

Tucson Fire Department
“Process for Making Progress”

Phase One:

One-On-One Interviews

July 16, 2018

“Seek to understand, then to be understood”

-Stephen Covey-

Understanding current conditions, listening to build relationships

This document conveys the first phase of six that will be undertaken to assist the Tucson Fire Department in the process for making progress within the new world realities of limited funding, static resources and increasing demands for services. The goal of this process is to develop actionable plans for future organizational processes and services delivery that can be addressed by the City Leadership and Community Members.

Ongoing 360 degree input from members, and related services (PD, CMO, etc.)

The One-On-One Interviews is a part of the *seeking to understand* process to listen to those who serve the

community and do the work of the organization. They are the ones whom have the insight to the challenges and opportunities that are before the organization. The practice of listening and then seeking to understand will continue throughout all six phases of this process.

This information is insightful and offers the first impartial glimpse into the opportunities for improving organizational processes, structure and services for the Tucson Community and fire department employees.

The reader should embrace the data as a holistic view of the organization, NOT a myopic snapshot of a few comments noted. The purpose of asking questions ranging from *Challenges to Opportunities* is to incite thoughtful conversations that can bring solutions to the problems. The key to making continuous progress and improvements as an organization is to continuously seek the insights and efforts of those who do the work.

The interviews performed by Jeff Piechura over the past seven weeks incorporates the inputs from fifty-nine fire department personnel, including three members speaking on behalf of the Tucson Firefighters Association (IAFF) Labor Representatives, and additional personnel from other departments and divisions that interact and support the fire department for a total of seventy-one people.

The intent of the interviews is to provide a high level view of the Tucson Fire Department organizational culture,

structure, process, employee and leadership status as it sits today.

The interviews were held mostly with individuals. There were five occasions when interviews were held with two-three people in the same room, at their request. The purpose of holding the interviews individually was to offer a safe and comfortable environment for the person to convey their answers without concern for peer pressures or fear of retaliation from others in the organization.

The positions interviewed included: Shift Captain; Executive Captain; Program Managers (Civilian); Battalion Chief; Deputy Chief; Assistant Chief; Fire Chief; Medical Director for the Department; City Human Resources; City Finance; the Chief of Police; the Tucson Firefighter Association was interviewed with three members of their leadership attending; and Retired Tucson Fire Department Assistant Chiefs (four) (names of those interviewed are listed in the appendix).

The five questions of focus were:

1. What are the challenges today and in the near-term that are impacting the fire department?
2. Why do these challenges exist?
3. What un-exploited opportunities are there that could assist in moving the fire department forward?
4. What needs are there to support the opportunities?

5. If you were King or Queen of the organization for the day, what key things would you have the organization focus on to improve things and move the organization forward?

Summary of raw insights from those interviewed

The information offered in this document results from many hours of listening, and reporting the intent of the persons who offered their valued inputs, and the raw sense that has been written is a transparent recording of what they said. The information is the contribution of those folks who participated in the interviews and steps have been taken to make certain that what the participants said is now considered as base-line data for the process of making progress.

The responses from those interviewed have been categorized in themes, developed from each of the responses to the questions. The individual responses noted within the themes provide insightful perspectives that offer valuable opportunities for the members of the organization and leadership to learn and build from. Great efforts were taken to reflect all of the inputs provided by those interviewed into this document. Those inputs that were like others were combined.

Thank you to those who participated in the interview process. Your thoughtful inputs are greatly appreciated and

will be used in the process to make progress for the future of the Tucson Fire Department in serving the Community.

- **“Challenges/Why” Themes and Perspectives from the interviews**

- Lack of leadership
 - Fire Chief
 - Assistant Chiefs (AC)
 - Deputy Chiefs (DC)
 - Battalion Chiefs (BC)
 - City Management
 - Transitional leadership in interim status
 - The Fire Chief does NOT have the authority to make decisions
 - Perceived lack of authority and power to run the FD
 - Stop telling us to “suck it up”
 - There are leaders that are not doing their jobs-coasting
 - Lacks clear intent
 - Lack of annual evaluations of personnel
 - Lack of succession planning
 - Operations Deputy Chief lacks authority to supervise the Battalion Chiefs
 - BC’s have not received expectations from their boss or organization-creates inconsistent application of varied (self-created) expectations across the organization
 - Too many white-shirts not doing the job

- Stagnation of Leadership-Legacy based approach-Tradition based
 - The TFD Island-too much home-grown leadership not seeking external best practices
- Failure to excite the organization
- Lack of time for Fire Admin Officers to look strategically due to workloads
- Lack of transparency
- The fire leadership team is too lean
- Fire Leadership positions need to be rearranged to meet today’s and tomorrow’s needs for the organization and community
- Lack of Organizational Communications
 - From the Fire Chief
 - From the Assistant Chiefs
 - From a few Deputy Chiefs
 - Failure by leadership to listen to the field for ideas and inputs to proposed programs
 - Failure to seek inputs on management proposals with BC’s and other field personnel who have expertise
 - Failure by fire leadership to close the loop on critical information
 - Failure to close the loop on ideas generated by the field
 - Have not seen fire leadership in the field
 - Leadership needs to walk the floor and re-engage the field

