

Scottsdale Fire Department
Strategic Plan
Fiscal Year 2014/15 – 2016/17





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A MESSAGE FROM FIRE CHIEF TOM SHANNON

On July 1, 2013, the Scottsdale Fire Department celebrated its 8th Anniversary as a municipal fire department. Since that historic day, we have responded to more than 200,000 emergency calls and have grown stronger and more efficient as an organization. Looking back, it is remarkable what has been accomplished in such a short period of time, even in the face of adversity and economic uncertainty.

Our employees have answered the challenge to find new and innovative ways to deliver the quality services and programs the citizens have come to expect from the City of Scottsdale. We employ a contemporary labor/management process that emphasizes the TEAM approach to program and project management. This process improves communication and collaboration. Our public safety volunteers donate thousands of hours annually to the fire department and are the cornerstone of our adult education programs, resource management and supply support, and numerous other initiatives.

With the help of our public safety partners, we respond to all events and incidents within an all-hazards response model exemplifying our mission of caring for our residents' and visitors' emergency needs regardless of cause.

As we look to the coming year, we will continue to take opportunities to streamline our business model. Caring for the community means taking the steps to mitigate hazards, establish strong foundations for fire prevention, and ensure that our response methodology is timely and effective. I am most proud to represent an employee group which seeks only to care for others in the most contemporary way possible.

Please accept this Strategic Plan document with special thanks to our employees and elected officials for their continued support and dedication to public safety. It is a great pleasure and privilege to serve our residents and visitors. As always, we welcome your feedback as it pertains to the operation of the organization. Please e-mail your comments to fire@ScottsdaleAZ.gov or call 480-312-8000.





SCOTTSDALE FIRE DEPARTMENT: WE CARE FOR YOU.

ORGANIZATIONAL OVERVIEW

Scottsdale Fire Department provides comprehensive fire and emergency medical services from an all-hazards perspective. Each of the city's 222,000 residents and 8.9 million annual visitors are provided the highest quality prevention, education, and response and recovery services possible. The fire department employs 258 highly trained professionals whose primary goal is to provide relevant and responsive services to their customers. The fire department proudly provides first responder fire, medical and all-hazards response capabilities for Scottsdale and the region as a key member in the Phoenix Regional Dispatch and Deployment system known as automatic aid.

MISSION STATEMENT

Our mission statement clearly and simply states: "We care for you."

This embodies our philosophy of providing emergency services in an all-hazards approach regardless of circumstances.

VISION OF THE FUTURE

Scottsdale Fire Department is dedicated to providing our customers essential fire and life safety services, thereby, enhancing the public safety experience in Scottsdale.

OUR COMMITMENT

The members of Scottsdale Fire Department are dedicated to public service. We adhere to the basic tenets of mutual respect, active collaboration and being relevant in our customers' lives. We view our responsibilities as public safety providers as essential to ensuring a safer community. Our approach is inclusive with each member of the organization playing their role and position, but being invited to contribute at the highest levels of leadership. We view individual accomplishments as organizational success and encourage each member to seek opportunities to serve.

The Scottsdale Fire Department's Strategic Plan is a three-year plan that guides the department's efforts and identifies the framework under which subsequent actions and planning activities will be developed. This plan considers current and future economic trends and contrasts those trends against the all-hazards response nature of the fire service.

Management and Labor are committed to a collaborative and cooperative approach to problem solving. We believe our employees are the greatest assets impacting public safety and as such we look for ways to find innovation in everything we do.





SCOTTSDALE VALUES



PLAN AND INNOVATE FOR THE FUTURE

We continuously explore new possibilities and develop unique solutions to common challenges. We take appropriate risks and strive to be innovative in planning for our changing environment and preparing for the future. We consider how our work will be sustained by future generations.

LISTEN, COMMUNICATE, TAKE ACTION

At all levels of the organization, we listen to what our customers, our citizens, and our fellow employees have to say. We communicate to ensure we understand what is being said. We take appropriate action to address and resolve issues or concerns.

