



## 2019 Annual Report

### Fire Division

The Urbana Fire Division is a 24/7/365 organization that fights fires and saves lives under the direction of the fire chief. At full manpower, the on-duty staff consists of one captain (shift officer) and six firefighters. The captain is responsible for the daily operations of the shift. The fire division's minimum manpower is five a day and in addition to serving the City of Urbana, the division is contracted to provide services to Urbana and parts of Concord and Salem Townships. It is estimated that the division serves 16,000 people and covers 90 square miles of territory.

#### Guiding Principles

- **Vision Statement:** The Urbana Fire Division's vision is to create an environment where people want to work, are proud of the work they do, fight fires and save lives to the best of their ability in a way that exceeds community expectations.
- **Mission Statement:** The Urbana Fire Division's mission is to develop a scalable framework that promotes excellence in fighting fires and saving lives, ensures the cultivation of intellectual and organizational profitability, maximizes individual and organizational performance, and promotes continual individual and organizational growth.
- **Culture Statement:** The Urbana Fire Division's culture supports personal and organizational accountability in a fair and unbiased manner, by promoting pathways for growth, in a way that supports the vision and mission of the division.
- **Climate Statement:** The Urbana Fire Division is a community-oriented division that supports and encourages helping others and is mission-driven towards community and organizational objectives. The fire division is dedicated to creating an environment with the purpose that the whole is stronger than any individual part.

#### Core Values

- **Purpose:** Members of the Urbana Fire Division shall have the skill and know-how to fight fires and save lives, the desire to help others, do the right thing, and treat the division and community with respect while on and off duty.
- **Passion:** Members of the Urbana Fire Division shall foster the belief that they work for an organization that fits into their own life's mission to help others. To not let a day go by without bettering themselves in the ability to fight fires and save lives. To follow the golden rule and treat others the way that they would want to be treated.
- **Dedication:** Members of the Urbana Fire Division shall hold themselves to the highest standard for the people they serve. Accept responsibility for their actions and be able to adapt to changes in the division and community in a professional manner. To be reliable and trustworthy to the community, the fire they hold, and to remind themselves daily of the purpose of why they are here.

#### Organizational Goals

- Develop an organizational culture and climate that supports the mission and vision
- Create a framework to support continuous growth



- Create pathways and opportunities for growth that support core values
- Build exceptional internal and external relationships

## **Strategic Plan**

The Urbana Fire Division's strategic plan is to support and foster its guiding principles and core values to meet organizational goals. The strategic plan is the central concept to support success and to create synergy internally and externally. The Division's leaders are empowered to guide behavior toward strategic results. The Division's core values shall enforce behavioral standards and cultivate a culture that is mission-driven and community-focused. Clear vision allows the division to see that the path forward may not always be straight but sticking to the plan will achieve organizational goals.

## **Summary**

The Urbana Fire Division continues to be steadfast in accomplishing its strategic plan. The foundation of the plan consists of its personnel, equipment, and operations. These variables are complexly entwined and have equal value, which collectively creates synergy toward meeting organizational goals.

Additionally, the division is helping the townships it serves to create a three-step strategic plan. The plan's first step is to create a service fee calculator (SFC) that is easily understood, along with being applied fairly and consistently to each township. The second and third steps of the plan are a work in progress. The steps will eventually define and assign value to the SFC and allow the townships to have a voice and more ownership in accomplishing their EMS and fire needs. In December Urbana Township signed on to the first step, Salem and Concord will be asked to do the same as their contracts expire in 2020.

The division continues to be responsible and a steward of the funds provided by the taxpayer. That is why since 2002 the division has been awarded more than \$1,000,000 in grants at a cost of just over \$50,000 to the division. Additionally, the division strives to create value in what services it provides. A major step in that direction is helping Mercy Health obtain a grant from the Department of Health for a community paramedic for the Champaign County community.

Further, the division cannot be a standalone identity and must work with its community partners. This includes this year helping County Dispatch upgrade their radio and computer system, collectively working with the EMA and county departments in obtaining a radio grant from the State Fire Marshal, and collaborating with Box 13 to become a standalone volunteer organization that helps the Champaign County community.

