

CRA-SOC & STRATEGIC PLAN UPDATE



August 2020

FY 20/21

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CRA-SOC FY 19/20

FY 19/20 was a watershed year for Rincon Valley Fire District. In August, the governing board approved the District's first CRA-SOC. For the first time, a heavier emphasis was placed on all components of the district's total response time. A number of response time standards were put in place and all members carefully worked to develop a better way to track response times. Our biggest success was that of procuring and deploying an application called NFORS. This application is now giving us real-time response time statistics by each Geographical Planning Zone (GPZ).

FY 19/20 Performance

Rincon Valley incidents for FY 19/20:

FY 19/20, All Incidents	
Incidents	2,191
Responses	3,328
Transports	850

Incident locations were in the following GPZ's:

FY 19/20 Incident by GPZ		
GPZ	Count	Percentage
1	1,036	47.28%
2	194	8.85%
3	233	10.63%
4	375	17.12%
5	252	12.92%
6	32	1.46%
5	31	12.92%
7	23	1.05%
OUT	15	0.68%

GPZ 1-3 are within the Rincon Valley Fire District and represented 67% of all incidents indicating that 33% of all calls were out of the District. This is a reduction from 2018 (34%).

CRA-SOC & Strategic Plan Update

The CRA-SOC identified baseline standards (what we thought occurred during 2018), benchmark standard (what we hope to obtain by 2024), and a 2020 objective. The Strategic Planning Committee (SPC) met in July 2020 and discussed the results below.

All Emergencies FY 19/20	Baseline (CY2018)	FY19/20 Objective	19/20 Actual	Compliance	FY 23/24 Benchmark
90th Percentile					
Call Processing	117 sec	107 sec	128 sec	No, +21 	90 sec
Turnout Time	123 sec	103 sec	124 sec	No, +21 	90 sec
Travel Time	546 sec	540 sec	636 sec	No, +96 	480 sec
Total Response Time	786 sec (13min, 6 sec)	750 sec (12 min, 30 sec)	888 sec (14 min, 48 sec)	No, +138 	660 sec

Analysis

The above statistics clearly show that we did not achieve our 2020 objectives. The SPC looked at each component and we offer the following explanations for not meeting the objective. First, the SPC decided that our baseline times may be suspect and FY19/20 times should really be considered as a baseline here on out. Second, the call processing time may have risen since we made a change in dispatch centers and the accompanying learning curve drove the increase. Third, the COVID-19 pandemic has required our personnel to don additional PPE prior to responding which increased turnout time. Our review showed that the organization only started to measure turnout times in late May 2020 and no time reduction efforts were implemented. Fourth, the travel time is probably the most disturbing since it represents almost a two-minute increase. The likely explanation is the Sonoita Bridge repairs that occurred for ten of the 12 months of the year.

To better understand our increase in travel time, we specifically tracked in district GPZ's. The chart below shows that in GPZ 2, where the bridgework occurred, we had an increase of almost 3 minutes from the baseline. GPZ 3 also had a large increase from the baseline. That GPZ has had extensive construction projects along Old Spanish Trail that contributed to the increased travel time.

All Emergencies, Travel Time FY 19/20	Baseline (CY2018)	FY 19/20 Objective	19/20 Actual	Compliance	FY 23/24 Benchmark
90th Percentile					
GPZ 1	7 min, 59 secs	8 min	8 min, 36 sec	No, +36 	6 min
GPZ 2	9 min, 3 sec	9 min	11 min, 54 sec	No, +2 min, 54 sec 	8 min
GPZ 3	10 min, 53 sec	10 min, 53 sec	12 min, 24 sec	No, + 2 min, 31 sec 	10 min, 53 sec

Recommendation #1: Use Actual 1920 Performance Standards as RVFD's new Baseline.

To better understand the performance by GPZ and call type, the SPC also looked at the time between fire and EMS. The chart below shows that the fire travel times were significantly longer than EMS travel times which is lowering the overall performance compliance. Unfortunately, we are not able to adequately explain other than the very low number of fire incidents as compared to EMS incidents.