RESPECT THE INDIVIDUAL

We believe in the integrity of others and in creating an environment of mutual respect. We value one another, regardless of who we are, what we do, where we work, where we live, where we are from, our ethnicity, age, or gender, because we bring unique perspectives to our jobs and personal lives.

COLLABORATE AS A TEAM

We effectively collaborate in formal or informal teams, within and across departments, and with citizens, to accomplish organizational goals and to identify and resolve problems.

LEARN & GROW CONTINUOUSLY

We encourage the learning and applications of new skills and information for improved performance, business results and career growth.

FOCUS ON QUALITY CUSTOMER SERVICE

We provide quality service and strive to exceed the expectations of our customers.

BE ACCOUNTABLE & ACT WITH INTEGRITY

We are accountable for our actions and decisions. We have uncompromising integrity. We are responsible for the stewardship of public funds and organizational resources.

SHOW CARING & COMPASSION FOR OTHERS

We care and show compassion for others (citizens, customers and other employees) in times of need. We believe in helping.



ORGANIZATIONAL VALUES



Scottsdale Fire Department is comprised of men and women with a strong desire to serve the community. Our collective values reflect our view that no matter what the reason is for a request for service that we will respond quickly, effectively and with the highest level of integrity for our mission. Scottsdale Fire Department employees simply care for you.

CARING FOR YOU

We desire to serve you regardless of circumstance. As advocates for your safety, we have a highly-trained, professional and well-equipped workforce dedicated to meeting your needs in a timely manner. We value proper staffing and a rapid response and quality training, all of which is needed to provide our core services, while maintaining stewardship of our resources.

RESPONSIVE TO YOU

We seek to understand your needs and expectations. We value community involvement and partnerships. We strive to identify future community vulnerabilities and mitigate those threats before they occur.

EXCEEDING YOUR EXPECTATIONS

Every day, we work to provide the highest level of service. The current emergency services climate requires an all-hazards approach. We value innovative and proactive service delivery that is focused on your needs and delivered in a manner you expect.

COMMUNITY RELEVANCE

We will be visibly present in the community. Our focus is comprehensive delivery of public safety services regardless of circumstances. The Scottsdale Fire Department's knowledgeable and professional work force, proudly assumes the role of emergency care provider in the community.

ORGANIZATIONAL SPIRIT

Your Fire Department is a product of our appreciation for the opportunity to serve. Our members are part of a family that values compassionate service, respectful behavior, strong character, dependability, and integrity. We are accountable to you for our actions and our core values in every interaction with you. Expect nothing less from your Fire Department.



TRENDS AND BUSINESS ASSUMPTIONS

Scottsdale Fire Department's strategic planning process identifies the framework under which subsequent actions and planning activities will be developed. This includes an analysis of factors directly affecting the organization's future. Trends fell into two broad categories: city and regional. Scottsdale Fire Department must consider a customized approach to service delivery while simultaneously ensuring parity and leadership in the Phoenix Regional Dispatch and Deployment System. It is imperative that we keep in mind recent and historic events in our country. Factors such as global health issues, the continued threat of foreign and domestic terrorism, and the economy are impacting the manner in which we conduct our business and plan for the future.

TRENDS IN POPULATION, WORKLOAD & ANTICIPATED PERSONNEL

Scottsdale's population is expected to grow at a pace of 1.2 to 2.3 percent per year for the next five years, according to the Maricopa Association of Governments. The current population of around 222,000 residents is expected to increase to about 243,000 by 2018.^[1]



Throughout the last five calendar years, Scottsdale unemployment has risen from 3.9 percent to 5.7 percent, but is down from a peak of 7.2 percent in 2010. Historically, Scottsdale's unemployment rate is about 2 percentage points lower than the state's rate.^[2]

Calls for service have risen by 13 percent in the past five years from 23,953 in 2010, to 27,075 in 2013.^[3]

Scottsdale continues to be an attractive tourism destination, hosting an estimated 642,000 overnight visitors per year.^[4]

General Plan land use is 47 percent

residential, 43 percent open space, 7 percent commercial, employment, office and public, and 3 percent mixed use.^[5]