## **Personnel**

This year, Assistant Fire Chief Jeff Asper retired, and the division is in the process of replacing him. Additionally, the division hired four new firefighters to replace vacancies that were created throughout the year. The division continues to work towards its organizational goal of providing pathways and opportunities for its personnel. Which includes standardizing crew training and defining the expectations of each crew. In 2020 the division logged 10,500 hours of training, equaling over 456 hours per member. Further, the following personnel received certifications:

- Captain Croker: Fire Officer III and Fire Investigation Technician
- Firefighters Joyce and Wolf: Fire Officer I
- Firefighters Crain and Hester: Certified Fire Safety Inspector



- Firefighters Crain and J. Jones: Certified CPR Instructor

## **Equipment**

At the start of the year the division owned 11 frontline vehicles with a maximum of seven and a minimum of five personnel a day to man them. The division reduced its fleet by two and continues to evaluate the needs vs risks of having and maintaining its fleet. During the year the division sold or repurposed equipment it did not use and created a vehicle rotation plan for EMS, fire, and staff vehicles. EMS vehicles will have a 15-year life; five as front line, five as second out, and five as a backup. The Division's fire vehicles will have a 20-year lifespan and command vehicles nine, with the purchase of a staff vehicle every three and half years.

Grants have allowed the division to better serve the community and for its personnel to become more productive and efficient. Grants awarded include over \$125,000 for EKG and mechanical CPR devices, \$49,000 for MARCS radios, \$8,000 for fire gloves and hoods, and \$3,000 for EMS training equipment and report software. Additionally, the division recently developed a rescue trailer that will allow the division to respond to off-road accidents that include water rescues. In 2019 there were five water rescues throughout the county.

## **Operations**

The division responded to over 2,800 incidents in 2019, which is often accomplished with a minimum of five personnel. The minimum staffing of vehicles is two on EMS and three on fire. With limited backup, the division assigned its shift captains to a standalone command vehicle called a battalion. The battalion allows for a command presence on every incident and the ability to scale up and often make life or death decisions 24/7/365 at a moment's notice. Additionally, the division separated its operations into three areas and assigned an area to each shift captain; Captain Croker oversees EMS and IT, Captain Beverly's rescue and maintenance, and Captain Countryman's fire and clothing.

EMS incidents typically take around 30 minutes to complete and fire 15 minutes. Both types of incidents can go over an hour in some cases. The on-duty battalion is constantly managing its resources since an EMS incident alone can tremendously affect operational capabilities. Ultimately the division seeks to improve its ability to scale up and to take a second run. The division continues to work on its capacity to diversify, expand and grow to allow it to have the appropriate measures in fighting fires and saving lives.



## Major Highlights

- Firefighter Michael Drake was awarded Firefighter of the Year
- Firefighters DeCola and Flora were awarded the Live Saving Medal
- Firefighters C. Jones, Wolf, Nitchman, DeCola, Flora, Hester, and Drake was awarded Unit Commendations ribbons
- The Fire Division reduced its ISO rating from a 4 to a 3/3X
- Updated the County Fair’s operations plan
- Placed the live fire training grounds in the service
- Hosted coffee with the council
- Provided a safety magic show at the schools
- Provided 35 external fire safety programs
- Brought in more than an estimated \$450,000 in EMS billing
- Provided more than 80 hours of in-house vehicle maintenance
- Retired and sold more than \$6,000 of equipment on Govdeals
- Installed 46 car seats for families not able to afford them through grant money from the Champaign County Health Department
- Issued more than 30 CPR cards
- Conducted over 50 fire inspections
- Partnered to develop five emergency operation plans with local businesses and government agencies

## Emergency Operations Statistics

### Division

Table 1 represents a historical operation summary of the division. 1992 is the last time the division increased manpower. Since 1992 the division has had over a 50% increase in incidents. However, the population of the community the division serves has relatively stayed the same. In 2019, Urbana Fire Division received mutual aid more than the division helped others. The Fire Division asked for and received mutual aid 81 times and provided mutual aid 71 times.