- We do not know what the response stats are
- We have not seen Staff Meeting notes for a very long time
 - Creates a vacuum in information
 - When a vacuum exist, people will fill it with their own information
- Lack of focus/vision for the Fire Department
 - Crisis of Identity for TFD
 - No sustainability plan from City leadership for TFD
 - Where are we going as an organization?
 - TFD has lost the edge
 - What does the public want from us?
 - What does the City Manager want from us?
 - What does Council want from us?
 - Lack of relevance for the TFD
 - What is our long-term game plan?
 - Losing TFD Brand
 - Too many projects/programs run by too few people
 - Jack of all trades, Master of none
 - Low internal support services to employees
 - The defeatist attitude of fire admin that constantly shuts down ideas
 - Need more yes's from admin when good ideas are brought forward
- Long-term sustainability of TFD is challenged
- What does the ISO Class 1 really mean for the organization-city-community given the amount of resource time to maintain it?
 - Can it be sustained?
- Organizational Change
 - Failure to change over the years has created the current conditions
 - Losing relevance in the community
 - Politics with city council, labor and leadership have impacted TFD's ability to stay relevant
 - TFD is too slow to change-No leadership to make the changes
 - TFD Organizational Change is too slow
 - The Employees are ready to move forward-Do it
 - Too many political barriers
 - Labor
 - Fire Leadership
 - Council
 - Do not change for the sake of change-Change because we need to and do it right
 - Tradition is keeping us from changing
 - TFD structure of disciplined workforce has been lost
 - TFD personnel are more than ready for change
 - Engage the field ahead of dramatic changes so we can

- understand them and help fill-
in the gaps for successful
deployment of the new
programs/projects/services/sy
stems
- City Manager
 - Is out to get fire
 - Does not care about firefighters
 - Change the City Manager
 - Interim leadership positions at
departments are not helping in
leading the City
 - What is the City's Vision?
 - What is the direction for the City?
 - Lack of guidance and direction
 - Came in to handle a City in trouble and
is doing a good job at handling the
crisis
 - Past City Management kicked the can
down the road-did not tackle the
budget issues-PD was prioritized over
other City services
- City Budget
 - High subsidies for Mass-
Transit/Trolley
 - Costs incurred to have Piechura do
this project
 - Police Chief new contract and pay
raise
 - Appears that Fire is not being
properly considered as a critical
public safety service in the City
- What is the real City
revenue/expenditure? It keeps
changing.
 - Fire has made budget cuts prior to
three years ago. Not getting credit for
those
- TPD off-loading their calls on TFD
 - Traffic accidents
 - Non-emergent TPD assists
 - Long wait times for TPD response to
TFD scenes
 - Concern for firefighter safety when
dealing with violent incidents
 - TPD is negatively impacting customer
services-making the City look bad
 - Slow responses impact firefighter
safety at incidents with violent
potential
- Lack of regional cooperation
 - No auto-aid with our neighbors
 - South Tucson should be offered
contract services by TFD
 - Tucson Airport Authority Fire/EMS
relies on TFD-Contract of
municipalized services should be
offered
 - UofA medical service responses
increasing
 - Need to work more closely
with UofA EMS
 - Training is limited
 - Duplicating efforts is not efficient

- Missing out on regional cooperative funding opportunities
 - Dispatch of fire services by two dispatch centers is non-productive and duplicative
 - Too many fire agencies in the region-develop cooperative efforts
 - TFD created the TFD Silo excluding regional fire agencies
- Organizational Policies/Procedures are outdated
 - Leads to inconsistent application of processes and practices
 - Safety issues when not everyone is on the same page on the fire ground
- TFD Culture
 - Recruit hazing is still an issue
 - We have always done it this way-troubling
 - Diversity of the workforce still challenging
 - Diversity of teams to solve problems not used
 - Recruitment and retention of qualified diverse workforce challenging
 - The way TFD trains Recruits creates challenges for recruiting today's workforce to serve today and tomorrow's community
 - TFD Recruit Academy is a West Point style of training... break them down to build them up
- The culture has not changed-fights change-serves the vocal few
- What are the community expectations for TFD?
 - Citizens are not happy with the TPD service changes. What will happen to citizen perceptions if/when TFD changes services?
- Budget
 - Reductions have impacted morale
 - Pay compression
 - Increased calls
 - Stagnant resources
 - Low pay level compared to other fire agencies in the region
 - Firefighters and Paramedics are looking to move to other fire agencies for more pay, less call load and feel more appreciated
 - Decreased resources
 - Lack of sustainable funding stream for pay increases to fire personnel
 - Impacting ability to handle increasing calls for services
 - Reduced number of response vehicles from 10 years ago
 - Reduced staffing from 10 years ago

- Reduced Ladder Trucks from 10 years ago
- Deferred maintenance over the past 12 years has impacted buildings and fleet
- Prop 101 funding is good, but does not meet the unfunded needs
- No sustainable approach
- Staffing cuts
 - Too few people to meet increased call loads
- Reduction in fire response units
 - Too few units to meet increased call loads
- No Step Increases for 10 years
- Losing experienced firefighters to other agencies for higher pay and lower workloads
- DC, BC, and Program managers are not conferred with by Fire Leadership during annual Budget development
- No Grant writers on staff
- Fire and Police are like insurance policies. People pay insurance to protect themselves in the event of a loss.
- Emergency Medical Services (EMS)
 - The EMS Division is under resourced with people
 - Executive Captain (EC) 26 is overloaded with critical program duties
- Complicated IT solutions/systems requires constant oversight
- Poorly launched programs create backend needs for support and time, that is not there
- Backlog of projects
- ePCR corrections take too much time to support Cost Recovery
- The only additional support is from light-duty temporary fire personnel
- Controlled substance restocking is critically important to support the field... all other time commitments impact timely restock
- TFD Paramedic transport is too costly- cannot sustain it
- Paramedics need training in properly completing medical reports to comply with required billing criteria
- Treat and Refer programs should be offered to reduce low acuity repeat responses
 - Treat and Refer program would be a distraction from Core Services
- Not keeping up with the changing times