Travel Time	Fire	EMS
FY 19/20		
90th Percentile		
GPZ 1	11 min, 18 sec	8 min, 42 sec
GPZ 2	17 min, 54 sec	10 min, 42 sec
GPZ 3	18 min, 24 sec	11 min, 30 sec

We also compared our Total Response Time for Fire and EMS by GPZ from actual to objective. We have some great news when it comes to EMS performance in GPZ 1 in which we exceeded our objective. This is especially important since the bulk of in-district calls reside in this GPZ.

Total Response Time FY19/20	Fire Actual	Fire Objective	EMS Actual	EMS Objective
90th Percentile				
GPZ 1	15 min, 50 sec 	11 min, 55 sec	11 min, 18 sec 	11 min, 25 sec
GPZ 2	22 min, 26 sec 	13 min, 22 sec	14 min, 48 sec 	9 min, 30 sec
GPZ 3	22 min, 56 sec 	14 min, 45 sec	14 min, 30 sec 	14 min, 15 sec

Recommendation#2: Track performance on EMS and Fire by GPZ in lieu of combined.

FY 20/21 Standards

As seen above, the SPC decided that our baseline times may be suspect and FY19/20 times should really be considered as a baseline here on out. Therefore, we are proposing the following performance objectives for FY 20/21.

90 th Percentile	New Baseline	FY 20/21 Objective	FY 23/24 Benchmark
Call Processing	128 sec	105 sec	90 sec
EMS Turnout Time	113 sec	100 sec	60 sec
Fire Turnout Time	144 sec	120 sec	80 sec

Recommendation#3: Establish different turnout times for fire and EMS.

The SPC also discussed methods to reduce turnout times. All SPC members are to encourage crews to streamline their response processes and minimize delays as much as possible. Example efforts include: stage gear effectively, have uniform near you during PT, etc.

Overall, the goal in all of these discussions are improved response times / efficiency in responses as we serve our community. We want to provide the best level of service possible to our residents. We are in pursuit of “progress” not “perfection.” A SPC member shared an example of being ready for an anticipated dispatch by being in the truck prior to dispatch. If an engine is on a medical call, consider that the ambulance may be dispatched soon and consider being as ready as possible to minimize delays.

Total Response Time - EMS	Baseline (FY19/20)	FY 20/21 Objective	FY 23/24 Benchmark
90th Percentile			
GPZ 1	11 min, 18 secs	11 min, 15 sec	9 min, 30 sec
GPZ 2	14 min, 48 sec	9 min, 20 secs	11 min, 25 sec
GPZ 3	14 min, 30 sec	14 min, 05 sec	13 min, 53 sec

Total Response Time - Fire	Baseline (FY19/20)	FY 20/21 Objective	FY 23/24 Benchmark
90th Percentile			
GPZ 1	15 min, 50 sec	11 min, 45 sec	11 min, 25 sec
GPZ 2	22 min, 26 sec	13 min, 12 secs	9 min, 30 sec
GPZ 3	22 min, 56 sec	14 min, 35 sec	13 min, 53 sec

With the addition of the USDD Station Alerting System (planned for November 2020), we feel that the call processing time and the turnout time will drop in FY 20/21. In addition, the NFORS app will soon be

deployed in fall of 2020 to all officers. The combination of these two initiatives, along with the termination of the road construction projects, the SPC feels that these are valid objectives. If we are not able to have a significant reduction, additional response units will be needed.

Recommendations Progress

The CRA-SOC provided 11 key findings and made 18 recommendations. The SPC reviewed all of these and determined that five of the recommendations have been accomplished in FY 19/20. The SPC will continue to track to ensure long-term compliance. See Exhibit A showing the tracking form.

Recommendation#4: Consider the use of a daytime ALS/BLS ambulance positioned in the Corona de Tucson area. A review of CON response time show that RVFD is closely meeting the standard and that 69% of all EMS calls occur between 0800 and 2100 hours.