The city is a major employment center hosting a total workforce of 83,742, with three-quarters of the workers concentrated in two areas: Downtown Scottsdale 28,881 workers, or 34 percent of the total, and the Scottsdale Airpark with 34,940 workers, or 42 percent.^[6]

ASSUMPTIONS

The southern Scottsdale area is located south of Indian Bend Road, and includes Downtown Scottsdale, the

Indian Bend Wash park system, as well as some of the most mature neighborhoods in the community. Downtown Scottsdale, centrally located in southern Scottsdale, includes a mix of business, entertainment and residential districts, with some of the city's primary retail, entertainment and office activities. Ongoing reinvestment and revitalization efforts in Downtown Scottsdale are intended to promote residential and commercial growth over the next few years, which will likely translate to a higher number of incidents in this area.

The northern Scottsdale area encompasses the largest portion of the

Scottsdale McDowell Sonoran Preserve, several large, master-planned communities including Grayhawk, DC Ranch, Pinnacle Peak, Desert Highlands, Troon, the Boulders and Desert Mountain (many with golf courses), large areas of rural, low density single-family housing (one house per acre), and has limited commercial activity. Also located in this area is the Greater Scottsdale Airpark area, a primary employment and retail center with a regional draw, which includes Scottsdale Airport (SDL), some of the city's largest events (Barrett Jackson at WestWorld and the Phoenix Open at the TPC Scottsdale) and has direct access to the Loop 101 Pima Freeway.

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[1] Maricopa Association of Governments and Arizona Office of Employment and Population Statistics, <http://www.azstats.gov>
[2] 2008-2012, Arizona Office of

Employment and Population Statistics, <http://www.azstats.gov>
[3] City of Scottsdale, Comprehensive Annual Financial Report, FY 2012/13, p. 170.

[4] City of Scottsdale, Community & Economic Development Division, August 2013 Visitor Statistics Report
[5] Scottsdale Community & Economic Development Division cited in

Scottsdale By the Numbers, A Demographic Summary, September 2013.
[6] Scottsdale Community & Economic Development Division cited in

Scottsdale By the Numbers, A Demographic Summary, September 2013.



In the near future, additional hotel and multifamily residential will be added to the employment/retail mix in the Greater Airpark, particularly in the vicinity of Scottsdale Road between Thunderbird and Frank Lloyd Wright.

City General Fund revenue is expected to grow by 4.2 to 9.9 percent per year for the next five years, according to the city's five-year financial forecast.

The city's commitment to neighborhoods is reflected in the community's general plan, the city's strategic goals, and the city council's priorities included in the organization Strategic Plan. The Fire Department desires to positively influence the quality of life in our

neighborhoods through advocacy on public safety issues and vigilant interaction with our diverse community.

Scottsdale is dedicated to preserving the look and feel of the natural desert environment. The McDowell Sonoran Preserve is one example of Scottsdale's dedication to the environment. Protecting this investment requires aggressive fire prevention activities and extensive operational readiness plans for wildfires. The Fire Department must be an active partner and established resource for mitigating events that threaten our environment.

The city hosts several significant signature public events and is known for its

natural resources that may be impacted by manmade and natural disasters. Emergency Management, a citywide resource under the authority of the Fire Department, must remain proactive in assessing disaster potential and preparing city government to prevent, respond to, mitigate, and recover from disasters that may threaten our community, events and resources.

REGIONAL TRENDS

While Scottsdale's economic outlook continues to improve, local governments will continue to feel the impact of depressed levels of funding, compared to peak levels in the mid-2000s. The department will need to be innovative in researching and securing

alternative funding sources, such as grants, to maintain the stability and quality of the services we provide.

The implementation of the Affordable Health Care Act continues the need for a review for how emergency medical services are provided within the urban area and regionally. Considerations must be made to accommodate alternative care sites and outside of hospital treat- and release-programs. We are poised to meet these changes through collaboration with all of our pre-hospital care stakeholders and will seek to ensure that Scottsdale Fire Department is on the leading edge of the emerging "community paramedicine" trend.

