



Scottsdale Fire Department

Strategic Plan

2020-21 / 2022-23



A Message from Fire Chief Tom Shannon

I respectfully offer the following Strategic Plan as the Scottsdale Fire Department’s guiding document for years 2020 to 2023.



Scottsdale Fire Department operates within a nationally renowned fire service response system known as the Phoenix Regional Dispatch and Deployment System or more commonly known as Automatic Aid system. This system assures continuity of services to the citizens and visitors of Scottsdale and the Phoenix metropolitan area. SFD is represented in several key regional committees and Executive Leadership groups that establish policy for the regional response system. The continuation of influence in decision making will be essential to service delivery in the years to come.

Scottsdale Fire has enjoyed a successful past three-year strategic plan that was principally focused on workforce resiliency and reliability to ensure quality services. The fire department can anticipate the departure of half of its existing members in the next five to seven years as a result of maturation within the Public Safety Retirement System. This workforce “exodus” drove substantial analysis of the impacts related to workforce attrition. Several commissioned studies have helped shape the importance of the coming three years. They will be extremely important to the reconstruction of the fire department in both technical skill set and public safety assurance within an all-hazards response model.

The following Strategic Plan will anchor off five fundamental goals that will be required to successfully set the department up for the workforce exodus that is approaching. Readiness for response within an all-hazards environment will remain our key responsibility. A robust hazard mitigation plan through community risk reduction will offer temperance of the impacts of accidents and injuries to the community. We must concentrate our efforts to the development of the next generation of Scottsdale Firefighters and offer personal growth opportunities to the future leaders of the organization.

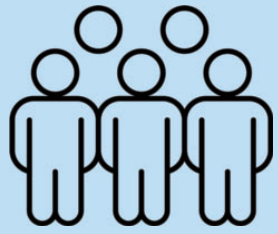
While the conclusion of FY19/20 was challenging due to a global pandemic, I remain optimistic that Scottsdale will recover economically and be poised to face the technical, cultural and service delivery challenges that are on our horizon. The proposed Strategic Plan offers a pathway toward assuring the highest quality services to the citizens, visitors and businesses of Scottsdale.

Please accept this 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.

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Staffing



Daily Positions (365/24/7)

71

Sworn Personnel

275

Civilian Personnel

20

*2019 Stats

Community Profile

Located in the beautiful Sonoran Desert, Scottsdale is nestled at the foot of the McDowell Mountains in the Valley of the Sun. Scottsdale is a premier community known for a high quality of life with attractive residential, working and shopping areas. It is an internationally recognized visitor destination and a thriving location for businesses of all kinds.

Scottsdale consistently ranks among the nation's best places to live, with top-rated schools, award winning parks, low crime and a vibrant economy. Old Town Scottsdale is home to many restaurants, retail shops, art galleries and resort hotels. Scottsdale's McDowell Sonoran Preserve is a permanently protected Sonoran Desert habitat encompassing nearly 48 square miles. There are recreational opportunities for everyone with many golf courses, tennis courts, parks, pools, bike paths and trails.

Scottsdale was founded by Army Chaplain Winfield Scott in 1888 but was not incorporated until 1951 when Scottsdale was a small community of 2,000 residents situated on about two square miles of land. Today, Scottsdale has more than 250,000 residents enjoying the rich diversity of experiences offered within the city's 185 square miles.

BUSINESS

Scottsdale is one of the state's leading job centers with a robust economy anchored by bio-life science companies, hightech innovation, financial services, tourism and corporate headquarters. Scottsdale is home to nearly 18,000 businesses supplying more than 180,000 jobs. SkySong, the ASU Scottsdale Innovation Center, is designed to help companies grow through a unique partnership with Arizona State University. Scottsdale's downtown, Old Town Scottsdale, is an emerging center for high-tech businesses. Farther north, the Scottsdale Air-



park is the city's largest employment area and the Scottsdale Cure Corridor is a partnership of premier health care providers and biomedical companies.