- Other fire agencies are moving forward with progressive programs
 - Customer centric service
- Technology
 - Deployment efforts poorly implemented
 - Lacking contemporary Administrative Orders on easy to access tech devices
 - Target Solutions training platform is not effective-too difficult keep new TFD programs updated and delivered
 - Takes too much time to go through lessons online
 - Not filling the critical training needs
 - New Quality Assurance patient care report program requires 250 words to complete report... Challenging to fill in the reports when no or limited actions taken
 - The Report Management System (RMS) is cumbersome
 - Takes too much time to complete
 - The lack of collaborative software systems for incident reporting creates redundant entry of call information on different systems
 - IT Support is not sufficient for field units and stations
- Training
 - Training overload-more and more training requirements and no additional time to meet them
 - Training Division reduced-cannot effectively deliver quality training and education
 - Active Shooter Operational training has been minimal
 - Too many different SOP's and levels of training that are not consistent with the new stuff being taught in the Academy-College-Certification Program-NIST Study-Slicer Training-Fire Ground Command/Blue Card
 - Creates incident scene confusion
- Safety
 - Increased call loads leave crews sleep deprived
 - Mental health impacts
 - Antiquated Station alerting systems waking up the entire station for single unit response
 - Station vehicle exhaust systems to remove diesel emissions (Carcinogens)
 - Increasing cancer rates for firefighters
 - PTSD claim increase
 - Health and Wellness program is poor
 - Limited firefighter support system
 - A lot of vacant/abandoned High-Hazard Buildings that are not properly

- identified or handled by City Departments
- Difficult to motivate employees
 - Difficult to motivate supervisors
 - Organization is not validating the efforts of the employees
 - Lack of training for supervisors to lead a multi-generational workforce
 - Challenges in keeping people focused on the mission of TFD
 - What is the mission?
 - Why are we going to crap calls?
 - I did not hire on to do these social service calls
- Over-worked due to excessive non-emergent responses
 - Some stations are too busy
 - No additional people or trucks being added to take on increasing calls
 - We need to say no to non-emergent requests
- Current Shift schedule is causing:
 - Increased sick leave abuse
 - Increase work/life stress
 - Increased Light-Duty requests due to overwork
 - Safety concerns for our firefighters-emotional and substance abuse
 - Change it from a 5/6 to:
 - 3/4
 - 1/2
 - 4 platoon
- Morale issues relating to:
 - Loss of Pride in the organization
 - No pay increases prior to this recent 2.5%
 - High call loads and no additional units to handle them
 - Disconnect between Fire Administration and the Fire Stations
 - Inconsistent application of the Discipline Matrix
- Lack of Labor/Management trust to work towards a common goal/vision
 - Past Labor practices politically halted progress by TFD
 - Past TFD Leadership halted progress by TFD
 - Lack of participation of members in Labor issues impacting the Labor group's direction and plan
- Promotional Processes are archaic
 - Promoting the wrong people to leadership positions at all ranks
 - Promoting good test takers-Not Leaders
 - Too much emphasis on degrees instead of experience
- Fire Prevention
 - Lack of a qualified Code Official
 - Concern for poor field-prevention communications
 - Training and certifications are a struggle to maintain

- Fire Investigations Team not being properly given oversight
 - Community Risk Reduction (CRR) not performing as designed/capable
 - Failed to launch properly
 - BC's were not properly engaged
 - Stations lost the desire to participated due to increased call loads and lack of direction from BC's
 - Lost the Subject Matter Expert civilian due to decreased CRR focus
 - Not staffed accordingly
 - Look at civilianizing more positions to increase Operational permits=increased revenues and code compliance
 - Plans review is getting overwhelmed with more plans
 - Permit techs are getting busier-vacation/sick days create backlog, which impacts customer service
 - Not getting to the necessary building inspections
 - Concern for too much civilianization
- Dispatch Services
 - The consolidation with TPD dispatch ruined a great Fire Dispatch system
- TPD is sending TFD to low priority calls/violent acts calls without TPD support
 - Tiered Dispatcher Levels (Qualifications) have created challenging staffing issues and service issues for the fire dispatch panels
 - Fire dispatching is strained by personnel shortage/training/PD priority
- TFD Staffing
 - Rules of Assignment are too restrictive
 - To allow Captains, Battalion Chiefs, Deputy Chiefs and Assistant Chiefs to rotate the right people in the right positions for the right reasons
 - Management is not asserting the leadership to move people to the right places/positions-fear of Labor challenging the moves
 - Move the people that are burned out to recover at slower stations
 - Move Vehicles and people to the right locations to cover the call loads/risks
 - Create the Sister Station rotation for busy stations to rotate with slower stations

- Get caught up on training
- Get a break from the grind
- Get the slower station people more call activity to sharpen their skill sets
- Civilianization of Ambulance Transport services
 - Not needed for community
 - Should happen to put more fire medics on PAU's
 - What about probationary fire medics? How do we get them the experience?
- People are in positions that are not qualified for
- The Shift Trade policy requires constant oversight by management
 - It is not supposed to
- Rotating people in program positions without proper transitions-no playbook to reference what the position needs to be doing
- Constant staffing requirements restrict flexible response opportunities
- Look at staffing model
 - Some units do not need four people on them-reallocate people to low acuity units during the peak times
- Look at moving/closing fire stations and put the resources in the right location to handle call load and densities
- All fire units need four person staffing-fear of cuts-safety related
- Alternate work schedules
 - Day trucks would be great
- Too many field positions pulled to staff other Admin programs/Academies
- Too many vacancies being held open, Why?
- Swing Pool needs to be refilled
 - Reduce overtime impacts on budget
 - Reduces overwork impacts on employees
 - Reduces out of service units when positions are not filled
- Paramedic Assessment Unit (PAU) staffing with Captain or Engineer only, is challenging
- Split the Paramedic staffing on the Medic units
 - Put more PAU's in-service to provide more ALS coverage for citizens
 - Provide for rotating medics to get a break from being

