline/frequency for Chief podcasts and/or newsletters outlining hot topics and how those will be created/disseminated
- Establish a location to serve as a planning document clearing house, that is accessible for both legacy and current data
- Create a customer survey and procedures for community feedback on customer service
- Create a podcast channel for YFD
- Meet with City Productions Staff to coordinate podcasting, and test equipment
- Record and market YFD podcasts at least quarterly



GOAL:

EXPAND THE DEPARTMENT'S ABILITY TO RECRUIT FROM A LARGER POOL OF ENTRY-LEVEL CANDIDATES, FOSTER INTEREST IN THE FIRE SERVICE, AND RETAIN PERSONNEL

OBJECTIVE

Research and Recommend new recruitment ideas.



TIME FRAME

6 months - 1 year



ASSIGNED TO

Hiring Committee

CRITICAL TASKS:

- Establish a Hiring committee comprised of floor and staff personnel.
- Establish specific objectives and timelines.
- Research other department methods for recruitment.
- Research potential 3rd party recruitment organizations.
- Review and discuss findings from research found.
- Recommend direction of continued efforts with Administrative staff.
- Provide overview to committee of two different 3rd party recruitment organizations.
- Provide overview of 3rd party recruitment organizations to Administrative staff and Human Resources.
- Meet with Human Resources and Administrative staff to discuss feasibility of using a 3rd party recruitment.
- Recommend new recruiting process to Administrative staff.



OBJECTIVE

Research and Recommend new ways of increasing community youth mentorships.



TIME FRAME

6 months - 1 year



ASSIGNED TO

PSD Chief and Co-Op project manager

CRITICAL TASKS:

- Meet with project manager to discuss objectives and timeline.
- Project manager to meet with high school representatives to discuss ways to improve interest in Co-Op program and Camp Inferno.
- Project manager to look into feasibility of increasing duration of Co-op program and Camp Inferno.
- Project manager to investigate opportunities for presenting career information to local high schools.
- Recommend changes to Administrative staff and HS staff.
- PSD Chief to join the Yuma chapter of Arizona Business and Education Coalition (ABEC).
- PSD Chief will research ways to increase YFD involvement with ABEC to improve footprint in Yuma schools.
- PSD Chief will meet with Administrative staff to recommend changes.



OBJECTIVE

Research and Recommend new ways to evaluate an employee's "Merit" during promotional processes.



TIME FRAME

6 months - Ongoing



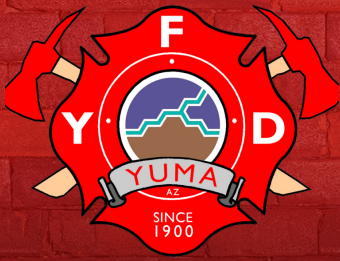
ASSIGNED TO

Hiring Committee

CRITICAL TASKS:

- Meet to discuss objectives and timelines to create Merit evaluation process.
- Establish department values, needs and priorities of Captain Candidates.
- Create rough draft for Captain Merit process.
 - Recommend to Fire Chief and Assistant Fire Chief.
 - Make any recommended changes and finalize for use.
- Establish department values, needs and priorities of Engineer Candidates.
- Create rough draft for Engineer Merit process.
 - Recommend to Fire Chief and Assistant Fire Chief.
 - Make any recommended changes and finalize for use.
- Establish department values, needs and priorities for Battalion Chief Candidates.
- Create rough draft for Battalion Chief Merit process.
 - Recommend to Fire Chief and Assistant Fire Chief.
 - Make any recommended changes and finalize for use.
- After each use of the various processes, PSD chief will evaluate performance of process with Administrative staff.
- Make any recommend changes based on evaluation of processes.





GOAL:

ENSURE THAT THE YUMA FIRE DEPARTMENT HAS THE HUMAN RESOURCES NEEDED TO EFFECTIVELY PROVIDE THE PROTECTION AND SERVICES NEEDED TO THE YUMA COMMUNITY.

OBJECTIVE

Research staffing levels for fire administration.