TOURISM

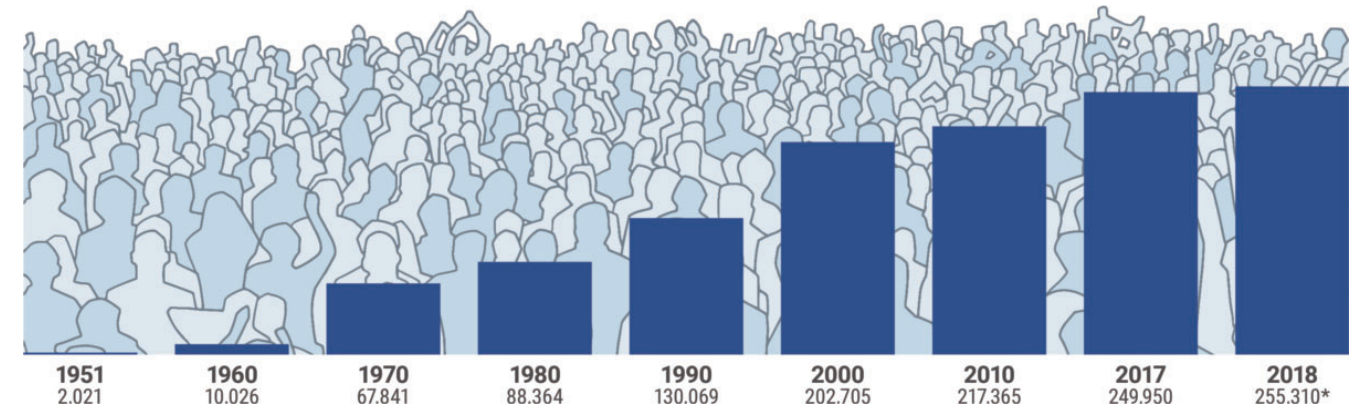
With great weather, fantastic scenery and a calendar full of special events, Scottsdale is a popular tourist destination in Arizona. Millions of people visit Scottsdale annually. The city boasts many hotels and resorts, restaurants and spas. That activity adds up to big business. The annual economic impact of Scottsdale visitors is estimated at several billion dollars. Annual tax revenue generated by domestic visitors was estimated around 47 million dollars — representing about one in every five city tax dollars.

SPECIAL EVENTS

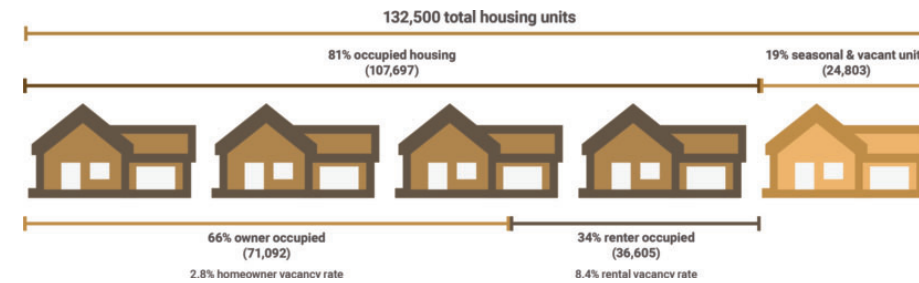
Every January through March, Scottsdale cap-

tures the national spotlight with an eclectic mix of sporting and cultural events that draw hundreds of thousands of spectators and millions of television viewers. Scottsdale resorts annually host Fiesta Bowl teams and Old Town becomes a focal point for pep rallies and fan parties. The Barrett-Jackson Collector Car Auction headlines a week of automotive attractions and becomes the star of more than 40 hours of live television coverage. The Waste Management Phoenix Open unfolds at TPC Scottsdale, featuring more national TV coverage and the largest, loudest galleries in golf. The Scottsdale Arabian Horse Show — among the largest horse shows in the nation — and Scottsdale's festive Parada del Sol Parade and Rodeo follow later. In March, Major League Baseball takes center stage. Old Town Scottsdale serves as the spring home of the San Francisco Giants and makes the city a headquarters for visiting fans and media from across the nation.