**Table 1 Historic Operational Summary for the Urbana Fire Division**

<b>Incident Type</b>	<b>1992</b>	<b>2000</b>	<b>2010</b>	<b>2019</b>
EMS Runs	1431	1564	1885	2349
Motor Vehicle Act.	N/A	145	148	141
Fire Runs	396	418	515	373
<b>Total Runs</b>	<b>1827</b>	<b>2127</b>	<b>2548</b>	<b>2863</b>

Table 2 represents a detailed operational summary for 2019. Of the 2,349 EMS incidents; 1,661 were transports, representing over a 70% transport rate. It should also be noted that the division



becomes limited as more than one run is in progress. Meaning if there are still personnel on the station they will respond to the incident, but may not have the capacity to resolve it.

**Table 2 2019 Division Operational Summary**

<b><u>Incident Type</u></b>	<b><u>Total Incidents</u></b>	<b><u>Percent of Total</u></b>	<b><u>Daily Average</u></b>
EMS Runs	2349	82%	6.44
Motor Vehicle Accidents	141	5%	.39
Fire Runs	373	13%	1.01
<b>Total Runs</b>	<b>2863</b>		<b>7.84</b>
Two Runs in Progress	505	18%	1.38
Three Runs in Progress	88	3%	.24
<b>Total of Duplicate Runs in Progress</b>	<b>593</b>	<b>21%</b>	<b>1.62</b>

### **Townships**

Table 3 represents the 2019 operational summary for the townships covered by the division. Urbana Township signed an agreement to continue EMS and Fire service with the division in 2019. The agreement includes an innovative service fee calculator, which applies a set fee to the township population to calculate the annual service fee. The fee starts at \$81.00 per township population (3,013) or \$244,053 for 2020. The Division covers parts of Salam and Concord Townships, with their five-year agreement with the division coming to an end in 2020. For Salem, the \$76,724 agreement covers fire and EMS for roughly 1,200 township residents. For Concord, the \$12,999 agreement covers EMS for roughly 560 township residents.

**Table 3 Township Operational Summary**

<b><u>Incident Type</u></b>	<b><u>Urbana Township</u></b>	<b><u>Salem Township</u></b>	<b><u>Concord Township</u></b>
EMS Runs	347	66	24
Motor Vehicle Accident	36	9	2
Fire Runs	370	21	N/A
<b>Total Runs</b>	<b>413</b>	<b>96</b>	<b>26</b>

### **Vehicles**

Table 4 is a snapshot of division vehicles and when the vehicle will get replaced. The Haz-mat truck was decommissioned and sold on Govdeals.com. Additionally, the title to the Box 13 vehicle was given to the organization and taken off the City’s books. Further, part of the Urbana Township contract explicitly details how the township vehicles (Engine 4, Tanker, and Brush truck) have exceeded service value and how Urbana Township shall decommission the vehicles.



**Table 4 City and Township Vehicles**

<b><u>Vehicle</u></b>	<b><u>Year</u></b>	<b><u>Mileage</u></b>	<b><u>Life Expectancy</u></b>	<b><u>Projected Replacement Cost</u></b>	<b><u>Projected Replacement Year</u></b>
Medic 1	2017	25,017	10	\$250,000	2032
Medic 2	2007	101,034	10	\$250,000	2027
Medic 3	2001	87,579	10	\$250,000	2022
Engine 1	2004	60,060	20	\$650,000	2020
Engine 4	2004	N/A	20	N/A	N/A
Tanker	1997	N/A	20	N/A	N/A
Truck 1	1997	29,601	20	\$1,200,000	2030
Brush 1	2004	N/A	10	N/A	N/A
Chief 1	2013	62,241	9	\$40,000	2022
Chief 2	2018	5,614	9	\$40,000	2029
Battalion 1	2018	8,353	9	\$40,000	2026
Safety Trailer	1998	N/A	20	\$50,000	N/A