TIME FRAME

1 - 3 years



ASSIGNED TO

Chief Fields

CRITICAL TASKS:

- Assemble workgroup to address objective
- Research comparable agencies of the staffing model.
- Analyze call volume and budget of identified departments
- Present findings to city leadership

OBJECTIVE

Restructure the CRR division to allow staff the opportunity for promotion



TIME FRAME

1 - 3 years



ASSIGNED TO

Chief Fields

CRITICAL TASKS:

- Assemble workgroup to address objective
- Analyze job descriptions and workflows
- Analyze personnel costs
- Present findings to city leadership

OBJECTIVE

Research the justification for an on-duty safety officer



TIME FRAME

1 - 3 years



ASSIGNED TO

Chief Fields

CRITICAL TASKS:

- Assemble workgroup to address objective
- Research comparable agencies of the staffing model.
- Analyze call volume and budget of identified departments
- Present findings to city leadership



ENSURING SUCCESS OF THE PLAN

The strategic plan outlined here serves as a guiding tool for the department. The plan's contents have been brought about through the hard work of many community members and department personnel. As the implementation of each objective begins, we recognize our reliance on continued support from elected officials, city administration, and personnel of the Yuma Fire Department.



APPENDIX A

The department stakeholder group identified the following strengths of the organization:

YUMA FIRE DEPARTMENT STRENGTHS	
Responsive to external customers	Great customer service
Supportive of professional development	Great response times
Top of the line apparatus	Knowledgeable staff at all levels
Administration that cares about personnel	Collaborative culture
High quality people at all levels	Family culture
Able to handle call volume challenges	EMS training
High quality equipment	Train personnel in specialty certifications
High quality software and IT	1582 physicals
Promotional readiness	Safety conscious
Youthful department	Open to change
Response readiness	Prideful culture
Creative funding ideas	Well-respected in the community
Community trust	Mental health awareness

The department stakeholder group identified the following weaknesses of the organization:

YUMA FIRE DEPARTMENT WEAKNESSES	
Understaffed at all levels	Difficulty recruiting
No promotional opportunities in CRR	Administration disconnect
Inter-department communications	Inconsistencies from crew to crew
Disjointed dispatch	Not active across social media
No wild land vehicle	Fire inspection frequency
Training facility is stagnant	Not enough certification opportunities
Not enough stations	Lack of coverage for on-duty training
Equipment maintenance	Lack of leadership at lower levels
Keeping pay current	More support for EMS billing
Not enough support for tuition reimbursement	Too much email traffic
Succession planning	Too much overtime (employee burnout)
Slow to fill open positions	Inefficient response model
Call volume outpacing staffing increases	Training support personnel
Not enough paramedics	Increasing response times
Falling behind in technology	Schedule and overtime management is outdated
Mental wellness resiliency training	Lack of current Facility Plan

The department stakeholder group identified the following opportunities for the organization:

YUMA FIRE DEPARTMENT OPPORTUNITIES	
Hiring our own EMS Medical Director	Partnering with a recruiter
Increase social media presence	Develop a mental health treatment process
Increase promotional routes	Cross train more personnel for administration
Become a national leader in fireground rehab	Four person fire trucks
Over hire when possible	Prevent employee burnout
Create our own training centers for certifications	Increase paramedic staffing
Additional administrative overhead	Develop more firefighters through open hiring
Develop more subject matter experts	Community paramedicine

The department stakeholder group identified the following threats to the organization:

YUMA FIRE DEPARTMENT THREATS	
Not keeping up with growth	Becoming irrelevant in the community
Rising costs on everything	Extension of apparatus build time frame
Proper funding	Shrinking hiring pool
Lack of interest internally	Inflation harming the national and local economy
Personnel not successfully completing courses	Increased call volume leading to mistakes
Political support	Attrition of well-trained, experienced personnel
Inadequate EMS medical direction	Experience gap is widening
Misinformation	Unplanned major events (COVID)
Training slippage due to call volume	Lack of time for area pre-planning

APPENDIX B

FUTURE GOALS AND OBJECTIVES

As time and resources allow, we will pursue other items that the team identified as goals for the Yuma Fire Department. Realistically, we realize that some or even all of these goals may need to be addressed in future plans. However, we felt that it was important to capture all of the work done by the strategic planning team and not allow the good ideas to fade away.

- Exploring alternatives to traditional celebratory ceremonies
- Planning document clearinghouse
- Educating the public on the details of fire department operations
- Customer surveys
- Quartermaster position
- In-house EMS billing
- Building a rotation schedule through administrative positions, such as PSD, EMS, and CRR
- Expanding the PSTF
- Drone program
- EMS warehouse
- Fire suppression watercraft
- Workman's comp flowchart and point of contact
- GPS dispatching
- Policy implementation and maintenance programs (Lexipol)