Demographics

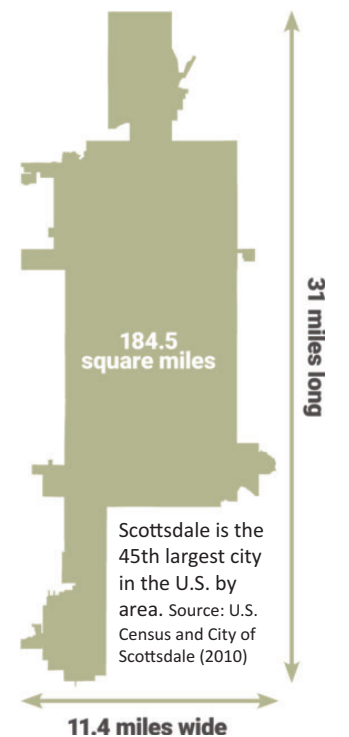
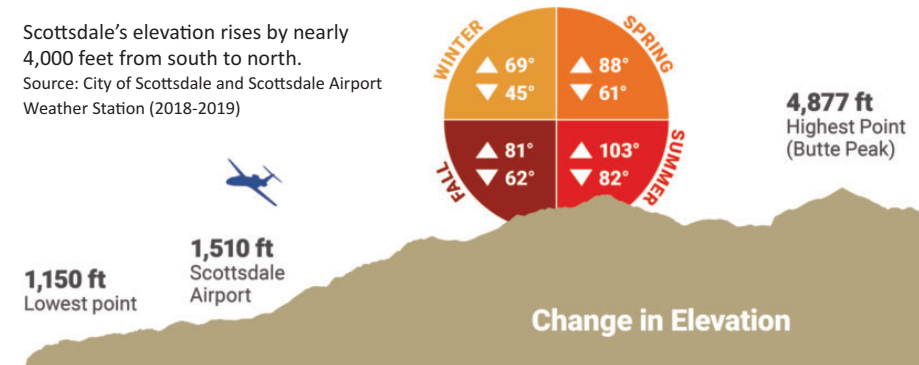


Scottsdale is the 85th largest city in the U.S. by population, and currently has over a quarter million residents. Source: U.S. Census (2018)



While most homes are owner-occupied year-round, about 15,500 homes (12 percent) are for seasonal residents. Source: U.S. Census (2013-2017 ACS)

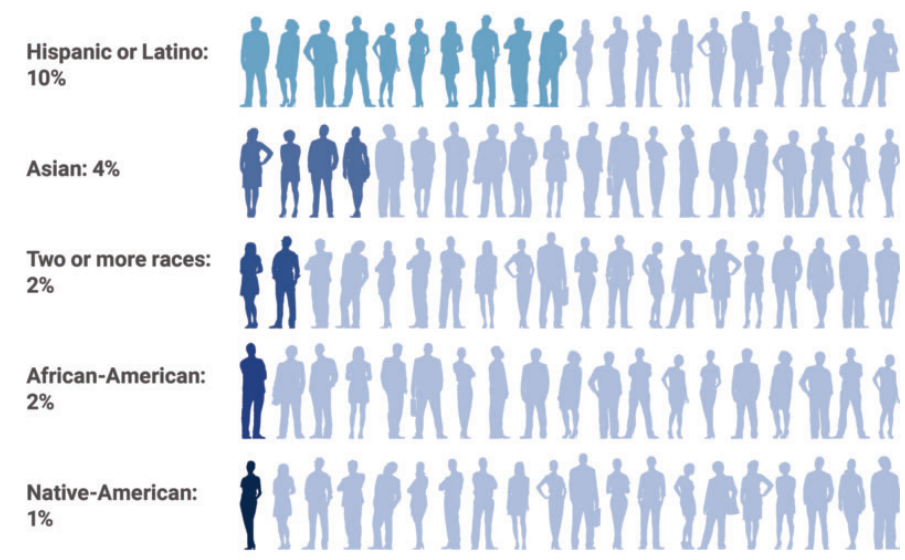
Scottsdale's elevation rises by nearly 4,000 feet from south to north. Source: City of Scottsdale and Scottsdale Airport Weather Station (2018-2019)



Scottsdale's median age of 47 is 9 years older than the U.S. median age of 38.
Source: U.S. Census (2013-2017 ACS)



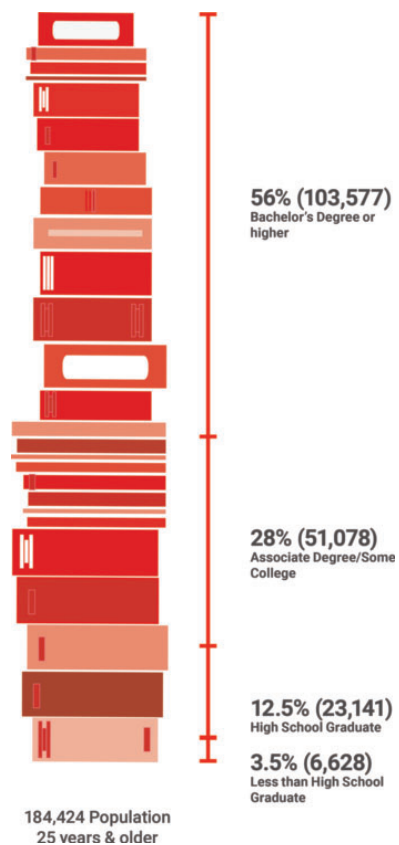
Age Under 5	5-19	20-24	25-54	55-74	75+
9,412	33,165	12,282	93,230	67,213	23,981