ANALYSIS OF BUSINESS FACTORS

Scottsdale Fire Department is continually assessing its service delivery methodology and contrasting it against current economic and industry environments. SFD exemplifies its' mission statement "We Care for You" in all that we do. The department has identified critical resource needs and maintains appropriate levels of staffing to meet service delivery needs. The department continually assesses the placement of resources to afford rapid and effective response to emergencies in an all-hazard philosophy. Because we are a public service organization, our employees are viewed as our primary resource. We seek to develop their skills to assure the highest level of technical competency and work as a team to ensure quality service delivery.

The department's formal leadership group willingly assumes the responsibility of coaching and mentoring our diverse workforce by creating realistic

expectations, and cultivating a strong collaborative leadership model to guide us towards our vision. The department will seek opportunities and address challenges in internal communication, personnel training, risk management, resources, staffing requirements, and an aging workforce. It is also vital to foster the commitment and dedication of department members in these efforts.

In order to maintain a positive standing within the community, the department must utilize aggressive and achievable strategies with a strong focus on our core mission. The key to our success is reliant upon operating under the guide of the city's values, identifying alternative funding sources, striving for a diverse workforce and establishing effective communications. To further develop our role as a leader in the fire service, we must also continue to capitalize on opportunities to partner with educational institutions, private industries, and other agencies.

The City of Scottsdale has seen consistent population growth since 1984, which was projected to increase approximately 26 percent between 2005 and 2020. However, the current economic conditions are having an impact on growth and projected build out. The Fire Department must plan for the needed resources associated with potential changes in growth and demographics, but be prepared to adapt and weather potential shifts based on the current conditions in Scottsdale and across the nation. This will require high performance, careful monitoring of conditions and continued focus on our core mission and activities.

In addition to the identified strategic goals in this document, a separate Strategic Plan was developed for the Emergency Management and Homeland Security Division, which

coordinates citywide emergency management, municipal security and special event management. The strategic goals of the Emergency Management Division include; ensuring municipal security, local and regional coordination during special events and mass gathering events and working with local governments, public agencies, private organizations, businesses, communities and individuals to prepare for, respond to, and recover from significant emergencies and disasters.

Beginning with our mission, vision, and values, an analysis of the trends, assumptions, and business factors, five strategic goals were developed. These goals, which identify the major areas of focus for the Scottsdale Fire Department, include Connecting with the Community, Evaluating Process Improvements, Enhancing Professional Relevance, Ensuring Appropriate Staffing and Ensuring Workforce Sustainability.

STRATEGIC GOALS

- 1 CONNECTING WITH OUR COMMUNITY
- 2 EVALUATING PROCESS IMPROVEMENTS
- 3 ENHANCING PROFESSIONAL RELEVANCE
- 4 ENSURING APPROPRIATE STAFFING
- 5 ENSURING WORFORCE SUSTAINABILITY



STRATEGIC GOAL 1: CONNECTING WITH OUR COMMUNITY

In order to effectively connect with the community we must be able to communicate. This strategy emphasizes the methodology and philosophy behind internal and external communications. Many times, citizen and visitor expectations of emergency service delivery don't match the deliverables available therefore, it is vital that we continually solicit input from the end user regarding our services as to the effectiveness of our product.

Community risk reduction efforts focus on protecting the lives and property of our residents, visitors, and businesses through education, prevention activities and the sharing of information. These activities require the development of community partnerships, comprehensive fire protection plans, safety education programs, an all-hazards approach to emergency planning, and having in place a detailed and exercised communications plan.

The fire department seeks to engage the community through specific education experiences designed to enhance the knowledge of the participants in order to leverage that into better programming and service delivery.

Community risk reduction needs to be responsive and proactive. The Fire Department will solicit feedback and measure community satisfaction with the programs and services offered. This information will be used to design or update programs to best support our community-focused mission. This also includes updates to the city fire code and ordinances to meet the stated community needs.

The evaluation of current fire and life safety programs and service levels will be used to develop effective and efficient inspection and investigation activities. This includes ensuring new construction and redevelopment projects

within the city are well-planned and designed to meet adopted codes and ordinances through the plan review and building inspection processes. A risk evaluation of the existing city infrastructure and buildings will assist with personnel deployment and fire service coverage. This should also help reduce the frequency and severity of emergency incidents in the community.