- overworked AND keep EMS and Fire skills sharp
- Cost Recovery
 - Concern of meeting legal compliance processes
 - Poor patient transport documentation creates non-collectible bills costing the City needed revenue
 - Missing patient transport tickets from the field is currently a loss of \$20,000-\$40,000 annually
- City Human Resources
 - Not supporting the employees needs
 - Diluted services due to shared-service consolidation
 - Not supporting fire administration
 - A hindrance in investigations and findings
 - Management treated differently (favorably) over field/line personnel
 - KRONOS is a pain to operate-takes too much time of the supervisor to keep it up to date
- Homeland Security and Emergency Management
 - Previous personnel issues a concern
 - Loss of staff to properly operate an Emergency Management Division
 - What does EM do?
- Non-emergent call loads excessive
 - Expand TC3 with insurance industry funding
- Contract with Non-governmental organization (NGO) to handle these types of calls
- 3-1-1 needs to come to life sooner than later
 - NGO staffing for non-emergent calls to reduce 9-1-1 impacts
- Lack of Personal Accountability at all levels
 - Supervisors and managers not holding employees accountable
 - Leadership not being held accountable
 - In consistent application of rules for both Labor leadership and Fire Admin Chiefs
 - Perception that Fire Admin Chiefs are untouchable
 - Perception that Labor leadership is untouchable
 - Labor is an obstructionist to holding people accountable
- Training Needed
 - Leadership
 - Supervisory – Buddy to Boss
 - Multi-generational workforce supervision and leadership
 - Academy Training topics do not reflect the reality of the actual workload being done in the field-Human Services/EMS 90%
- Fleet services
 - Too far for heavy fire vehicle to drive to for low level maintenance needs

- There is no long-range sustainable funding plan for fleet replacement needs
 - Not enough reserve ladder trucks to handle the downtime of frontline units
 - The work at the Fleet services facility and staff is over capacity to handle the size and age of the fleet
 - Maintenance cycles for older fire units are turning into mini-rebuilds to keep the rigs running
 - Decision makers are not understanding the liabilities of not properly maintaining and replacing heavy fire fleet vehicles
 - Increasing cost for new fire vehicles not being accounted for in planning
- Logistics
 - Personnel changes impact service delivery
 - Losing support staff to other City departments because they can make more money doing the same essential duties
 - Not enough people, funds and help to deliver critical support to the field 24/7/365
 - The way the City HR fills vacations through internal postings limits FD ability to find the right people to fill the right seats
- The Inventory control and logistical support processes can be complex-continued turnover of civilian positions due to low pay is problematic-need higher functioning people to fill these critical support positions
 - Growing demands out stripping capacity to deliver
 - Fire equipment replacement budget not sufficient to meet post Prop 101 funding
 - There is not a sustainability plan for continued funding for replacement of equipment, protective gear/vehicles
 - Facility Maintenance is slow or not happening. City Facilities and Maintenance (F&M) is understaffed and under funded
 - The Lease style arrangement for the fire facilities with F&M is antiquated and not meeting the needs
 - Firefighters are doing more work around the stations to get the work done-a violation of the Lease style Agreement
 - Budget monies pulled from Logistics to cover non-Logistics expenses

- Poor planning on Stations
 - Locations of the last stations built were based on hopeful annexations that did not materialize
 - There is a greater need for those people and trucks in the busy parts of the City
 - Battalion 4 District management Team (DMT) should be moved closer to response needs
 - Move Battalion 4 DMT to the new Station 10
 - Station 1 is maxed-out to house any additional people or vehicles

- **“Opportunity” Themes and Perspectives from the interviews**

- Seek Community expectations
 - What services do the citizens want/need from TFD?
 - What can the Community afford?
 - What is the real capacity of TFD to provide these services?
 - Offer an “OPS 101” Fire Service Orientation session to City Management and Council
- Leadership
 - Provide strategic guidance to the organization that is developed with member inputs and aligns with the City’s mission and vision
 - Mission
 - Vision
 - Intent
 - Published, reported openly and updated constantly
 - Leverage the skill sets of the fire personnel that they have from their personal traits/experiences/education to do good for the organization
 - Ask the field personnel what they think
 - About their ideas
 - About management ideas/processes/systems

- Team build based on the right people in the right positions
- Use the teams to do good for the organization and community
- Make decisions and move on them
 - If the decisions were wrong, admit it, change it and move on
- Use lessons-learned approach to leadership and supervisory training
- Train to the reality of the positions-
 - Ethics based
 - Public trust
- Start acting like TFD is a part of the Community
- More structure, disciplined workforce behaviors and accountability at all ranks
- Training
 - Buddy to Boss
 - Resiliency training
 - Leadership/Followership training for all levels of the organization
- Reset the way TFD handles personnel issues-
 - Intent driven
 - Values based
 - Expectations
- Regional Partnerships