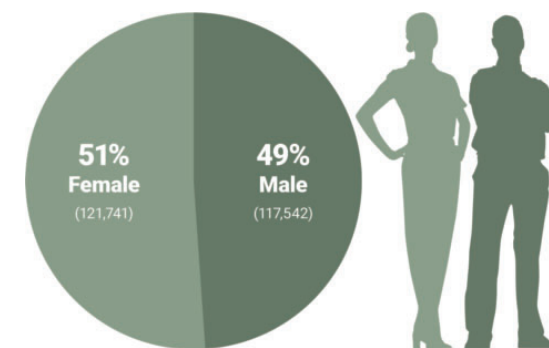
White: 81%

While most residents are white, about 1 in 10 are Hispanic or Latino. Source: U.S. Census (2013-2017 ACS)

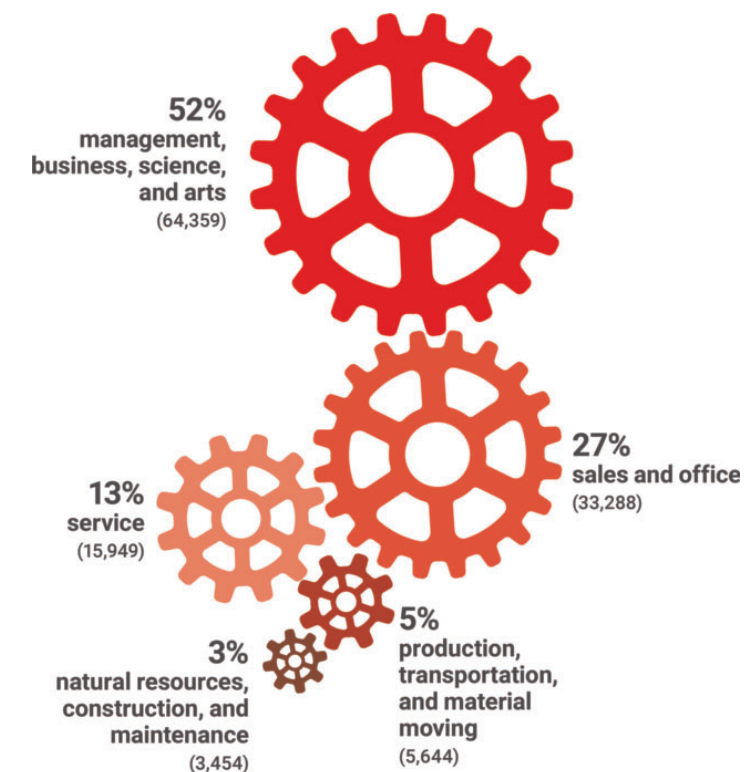
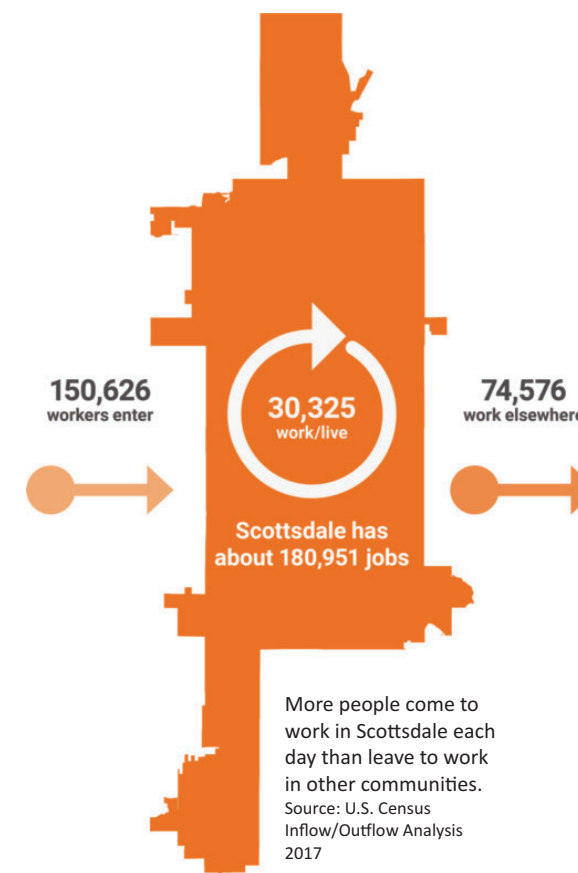
More than half of Scottsdale adults have earned a bachelor's degree or higher.
Source: U.S. Census (2013-2017 ACS)