Public education is key to reducing potential injuries and death in the community. An all-hazards approach for children and adults is needed to reduce community risk. Strong community partnerships with groups such as the local schools, non-profit organizations and hospitals are essential to be effective. Through enhanced interaction with the public and other city departments, the fire department will provide a broader awareness of the local fire and life safety issues.



14 **STRATEGIC OBJECTIVE 1.1: ENHANCE COMMUNICATION**

Enhanced communications internally and externally will achieve greater connectivity with recipient of our services.

Strategies

- 1.1.1. Define the key components of healthy flow of information within the organization
- 1.1.2. Develop effective marketing objectives for communicating SFD successes, programs and newsworthy information
- 1.1.3. Develop an Elected Officials Academy for current and prospective officials
- 1.1.4. Develop plans for a consistent and reliable Fire-based PIO strategy
- 1.1.5. Re-establish a proactive media relationship with the Fire Department
- 1.1.6. Develop a master communications plan and documents for Strategic messaging (wild land, fire prevention week, EMS week, hydration/trail safety, special events season, etc.)
- 1.1.7. Develop a marketing strategy for the re-branding of SFD in both appearance and approach. We Care for You and the components of our Strategic Plan
- 1.1.8. Implement measurable customer feedback tools (multiple forms of media including card and internet) for all public interactions including emergency response, community education and fire prevention activities
- 1.1.9. Develop roles and responsibilities to ensure the SFD internet and intranet are timely and accurate sources of relevant information
- 1.1.10. Develop a consistent and comprehensive tool for assessing employee satisfaction

STRATEGIC OBJECTIVE 1.2: ENHANCE COMMUNITY INVOLVEMENT

The Fire & Life Safety Division will have in place efficient and comprehensive models and programs designed to proactively protect the lives and property of Scottsdale residents, visitors, workers and business owners.

Strategies

- 1.2.1. Develop and implement Citizen Academy throughout the year
- 1.2.2. Develop standard materials and program for SFD 101 Tutorial
- 1.2.3. Develop materials for internal education and exposure to the Scottsdale Fire Department (e.g. SFD 101 Experiences)
- 1.2.4. Establish mission, scope, roles and responsibilities for SFD volunteer program



STRATEGIC OBJECTIVE 1.3: ESTABLISH STRONG EDUCATION STRATEGIES

The department's educational interaction with the community will emphasize comprehensive all-hazard prevention programs. Programs and outreach will be innovative yet responsive to the community's needs and desires.

Strategies

- 1.3.1. Establish SFD education programs based on a Scottsdale risk assessment of our community and our emergency response history with key Stakeholders (Schools, Hospitals, Corporate Communities, etc.)
- 1.3.2. Develop strategic collaboration with stakeholders (SFD Public Safety Partners)
- 1.3.3. Establish company and battalion interaction business day expectations for all HOA's and other related community groups.
- 1.3.4. Develop master plan for wild land preparedness, education, prevention, and response to include expansion of the "Fire Wise" Program and evaluation of the "Ready, Set, Go" Program
- 1.3.5. Increase interaction with the Preserve Commission and other agencies with interests in our Wild land-urban interface to include exploring funding options for Preserve protection costs associated with staffing, training, and equipping emergency response personnel

STRATEGIC OBJECTIVE 1.4: DEFINE THE NEEDS OF CUSTOMERS

The solicitation of feedback from actual incidents and focus groups that will address potential expanded service delivery opportunities will contribute to a better served customer.

Strategies

- 1.4.1. Identify our customers and analyze trends in emergency response data to better articulate our customer base and identify any special needs of the community
- 1.4.2. Special Event Management – service matrix and reimbursement
- 1.4.3. Define our customer care/service/continuity of care model



**STRATEGIC GOAL 2:
EVALUATING PROCESS
IMPROVEMENTS**

Process improvement refers to making a process more effective, efficient, or transparent. Process improvement is relevant to all fire service areas because processes naturally degrade over time for any number of reasons. An organization that conducts process improvement focuses on proactive problem resolution in order to avoid operating in crisis management mode when process degradation occurs.