STRATEGIC PLAN

The governing board approved the 2020/24 Strategic Plan in early 2020 and all members quickly worked to accomplish a number of strategic objectives. This plan followed the FY 2014/2019 Strategic Plan. As a reminder, the plan focuses on growth, workforce development, community outreach, enhanced training, and service delivery. Champions were assigned for each objectives and Chief Kahle was assigned the lead for all five strategic goals. Action plans were created for all strategic objectives.

FY 19/20 Progress

Although, we had less than six months to accomplish some strategic objectives, we were able to complete all four of the assigned objectives. In addition, we made significant progress in two additional objectives that have a later completion date. The completed objectives are:

1.A Further analyze the call types in the four out-of-district GPZ's to determine if there are opportunities to reduce the associated call volume. Tucker.

100%. The significant outcome of this objective was that we determined that a smaller response could be sent out of district in a safe manner. Additionally, we eliminated all non-emergency calls such as snakes, etc. to non district residents.

1.B Commit resources to accomplish an aggressive, comprehensive annexation plan. Bucklin/Kahle

100%. The board allowed us to hire a Community Relations Manager (CMR) in April of 2020 once we realized that all staff was fully committed. The CMR is responsible to accomplish 300 annexations per year.

1.C Explore and determine physical and human resources necessary to obtain and manage data to the detail RVFD needs to maintain and improve its service delivery programs. Tucker

100%. The District, in conjunction with its dispatch partners was able to purchase NFORS. NFORS allows every member to have real-time response statistics access.

3.B Identify and evaluate the effectiveness of all current methods of communicating with the public. DeYoung

100%. The addition of the CMR position allowed us to quickly assess our communication methods. It was determined that Facebook and Twitter provide our best social platform. We will continue to provide a monthly article for the Vail Voice. Additionally, we will research the NextDoor app.

5.A Improve call processing times as outlined in the CRA-SOC. Tucker

15%. The period of performance for this objective is from January of 2020 until June of 2021. The addition of the NFORS program will allow us to carefully track call-processing time.

5.C Evaluate the merit of automatic aid with Tucson Fire Department. Kahle

5%. The period of performance for this objective is from January of 2020 until June of 2024. Some recent initiatives show that automatic aid will be beneficial with Tucson Fire. Recently, a dual response zone was established along the freeway to improve response times for both agencies. We should see additional progress over the years.

FY 20/21 Objectives

Although we had great successes in FY19/20, we will continue to be aggressive in the forward progress of our District. The SPC has agreed with the original recommendations and have prioritized the following eight objectives for FY 20/21.

Strategic Goal #2 Workforce	Kahle
2A, Perform an organization-wide job task analysis based on current and five-year needs. (Cornejo)	Cornejo
2B, Create a communication plan to continue to improve labor/management relations	Kahle
Strategic Goal #3, Outreach	Kahle
3C, Identify enhancements to current external communication methods and implement any additional methods.	DeYoung
3D, Fund and create a formal community relations program	DeYoung
3E, Evaluate possible District name change to better reflect the community it serves	DeYoung
Strategic Goal #5, Emergency Services	Kahle
5A, Improve call processing times as outlined in the CRA-SOC.	Tucker
5B, Improve turn out times as outlined in the CRA-SOC.	Tucker
5C, Evaluate the merit of automatic aid with Tucson Fire Department.	Kahle

Strategic Planning Committee Members:

Firefighter Alex Anduaga
Administrative Manager Laura Bucklin
Union Treasurer Mike Cassabaum
Board Chairperson Michelle Harrington
Firefighter Chris Heady
Paramedic Chris Jaegers
Fire Chief Jayme Kahle
Engineer Andy Lauber
Engineer Jerry Murray
Firefighter Rhett Taylor
BC Jim Tucker
BC Allen Yalen