184,424 Population 25 years & older

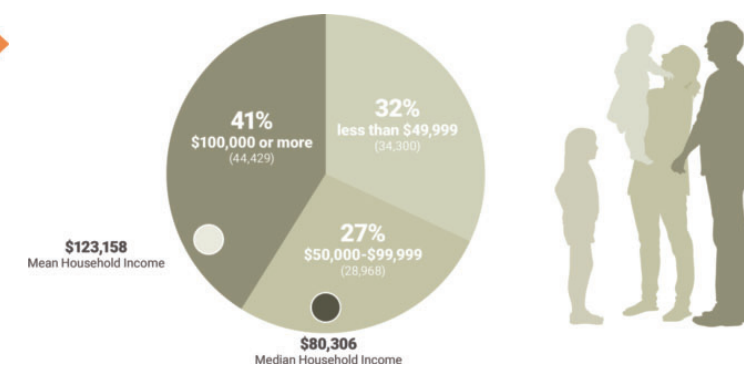


There are more women than men in Scottsdale
Source: U.S. Census (2013-2017 ACS)



122,694 civilian employed population (16 years & over)

Most residents work in management or office jobs. Source: U.S. Census (2013-2017 ACS)



More than 40 percent of Scottsdale households make more than \$100,000 a year.
Source: U.S. Census (2013-2017 ACS)

We Care for You.

ORGANIZATIONAL OVERVIEW

Scottsdale Fire Department provides fire and emergency medical services within an “all-hazards” approach. Each of the city’s 255,310 residents and 9.1 million annual visitors are provided the highest quality prevention, education, response and recovery services possible. Scottsdale Fire employs 275 highly trained professionals whose primary goal is to provide relevant and responsive services to their customers. SFD proudly provides 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 their customers essential fire and life safety services thereby enhancing the public safety experience in Scottsdale.

OUR COMMITMENT

The members of the 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. As public safety providers, we view our responsibilities as essential to ensuring a safer community. Our approach is inclusive, with each member of the organization playing their role and position, while contributing at the highest levels of leadership. We view individual accomplishments as organizational success and encourage each member to seek opportunities to serve.

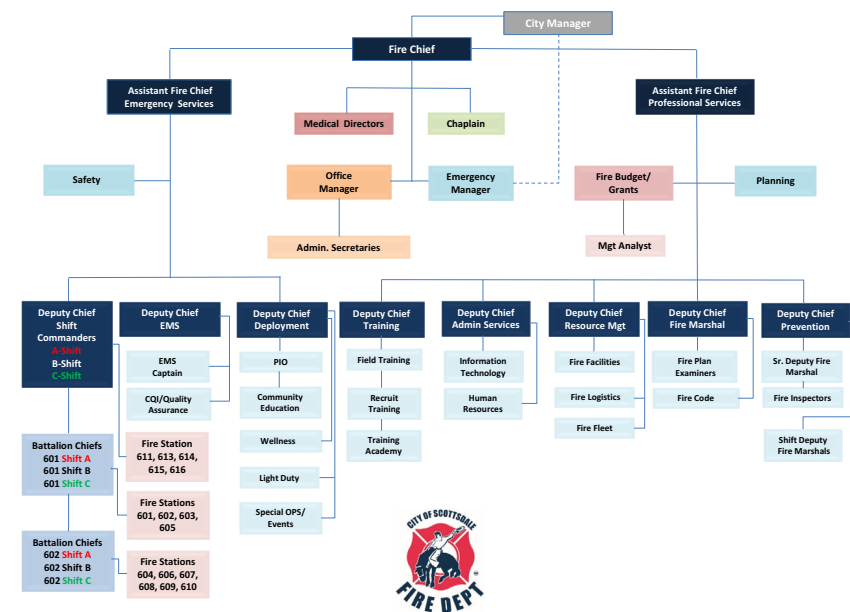
The Scottsdale Fire Department Strategic Plan is a three-year plan that guides the department’s efforts and identifies the framework under which subsequent actions and planning activities will be developed. This plan considers current and future economic trending and contrasts those trends against the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

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




SFD 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 with a rapid response and quality training, all of which is needed to provide our core services, while maintaining stewardship of our resources.