- Move forward with Auto-Aid program with neighboring fire agencies
- Training programs aligning regional partners
- Dispatch services
- Logistics services and coordination of equipment purchases
- Merge fire departments/districts
- Create a fire authority
- One Regional Medical Direction and Administrative Orders
 - With all fire and EMS entities
 - TPD
 - Pima County Sherriff's Office
- Employee Safety, Health and Wellness
 - Change the Shift Schedule from a 5/6
 - 48/96
 - 3/4
 - 4/4/6
 - 1/2
 - Firefighters want a change from the current schedule
 - Focus on enhancing the Safety Division
 - Mental Health and Wellness programs
 - Ease access to providers that know Fire stressors
 - Expand the relationship with Well America to enhance firefighter mental wellness programs
- Well America understands the fire service demands
 - Provide supervisory training on understanding the mental health concerns of the workforce
- Implement Zone Station Alerting System sooner than later
- Implement vehicle exhaust management systems in all stations sooner than later
- Develop a Crew Rotation program (Sister Station and in-station rotations) to provide
 - A break from the grind
 - Catch-up training for busy crews
 - Catch-up skills for slower crews
 - Rotating Medics to PAU's for a break
 - Fire training catch-up
 - Rotating PAU Medics to Transports to sharpen their skills
- Annexations to the north
 - Need to balance ability to service annexations
- Employee Relations
 - Show sincere appreciation for the efforts of those in the field

- Develop, implement and sustain meaningful employee recognition programs that recognize actions sooner than later at an annual event
 - Military style Unit recognition programs
- Hazing will stop
 - Recruit Classes need more oversight
 - Supervisors need to understand the personal legal issues/liability for performing/condoning/allowing hazing
 - Labor Leadership must not engage in hazing new firefighters
- Develop second chance management for employees who have qualified substance abuse issues
- Recruitment of new firefighters
 - Should reflect the realities of the job (only 3%-5% fires) noting the human services/EMS demands of the job
 - Needs to include screening for resiliency of the candidates
 - Keep the West Point Style of Recruit training (break them down to build them up)
- Change the style of Recruit training to reflect the new needs of the organization and workforce
- Training
 - Provide more Leadership and supervisory training
 - Provide added support with people and resources to the Training Division to re-establish proactive and value added training services to the organization and region
- Budget
 - Review how the other City departments bill Fire for services
 - Look at how do we improve the transparency of costs and charges
 - Costing processes
 - Increase cost recovery
 - ALS better paperwork processes
 - Look at providing BLS transport services
 - Civilian based
- Technology
 - Test all new technology ideas proposals with the field
 - We can run the systems through the wringer
 - Streamline the amount of systems for field reporting to make the fire

personnel's job easier and more accurate

- Good data is good data
- Logistics' deployment of the Inventory IQ system to manage inventories, support, documentation and improve internal customer services
- When deploying new systems, equipment and software
 - Deploy it right
 - Plan on supporting it with the right resources from IT or contractors until it is stable
 - Ask other fire agencies to contract support for our services
- Responses
 - Move slower units to the busy parts of the City during peak times
 - Send AMR to all Alpha responses-not fire
 - Provide 24/7 Uniform Oversight of the Dispatch Center to assist in deploying resources
 - Fix TPD's impact to TFD call loads/call types
 - Look at providing Basic Life Support (BSL) transport services
 - Civilianized
 - Fire staffed
 - Blended
 - Look at the Deployment Model
- Review the needs of the community
- Do a Risk Assessment to see what the risks really are
- Look at Day Time units to assist with busy daytime coverage
- Look at redeploying Rescues and Medics based on needs
- Look at moving Engine 6 to busy parts of the City
 - Daytime
 - Permanent
- Move Engines 20 and 21 to the busy parts of the city
 - Daytime
 - Permanent
- Split the two-person medic trucks and send one of them to PAU's (provides increased PAU's to better cover City with ALS)
 - Move a Firefighter EMT to medic unit
 - Civilianize the EMT position
 - Provides rotation opportunities for medics
 - Do not split the Medic units

- Keep 5-8 dual medic units
 - Critical Care units
 - Probation Medic platform
- Add more Rescues to the system
 - without impacting current staffing levels
 - from the Medics units that are not needed
- Ambulance Transport System
 - Do not civilianize
 - Civilianize
 - Move Fire Medics to PAU's providing close to 100% PAU coverage for the City
 - Look at providing BLS transport services
 - Do not do BLS transport
 - Contract ALS Transport services
 - Hybrid Transport System
 - Some civilianized
 - Some fire unit staffed
- Do what the Phoenix area does with Auto-Aid with every fire jurisdiction
 - Meet the consistent dispatch, SOP, training and equipment needs
 - Meet the ALS Administrative Orders
 - Adapt TFD to the best practice approaches for regional partnerships
- Can we staff the fire units differently?
 - 3 person fire units
 - 3-4 person staffing of fire units (depends on areas of the City)
 - No! We need 4 person fire units-Firefighter safety is critical
- Enhance the TC3 staffing program
 - TC3 should not be staffed with firefighter personnel
 - TFD can provide the service need to a TFD coordinator working with the Social/Human Services organizations
- Move the Ladder Truck from Station 17 and put it where it is needed

- Replace with an Engine
- Work with TPD to jointly staff a unit to handle TPD request for low-acuity or non-emergent requests with
 - Fire Medic or EMT
 - TPD Medic
 - Needs joint medical direction
- Bring back the Alpha Units to handle the low-acuity calls
 - Stack the calls with priority, like the TPD does
- Create 4 Core Ladder Trucks staffed with an Engineer
 - Create 6-8 Ladder Tenders with 3 personnel to respond with the Core Ladder Trucks to incidents
 - Ladder Tenders would be heavy brush style units capable of carrying 3-4 fire personnel, water, hose, pump and equipment
- Organization
 - Re-instill the Values, Expectations, Ethics based leadership principles to TFD
 - Fire Management needs to walk the floor and do ride-alongs to