Evaluating process improvement helps an organization:

- View process value through the eyes of the citizen/visitor.

- Define, manage, and measure a process in order to regularly evaluate it using data-driven information.
- Break down process silos by contributing to an understanding of how processes interact and impact one another and customers.
- Reduce unnecessary business costs.

Process improvement within SFD does not place blame for process degradation. The primary goal is to identify and understand issues in order to recognize solutions and implement improvements to stay aligned with citizen/customer needs and expectations.



STRATEGIC OBJECTIVE 2.1: EQUIPMENT REPLACEMENT PLANNING

Scottsdale Fire Department began its history on July 1, 2005, at which time nearly its entire equipment and facility needs were procured. A comprehensive equipment replacement plan is necessary to ensure the effective management of the replacement of both capital and non-capital assets.

Strategies

- 2.1.1 Maintain and evaluate full equipment replacement cycle plan
- 2.1.2 Develop strategic partnerships intended to standardize equipment regionally and increase purchasing power of participating agencies

STRATEGIC OBJECTIVE 2.2: MAXIMIZE EFFICIENCY THROUGH TECHNOLOGY USE AND ADVANCEMENT

Technological progress is continuously changing the demands imposed on the fire department's infrastructure. The focus of this objective is to progressively upgrade and build automation and control systems to the latest state-of-the-art technology, enhance organizational efficiencies in the hope of relieving the burden on the budget, protect technological investments and reduce overall operating costs.

Strategies

- 2.2.1 Research, recommend, and implement technologies
- 2.2.2 Establish RFID tracking system for inventory management



STRATEGIC OBJECTIVE 2.3: REAFFIRM SFD LABOR-MANAGEMENT TEAMS STRATEGIES

This strategy will focus on the "TEAMS" process by which SFD analyzes operations, workforce management goals, procedures for increasing productivity and cost reductions with strategies for implementation and delivery of fire department services.

Strategies

- 2.3.1 Review and affirm TEAMS policy

STRATEGIC OBJECTIVE 2.4: DEVELOP AND COMMUNICATE A NEW SFD TRAINING PLAN FOR TECHNICAL AND HUMAN RESOURCES PROFICIENCY AT ALL LEVELS

The success of Scottsdale Fire Department requires well-trained, effective employees. The goal of this employee training and development strategy is to put into place an enhanced training and development program that will enable all employees to effectively carry out the mission of the fire service. This will require a comprehensive training and development program that includes a redefined structure, a simpler and more accessible process for obtaining training, and expanded opportunities for all employees to develop their effectiveness in meeting the needs of their jobs.

Strategies

- 2.4.1 Design and implement multi-year training cycle
- 2.4.2 Design and implement skill evaluation process



STRATEGIC OBJECTIVE 2.5: IDENTIFY RISK REDUCTION GOALS

Most fire service organizations have found that the most effective prevention programs work on both reducing risks and enhancing protective factors. Risk reduction means finding out what in the community leads to the problem we're trying to prevent and then working to cut down on those factors. Protective factors are those things that keep whatever it is you are trying to prevent from occurring. Scottsdale Fire Department will work diligently to mitigate risk and customize prevention programs to provide protection to the community.

Strategies

- 2.5.1 Maintain current and up to date City Fire codes and ordinances
- 2.5.2 Conduct evaluations of newly submitted plans for current fire safety requirements
- 2.5.3 Establish a business inspection program that uses the resources of the F&LS and Operations Divisions to ensure safe occupancies



STRATEGIC GOAL 3: ENHANCING PROFESSIONAL RELEVANCE

Positive professional relevance is the approach we are focusing on in our Strategic Plan. This is to say we (as the relevant provider of services) matter. Our employees, clients, stakeholders, coworkers, peer, etc., all feel our presence and act in accordance with our relevance. Relevance must be defined in terms of expectations, and standards or rules that govern action. In any given situation, we ask ourselves What Would We Do? If those following us don't know the answer to this, then they are acting on assumptions and indicating a low level of relevance.