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.




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.



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.



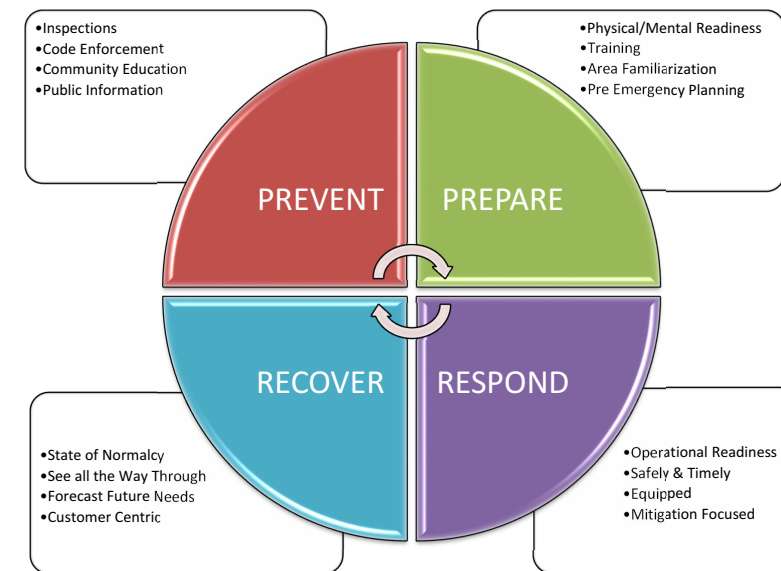
COMMUNITY RELEVANCE

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.



Strategic Plan Process

SCOTTSDALE FIRE DEPARTMENT "WE CARE FOR YOU"



MISSION OBJECTIVE: RETURN THE INCIDENT TO A STATE OF NORMALCY

Level A: Essential City Services

Emergency Services	Professional Services
Response	Training
Emergency Medicine	Plan Review
Homeland Security	Arson Investigation
Special Events	Occupancy Inspections
Public Information	Resource Management
Special Operations	Public Education
Emergency Management	Health & Wellness

City of Scottsdale Strategic Goal & Baseline Customer-Focused Expectations
Enhance Neighborhoods

- N1. Residents feel safe where they live, work and play
- N2. There is a swift **response** to crime or fire emergencies
- N3. The city is **prepared to respond** to emergencies, such as natural disasters

Scottsdale Fire Department utilized the services of Advanced Strategy Center, a locally based company, to facilitate the development of the department's new strategic plan. ASC facilitated a pre-meeting to gain a focus from the executive leadership of the department. The focus for developing the department's strategic plan for the next three years was to answer the following questions by key internal and external stakeholders:

What does SFD need to do to ensure they are being respectful to the employees?

What does SFD need to do to maintain a reputation of being reliable?

What does SFD need to do to be relevant?

ASC engaged key stakeholder groups in a very innovative process that enables the stakeholder groups to provide input via a virtual session approach. The process combined web-based input for responses on open-ended questions about Scottsdale Fire Department in the future with a traditional voice conference call.

The intent was to provide a collaborative and transparent opportunity for the key internal and external stakeholders to provide their input to ASC. The following were the three groups identified to participate in ASC feedback sessions:

Employees of Scottsdale Fire Department of varying ranks, years of service, and from both Labor and Management groups.

Employees of City of Scottsdale from varying departments with day-to-day relationships with the fire department, and varying levels of responsibility within the city.

External partners to Scottsdale Fire Department from both the private and public sector with day-to-day relationships.

The facilitated feedback sessions were culled by ASC to produce a 'Consolidated Stakeholder Input' document utilized to guide the final Leadership Workshop with current and emerging leadership from both the Labor and Management groups. The outcome of the Leadership Workshop session provided the top five emerging concepts and attributes to serve as the framework to guide the final development of the Scottsdale Fire Department Strategic Plan.

Strategic Goals



Strategic Initiative 1

ALL-HAZARDS DEPLOYMENT AND RESPONSE READINESS

Assessing the constantly changing, growing and evolving landscape in the City of Scottsdale and surrounding communities, is critical to ensuring deployment models, resource allocation, operational readiness and providing the appropriate levels of emergency response.