- see/experience what the real needs are in the field
- Change the promotional process to align with leadership traits and organization needs
- Reset the entire Organizational Chart
- Seek the insights of the field personnel who do the work
 - We have great ideas to make TFD better
 - There are very talented people working in TFD who can offer valuable ideas to move TFD forward
 - We want to be a part of changing the organization
 - Put me in Coach! I am ready!
- Redo the Annual Evaluation forms
 - They are too subjective and lumped together
 - Intent and expectation based
- Re-instill structure, discipline and expectations for all ranks and divisions
- Require that all supervisors and managers do Annual Performance evaluations
 - (a number of employees have not received an evaluation over a multiple number of years)
- Change the entire leadership team

- Change a portion of the current leadership team
 - Flip the organization upside-down
 - Change HR liaison to Fire
- Re-organize the Emergency Management Division under Community Risk Reduction (CRR)
- Move EM to the City Manager's office
- Re-Organize Fire Prevention under CRR
- Bring back dedicated:
 - Human Resources/Payroll services
 - IT support
- Move the Fire Investigator Team to Battalion 1 District Management Team (DMT)
- Civilianize
 - Ambulance Transport Service Leadership with people who know the business
 - Transport services
 - Do not civilianize any of the services in TFD
 - TC3 with people who can provide 7 days a week services
 - A hybrid staffing model with fire staff
 - All of the alternative services provided by TFD
- Fire Leadership positions to stabilize services with people who are SME in fields of
 - Data
 - EMS
 - Logistics
 - Transport services
 - Emergency Management
- Fire Prevention
 - Fire Marshal
 - Some positions in Fire Inspection
- Develop the Fire Prevention business model
 - Operational permits generate revenue
 - Expand the intake services
 - Service Desk Techs
 - Plans reviewers
 - Inspectors
- Develop the "Lessons Learned" approach to Leadership and Supervisory training
 - Focus on Ethics
 - Integrity
 - Public Trust
- Reset how TFD and Labor handles Personnel issues
 - Intent driven
 - Values based
 - Expectations established

- Accountability
 - Protect the due processes afforded to employees
- Review and clean up the take home vehicle system
- Enforce the Paramedic Incentive Pay program \$150 per month
- Create a Chief of Staff
 - Liaison with field personnel
 - Challenges the processes, leadership, labor and programs
- Reduce the non-emergent call loads
 - Reduce the impact of TPD response changes have on TFD response
 - Work with TPD to deploy Medics or EMT's (fire of civilianized) on CSO response units to handle the TPD low-acuity medical responses
 - Reduce non-emergent and low acuity call loads
 - Enhance the TC3 program
 - Develop non-governmental partnerships
 - Create a Treat and Refer program
 - Enhance the Rescue program
 - Implement 3-1-1 sooner than later
 - Incorporate non-emergent call handling
- Stack the calls for low acuity response teams

- **“Needs” Themes and Perspectives from the interviews**

- Raises for stabilizing fire personnel and support staff
- Show real value for the work performed by the fire personnel
- Continued support for Prop 101
- Values based leadership and membership
- Break down the barriers that resist change
 - Let go of the historical anchors that stop us from moving forward
- Look for win-win opportunities
- Close the loop on communications
 - Figure the best methods for delivering messages
- Reset the positions of leadership on the bus
 - Realignment of job responsibilities and work flows
- A functional 3-1-1 system
 - CRR call taking
- Medical and Technical writing training for Medics that comply with medical billing requirements
- Leadership and supervisory training for the multi-generational workforce
- Fire Prevention needs 32 Prevention Inspectors to meet NFPA Standards
- TC3 to close the loop with the field unit on client hand-offs (understanding there may be some HIPPA concern, but a check-in would be cool)
- Recruiting people who want to serve the City of Tucson

- Find the right SME’s to fill specific technical and leadership positions
- Operations Specific Bulletins
 - Improve specific mission critical communications
- Align City Management and Risk Management to provide strong safety first leadership throughout the City
- Perform the NFPA 1500 Safety Audit
 - Annual Inspection of safety equipment
- Advance Life Support Simulation Dummies to train Medics
- Fire Management needs to conform to the disciplinary timeframes/injury reports
- Change the policy on Self-Demotion and pay status
- Enforce the Paramedic incentive pay \$150 rules
- Develop and Enforce education requirements for promotion
- Mentorship Training
 - Educating employees for future leadership opportunities
 - Tools to improve communicating with people/employees
- Fix the paperwork burden on Fire Admin
- More resources to handle call loads
 - Create Squads to provide Critical Care Medical services-need 8 of them
- Technology
 - “Power DMS” deployed, trained to use it, use it and sustained
 - Ambulance Billing software