If Scottsdale Fire Department is relevant, our employees are empowered to make decisions, if those decisions are in sync with managerial expectations, then our relevance is strong.

The following list captures the premise of establishing professional relevance that will be embodied by the strategic objectives. They include, but are not limited to:

- Collaborate on standards so all stakeholders can buy into the vision.
- Constantly communicate standards and feedback to our employees.
- Accept our human tendency to error.
- Be a part of the success and the failure.
- Solicit feedback on our performance.
- Spend affordable time with all we lead.
- Listen. It is the only way to understand, empathize and take appropriate action.
- Ask questions instead of the urge to provide answers.



20 **STRATEGIC OBJECTIVE 3.1: ESTABLISH A VISIBLE CITY, REGIONAL AND NATIONAL LEADERSHIP ROLE**

Scottsdale Fire Department has tremendous potential to help shape the direction of the Phoenix metropolitan area fire service system commonly known as automatic aid. Our visible presence on internal and external committees and leadership roles in key strategic initiatives is vital to maintaining relevance to our customers.

Strategies

- 3.1.1 Develop Subject Matter Experts to represent SFD in all areas of service delivery
- 3.1.2 Contribute to the strategic direction of the Automatic Aid System
- 3.1.3 Provide specialty training and support to other city departments as requested

STRATEGIC OBJECTIVE 3.2: ANALYZE DATA AND IDENTIFY TRENDS THAT HELP GUIDE SERVICE DELIVERY PRIORITIZATION

Strategies

- 3.2.1 Develop benchmarking data collection for all aspects of fire department activity

STRATEGIC OBJECTIVE 3.3: WORK WITH CITY LEADERSHIP, ELECTED OFFICIAL AND INTERGOVERNMENTAL LIAISONS TO DEVELOP LEGISLATIVE STRATEGY THAT SUPPORTS OUR SHARED INTEREST

Strategies

- 3.3.1 Develop legislative strategy that supports organizational goals

STRATEGIC GOAL 4: ENSURING APPROPRIATE STAFFING

Ensuring appropriate staffing is key to delivering effective fire service delivery. Studies show us that fire spread and property loss are directly impacted by the number of properly trained and equipped firefighters arriving on scene in a timely and coordinated manner. Specifically, incidents resulting in property loss exceeding \$5,000 and horizontal fire spread of more than 25 square feet are significantly greater for crews whose effective firefighting response fell below thresholds of 15 fire ground personnel at residential fires and 23 at large-risk fires. Fire companies staffed with four firefighters perform rescue of victims approximately 80 percent faster than companies staffed with three firefighters. From a safety perspective, it has been determined that the rate of firefighter injuries expressed as total hours of disability per hours of fire ground exposure is 54 percent greater for engine companies staffed with three personnel when compared to companies staffed with four firefighters. A Johns Hopkins University (1991) study revealed that in U.S. cities with populations of 150,000 or more, jurisdictions operating with fire companies of less than four firefighters had injury rates nearly twice the percentage of jurisdictions operating with crews of four persons or more. The key to long term success in this strategy is finding efficiency in response while protecting the safety of the crews.

STRATEGIC OBJECTIVE 4.1: MAINTAIN CURRENT RISK ASSESSMENT AND STANDARD OF COVER DOCUMENTS

The Standard of Cover is a governing document that considers community risk, environmental hazards and regional resources as service level capabilities are designed.

Strategies

- 4.1.1 Utilize contemporary staffing methods and process to assure appropriate staffing

STRATEGIC GOAL 5: ENSURING WORKFORCE SUSTAINABILITY

To guarantee sustainable operations, organizations need vital, motivated, creative and productive staff whose competencies and energy are in line with the SFD mission of caring for others. Employees desire challenging work, a good working atmosphere, good physical working conditions and work/life balance that fit their passions and values. The residents and visitors who receive emergency services are the direct beneficiaries of a healthy sustainable workforce.

STRATEGIC OBJECTIVE 5.1: STAFF DEVELOPMENT

Conventional training is required to cover essential work-related skills, techniques and knowledge, and much of this section deals with taking a positive progressive approach to this sort of traditional training. The most effective way to develop people is to enable learning and personal development, with all that this implies.