DRAFT

Exhibit A, CRA-SOC Key Findings and Recommendations Reconciliation

Key Finding		Action	Yr Complete
1. Out of district calls represent 34% of RVFD's call volume.			
1.1	Analyze in a more detailed manner the out-of-district call volume to better define how these calls impact services within the District.		
1.2	Further analyze the call types in the four out-of-district GPZ's to determine if there are opportunities to reduce the associated call volume.	SO 1.A	19/20
2. Total response times exceed the community's and internal stakeholder's expectations.			
2.1	Meet regularly with the City of Tucson Public Safety Communications Department (PCSD) to ensure there is incremental, statistically significant progress toward improving call processing times over the next 24 months.	SO 5.A	
2.2	Develop a turn-out time improvement plan that will enable the District to meet their 2020 performance goal for turn-out time as listed in Section 5.	SO 5.B	
3. 40% of RVFD ambulance transports meet the basic life support classification.			
3.1	Explore opportunities for a more efficient and effective BLS transport system in the future.	SO 5.D	
4. RVFD has experienced 23% call volume growth in the past three years and is expected to experience a similar or greater growth pattern in the next five years. This continued growth will result in increased difficulty in maintaining current performance levels and even more difficulty in efforts to improve current performance.			
4.1	The SOC Team should determine a trigger point formula that consists of a set of measurable response time related factors such as response times, reliability, unit hour utilization, etc. to determine when there is a need for additional staffed units or stations	SO 1.F	
4.2	The SOC Team should review response time performance reports on a quarterly basis to maintain an awareness of the increase in call volume and its associated impact on response times.	Strategic Committee	
5. There are significant large-scale risks in RVFD.			
5.1	Develop formal risk reduction and emergency response plans for each of the large-scale risks identified.		
5.2	Consider the development of a more comprehensive special operations training program and the distribution of qualified personnel throughout the District	SO 4.C	

6. The critical task analysis process identified that RVFD does not have adequate on duty staffing or additional resources within effective proximity to accomplish all of the critical tasks in the required time frame for accomplishing the District's performance objective of containing fire to the original area of origin.			
6.1	Explore options for increasing the effective response force that will arrive in an acceptable timeframe to meet the District's goal of containing fire to area of origin. This includes exploring options for responding a second fire officer as a single resource on those risks where this need was identified.	SO 2.A, 2.E	
6.2	Develop a training program for fire officers that focuses on the current resources available and their capability that aligns with the District's risk management policy.	Cornejo	19/20
6.3	Enhance and invest in a more aggressive community risk reduction program where the District is challenged to provide sufficient personnel in a sufficient time frame.	SO 2.A, 2.E	
7. RVFD currently only tracks property fire loss value versus fire property fire saves.			
7.1	Begin tracking saves as well as losses to better communicate the value of RVFD to the community.	SO 3.A	
8. Code arrest survival rates with on-scene CPR is 45% versus 10% without on-scene CPR.			
8.1	Develop a comprehensive plan for a districtwide, hands-only CPR instruction program that includes associated performance objectives regarding the target population percentage the District would strive to reach.		
9. RVFD lacks the resources needed to process data to the degree that it can be of maximum benefit to the District.			19/20
9.1	Explore and determine physical and human resources necessary to obtain and manage data to the detail RVFD needs to maintain and improve its service delivery programs.	SO 1.C	19/20
9.2	Explore partnering opportunities with other fire and governmental entities to reach RVFD's goals of data analysis and management.	NFORS / SAFER C	19/20
10. Engine and ambulance company functions and expectations at structure fires are in need of enhancement and formal documentation in the form of minimum company standards and SOP development.			
10.1	Develop a plan for developing minimum company standards and SOP's and the necessary training program for these elements to be utilized effectively in the field.	MCS, Cornejo	19/20
11. The community risk assessment discovered many elements of community risk can be minimized through specific risk reduction efforts by the District.			
11.1	Based on the community risk assessment, develop a formal, comprehensive community risk reduction plan.	SO 1.D	