- Hospital billing connectivity
 - Bundled ALS/BLS rates for increase revenue opportunities and ease of billing processes
 - Certification training for Billing
 - IT Support to do it all
 - Fire/EMS report management systems that work together
 - Stabilized software and hardware systems that have been deployed and need IT support to work well
 - Civilian workforce management systems to track computer usage
 - Automated Ambulance billing and collection services
 - On-line payment
 - Mailing services
 - Payment processing
- Quarterly District Management Team (DMT) Meetings
- Need to review the current DMT's performance and need for stabilizing for the benefit of the organization
- Need to take a TACTICAL PAUSE to reset and focus on the important stuff
 - Re-visit mission
 - Focus on employees welfare
 - Focus on public service
- Need more Mechanics (Technicians)
- Need a Service Writer
- A Mobile Fleet Mechanic (Technician)
- Move Ladder 17 to where it is needed and replace with an Engine at Station 17
- Provide a Centralized Reserve Fire and Ambulance facility to reduce time for replacing units and increase reliability
- Deploy cell phones to the Battalion Chiefs
- Capability to communicate better internally and externally
- Strategic Plan updated
- Community engagement
 - Get out in front of the camera with uniforms
 - Engage educators
 - Align Pub Ed with the PIO
- Education for
 - City Manager
 - City Council
 - Relevance of the fire department
 - The services provided by TFD
- Train other EC's to handle some of the EC26 responsibilities to lighten the load
 - ePRC corrections
 - educate super users on ePCR to assist field crews
- A sustainable Capital Plan for Fire
 - Facilities
 - Equipment

- **“King/Queen for the Day” Themes and Perspectives from the interviews**

- Gain the Community’s expectations for services from TFD
 - Align responses/resources with community expectations
 - Change the way the City does business in prioritizing financial resources
 - Be mindful of a friendly business relationship
 - Engage the Community accordingly and proactively
 - Enhanced use of social media
- Change
 - Move the organization forward to align with industry best practices
 - Inclusive Change Management process/practice
 - The organization is ready for change
 - Bring the employees of TFD along with the coming changes
 - Re-focus the mission of TFD on the Core Functions
 - Fire Response
 - Medical Emergencies
 - Fire Prevention services
 - Re-evaluate all ancillary services based on community expectations
- Sponsor five paramedic students every year
 - Six month probation on Medic units
 - Six month probation on PAU’s

- Provide raises to the fire personnel
 - Take care of the pay compression issues
 - Review the regional pay comparable and implement the plan to keep even
- Take care of the Citizens- Treat them with respect
- Work hard to offer job satisfaction for the employees
- Employee Relations
 - Show real and heart-felt appreciation for the work the firefighters of TFD do to protect and serve the City
 - Make a sincere effort to help make employees feel safe and stable with the City and TFD
 - Enhance the value and appreciation for the Civilian workforce in TFD
 - Let the members of TFD know that things will/are getting better
 - Change the call load/types
 - Improve processes
 - Appreciate their efforts
 - Take care of the fire personnel
 - Have their back
 - The Discipline Matrix will be continuously updated and adhered to
 - Employee/Supervisory/Leadership accountability and responsibility will be practiced and adhered to
 - Host employee functions
 - Picnics
 - Events-community focused

- Groups
 - Christian
 - Bowling
 - Women's
 - Do annual performance evaluations
 - Change the evaluations to a 360 degree program
 - Clear expectations
 - Value based
 - Servant leadership
 - A No Hazing Fire Agency- we will treat all members, new and current with respect
 - Stop the Pension Bullying by Council and City Management
 - TFD will be an organization of excellence
 - A robust Ambulance Compliance Program
 - Fully deploy and support the Inventory IQ system to improve inventory controls and internal customer services/support
 - Seek to understand why Council and City Management do not like the fire department
 - All new Firefighters will be Paramedics
 - Fix the Dispatch System
 - Implement 3-1-1
 - Take care of the TPD non-emergent requests (eliminate/reduce)
 - Fix the Sick Leave Abuse
 - Make Sick Time paid as straight time
 - Enforce policy on Sick Leave use
 - Change the Shift Schedule
 - 48/96
 - 3/4
- 4 platoon
 - 1/2
- Engage in the Regional Fire/EMS Service
 - Auto-Aid with governmental fire agencies
 - Contract services
 - South Tucson
 - TIA
 - Dispatch Services
 - Training Services
 - Fire Prevention/CRR Services
 - Logistics Services
 - Fleet Services
 - IT Services
- Leadership
 - Engage the field to see what they need to do their jobs
 - Leadership needs to do ride-along with stations
 - Regular Station visits
 - Engage DC's in senior Staff meetings
 - We are running important programs and have important things to add to the process
 - Re-institute Station Inspections Program by the Chief Officers
 - Line-ups for inspection of personnel and

- personal protective equipment
 - Stations
 - Paperwork
 - Vehicles
 - Re-establish the esprit de corps of TFD
 - Have a plan for the future of TFD
 - Strategic Planning 1-10 year horizon
 - Engage the field on the developing the plan
 - Share the plan with the field
 - Continuously update and share the status of the plan
 - Create an actionable Vision
 - Communicate it and live it
 - Demonstrate
 - Integrity
 - Service
 - Safety
 - Provide valuable and sustainable leadership training for today's leaders and the multigenerational workforce
 - TFD Leadership needs to follow through on communications
 - There will be a succession plan
 - Do not drop the ball
 - Evaluate-implement-evaluate programs and services
 - Instill accountability at all levels of the organization
- Put the right people in the right seat on the bus
 - Build trust within the organization
 - Change the City Manager
- Establish a sustainable funding source for TFD
 - Create a Fire District overlay district for the City
 - Create and partner in a Fire Authority
 - Help to establish a dedicated Public Safety Sales Tax
 - Help to establish a dedicated Public Safety property tax
 - Service fees
 - Contract service fees
 - Develop a 5 year Planning Process for Logistical support services with reserve/sinking/depreciation/capitalization funding
 - Personal Protective equipment replacement
 - Equipment replacement
 - Station maintenance
 - Station refit
 - Station replacement
 - Vehicle replacement
- Safety, Health and Wellness
 - Make the Safety Division permanent
 - Report directly to the Fire Chief
 - Provide adequate staffing
 - Research and development