As soon as employees have covered the basic work-related skills training, we will focus on enabling learning and development for people as individuals – which extends the range of development outside traditional work skills and knowledge, and creates far more exciting, liberating, motivational opportunities – for people and for employers.

Strategies

- 5.1.1 Establish Standards of Professional Development for all personnel and establish developmental opportunities for those seeking professional growth
- 5.1.2 Establish comprehensive Wellness Initiatives that address employee health, reliability and sustainability
- 5.1.3 Develop performance measurements of healthy work environment (using turnover, discipline, surveys, promotional list size, volunteerism, and sick leave usage trends)

STRATEGIC OBJECTIVE 5.2: REALIGN TRAINING NEEDS BY DIVISION

This objective will examine the delivery of department wide training to assure its applicability to current and future service delivery needs.

Strategies

- 5.2.1 Realign Fire Operations training to ensure professional competencies by rank
- 5.2.2 Realign Fire EMS Training toward ensuring maintenance of state required EMS certifications and identifying additional opportunities to enhance available EMS delivery options
- 5.2.3 Realign Fire & Life Safety Services Training toward ensuring compliance with applicable national standards and certifications



IMPLEMENTATION AND EVALUATION PROCEDURES



SPONSORSHIP & ACCOUNTABILITY

Scottsdale Fire Department and its members are committed to the successful implementation of this Strategic Plan. The Fire Chief, Senior Management and the Labor/Management Correlating Team take personal responsibility for the Strategic Plan objectives by working closely together within our labor/management and teams processes. Accountability is only possible when each person takes on the responsibility to work closely with their peers and ensures the collaborative process is closely adhered to. Based on this approach, we can agree to a tracking and measurement process to our Strategic Plan.

STRATEGIC PLAN REVIEW, TRACKING & MEASUREMENT

We will use the following methods to monitor our progress:

- The SFD Professional Standards division is responsible for facilitating the monitoring and reporting process.
- Recognized reports and performance measures will be used whenever possible.
- Strategic Goal Leaders and Sponsors will review monitoring reports together on a regular basis.

The department's Strategic Plan will be reviewed monthly by the Strategy Leaders. An internal tracking tool will be used to capture detailed information on each strategy including current status, key accomplishments, percent complete, timelines, history of extensions, and any issues that need to be addressed.

The Correlating Team will review Strategic Plan progress monthly. These status updates will also serve as an opportunity to recognize accomplishments and discuss any pending issues or timeline concerns. In addition to the monthly update process, the tracking tool will generate quarterly progress reports that highlight key accomplishments during each quarter. These reports will be reviewed by the Correlating Team, at quarterly management meetings, other staff meetings, and published in quarterly documents.

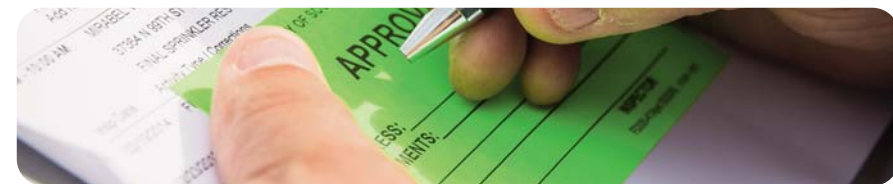
ANNUAL REVIEW & UPDATE OF THE 3-YEAR PLAN

The Strategic Plan is to be reviewed and updated on an annual basis, prior to the city's yearly budget review cycle. The department's overall objectives and strategies shall be assessed and, if necessary, reprioritized based on operating expenses, service indicators, response statistics, or special initiatives.

A revised Three-Year Plan will be created each fiscal year based upon the outcome of the department's annual review. This process ensures reliability of the Strategic Plan as a tool that can be used for annual operating budget development, capital improvement project (CIP) development, and equipment and personnel planning.

COMMUNICATING THE PLAN

The Strategic Plan and associated documents will be communicated at all levels of the organization. This includes the updated Strategic Plan and any progress reports. The plan will be available online and as a printed document for all staff.





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