- OSHA compliance
- OPS oversight
- Training
- Health and wellness programs
- Physical Fitness Training Services
- Enforce the Cancer Awareness/Prevention protocols in place to protect our members
 - Captains and BC's
- Provide increase mental wellness opportunities for firefighters
- Provide training for Supervisors and Managers to assist in identifying and engaging employees struggling with emotional issues
- Provide an increased and easy access to mental health and wellness support network for employees
- Install Zone station alerting systems in all stations
- Install diesel exhaust removal systems in all stations
- Safety will be the priority for TFD in all we do
- Provide in-house turnout gear repair, cleaning and storage
- Improve the fitness training equipment
 - On-duty fitness training will be limited to functional fitness workouts to maintain physical capacity to work the rest of the shift
- Change the promotional process
 - Promote based on leadership abilities
 - Promote people that have a value based body of work that has positively impacted TFD
 - Review of the personnel files needs to occur and have a bearing on promotions
 - Create a Firefighter to Captain career path
- Organization
 - Change out the leadership of the organization
 - Leaders who want to stay at TFD for a long term
 - Seek visionary leaders
 - Seek ethical leaders
 - Seek best practice leaders
 - Change HR people
 - Put Civilian Leadership SME people into positions
- Move slower fire units into the City to:
 - cover peak time call loads
 - cover stations that are at training or maintenance
- Additional Staffing and vehicles for:
 - Bring staffing levels back to pre-recession levels
 - Additional Ladder Trucks
 - Fire engines

- Place at least 50% of fire stations with Rescues to handle lower acuity responses
 - Add a 5th Battalion
 - Recruit fire retirees from any agency to civilianize support services
 - Red Shirt program for Logistics
- Re-Deploy resources based on needs and risks
 - Redeploy for better efficiencies and coverage for the City
 - Reduce Battalions from 4 to 2
 - 4 EC's
 - Move Engines/Stations to the right places to serve
 - Move Battalion 4 to Station 10
 - Build station 10 to handle TRT crews and BC4 EC4
 - Move the 2nd medic off Medic units and create more PAU's
 - Create a Tiered Constant Staffing Plan
 - Day trucks to handle peak time call loads
 - Expand the Wildland Program
- Reduce the non-emergent call loads
 - Fix the medical and assisted living facility low acuity and non-emergent use of TFD
 - Redefine what an Emergency is
 - Educate the Public
 - Tie-in 3-1-1
 - Expand the TC3 program
 - 10 teams of 2 people
- Civilianize
 - Fix the TPD relationship and the impacts TPD changes impact to TFD
 - Implement 3-1-1 with Non-Governmental Human Services people to handle the non-emergent needs of the community members
 - Work with Uber and Lyft to provide free/city/county paid rides for non-emergent and low acuity needs
 - Internal Customer Services
 - Enhance fleet services staffing and facilities
 - Bring back fire department dedicated HR and IT support services
 - Update the SOP and Policy manuals and provide training to them
 - TPD/TFD Relationship
 - Enhance the field relationships
 - Fix the TPD assists-inform and engage proactively
 - Co-train personnel on each other's challenges and protocols
 - Ask TPD for self-defense training for Fire personnel
 - Ask TPD Officers to visit the stations for coffee and chats
 - Labor/Management
 - Fix the relationship
 - Work together for the good of the community and organization
 - Stop the Discipline Review Board work

- We have one shot at getting this right in keeping the Public Trust
- Provide pay incentives for Medic Unit personnel
 - Proper Paperwork
 - Follow AO's
 - Provide proper training for Medics to do the paperwork in accordance with medical necessity requirements for cost recovery

Appendix

List of those Interviewed

Captains

Eliot Anderson
Mike Bishop
Pat Bunker
Antonio Canizales
James Cosmas
Chad Dorris
Lewis Dupont
Joe Fyffe
John Gulotta
James Heal
Nick Janton
Chris Kelaher
Mike Kerwin
Jeff Langejeans
Ted McDonough
Seth McKinney
Tyler Menke
Paul Moore
Clint Moss
Bill Nielson
Joe Noriega
Kassandra Oberdank
Shannon Potter
Andy Skaggs
John Valenzuela
Mike Ward
Scott Woodworth

Medical Director

Dr. Valenzuela

Fire Chief (Interim)

Joe Gulotta

Police Chief

Chris Magnus

Assistant Chiefs

Laura Baker
Mike Garcia
Sharon McDonough

Battalion Chiefs

Barrett Baker
Bill Bathe (interim)
Kris Blume
Dan Heffelfinger
Casey Justen
James Kearney
Ron Lopez
Tom Paul
Bruce Pferdeort
Pat Quinn
Vera Wuerfel

Deputy Chiefs

Chris Anderson
Dan Burke
Mike Carsten
Chris Conger
Lewis Harris
Paul McDonough
Jeff Thompson
Darrin Wallentine

EC's

Hector Carpio
Kyle Hansen
Julian Herrera
Chris Jurvig
Aaron Snyder
Brett Welander

Labor

Josh Campbell
Jon North
Nate Weber

Administrative Support Services

JoAnn Acosta-Human Resources
William Knowles-Finance
Karen Tenace-Finance Shared Services
Chris Davison-Cost Recovery

Public Information Office

Jessica Nolte

Fleet Services

Jerry Drake

TFD Retirees

Geary Bates
Ted Geare III
Mike McKendrick
Dave Ridings