Strategic Objective 1.1

Review and refine recommended staffing and response model guidelines.

Task 1.1.1

Update Standards of Coverage and Deployment Plan.

Task 1.1.2

Establish clear triggers/thresholds to evaluate the potential need for adding assets and stations.

Task 1.1.3

Analyze anticipated Scottsdale growth trends to develop a resource, staffing, and facility master plan recommendation.

Strategic Objective 1.2

Task 1.2.1

Identify current high-density locations for additional planning/resources (i.e., Downtown Scottsdale, Scottsdale/Salt River border, etc.).

Strategic Objective 1.3

Conduct an annual feasibility analysis of ambulance business plan for more efficient transport and use of personnel and resources.

Task 1.3.1.

Review the need of ambulance service/staffing biannually.



Strategic Initiative 2

COMMUNITY RISK REDUCTION AND EDUCATION

In the spirit of maintaining community support and involvement, further identification and assessment of emerging community risk areas is necessary in assisting SFD in the development of focused community education and engagement practices.

Strategic Objective 2.1

Develop a communication plan that all SFD leaders/personnel can communicate to internal and external stakeholders to promote community awareness and engagement.

Task 2.1.1

Formally identify and present an annual outlook on emerging community risks and threat.

Task 2.1.2

Conduct annual survey to all key stakeholders to evaluate SFD performance and provide awareness on emerging issues.

Task 2.1.3

Develop a formal plan to educate COS leadership and citizens on forecasted emerging risks and plans for mitigation.

Task 2.1.4

Further analyze and develop a recommendation for mass community alert capabilities.

Strategic Objective 2.2

Partner with COS and other key stakeholders in evaluating response to, and treatment of, our vulnerable populations.

Task 2.2.1

Review current guidelines and legislation regarding long-term care facilities and ensure we have the right training and partnerships in place for response.



Strategic Initiative 3

WORKFORCE DEVELOPMENT

Focusing on strategic workforce development, forecasting new hire needs with anticipated attrition and establishing the next generation of leaders through professional career path development is essential to maintaining the level of expertise necessary to provide for safe and efficient fire department operations.

Strategic Objective 3.1

Support education and professional development throughout career.

Task 3.1.1

Continue to model resource needs and timing of attrition vs. new hires for SFD to maintain required personnel levels and attributes.

Task 3.1.2

Make early identification of, and provide mentoring and training to, future chief officers.

Task 3.1.3

Enhance training for line and command personnel for large events and high-density areas.

Task 3.1.4

Integrate our high performing culture and “SFD Way” into professional development opportunities.



Strategic Initiative 4

COOPERATIVE AND COLLABORATIVE RELATIONSHIPS

Enhancing current collaborative relationships with COS leaders, divisions and other city fire departments is invaluable in finding new, efficient and innovative opportunities to improve SFD processes. In addition, reaffirming and strengthening our Labor/Management relationship will serve to establish long-term cultural consistencies focused on exemplary customer service and promotion of SFD’s mission “We Care for You.”

Strategic Objective 4.1

Increase collaboration with other internal COS departments.

Task 4.1.1

Review and ensure that we have the right inter-departmental teams in place.

Task 4.1.2

Confirm information sharing with other internal COS departments on emerging issues and implications to SFD.

Strategic Objective 4.2

Maintain our relevance

Task 4.2.1

Ensure we have the needed community stakeholders involved in process where appropriate.

Task 4.2.2

Confirm appropriate SFD representation on regional planning committees and initiatives.

Task 4.2.3

Reaffirm our labor/management commitment and statement.



Strategic Initiative 5

MAXIMIZE UTILIZATION OF DATA AND TECHNOLOGY

Increasing internal/external capabilities for data collection and analytics allows SFD to monitor advanced trends, and facilities, equipment and personnel needs to support strategic decisions of growth, development and efficiency.

Strategic Objective 5.1

Clearly define need and process for when to use data driven decision making.

Task 5.1.1

Perform SWOT analysis on current data collection capabilities and accuracy.

Task 5.1.2

Perform SWOT analysis on current data driven decision making process.

Task 5.1.3

Utilize software modeling, where appropriate, that supports data driven decision making (i.e. predictive analytics of resources, threats, trends, deployment models, etc.).

Strategic Objective 5.2

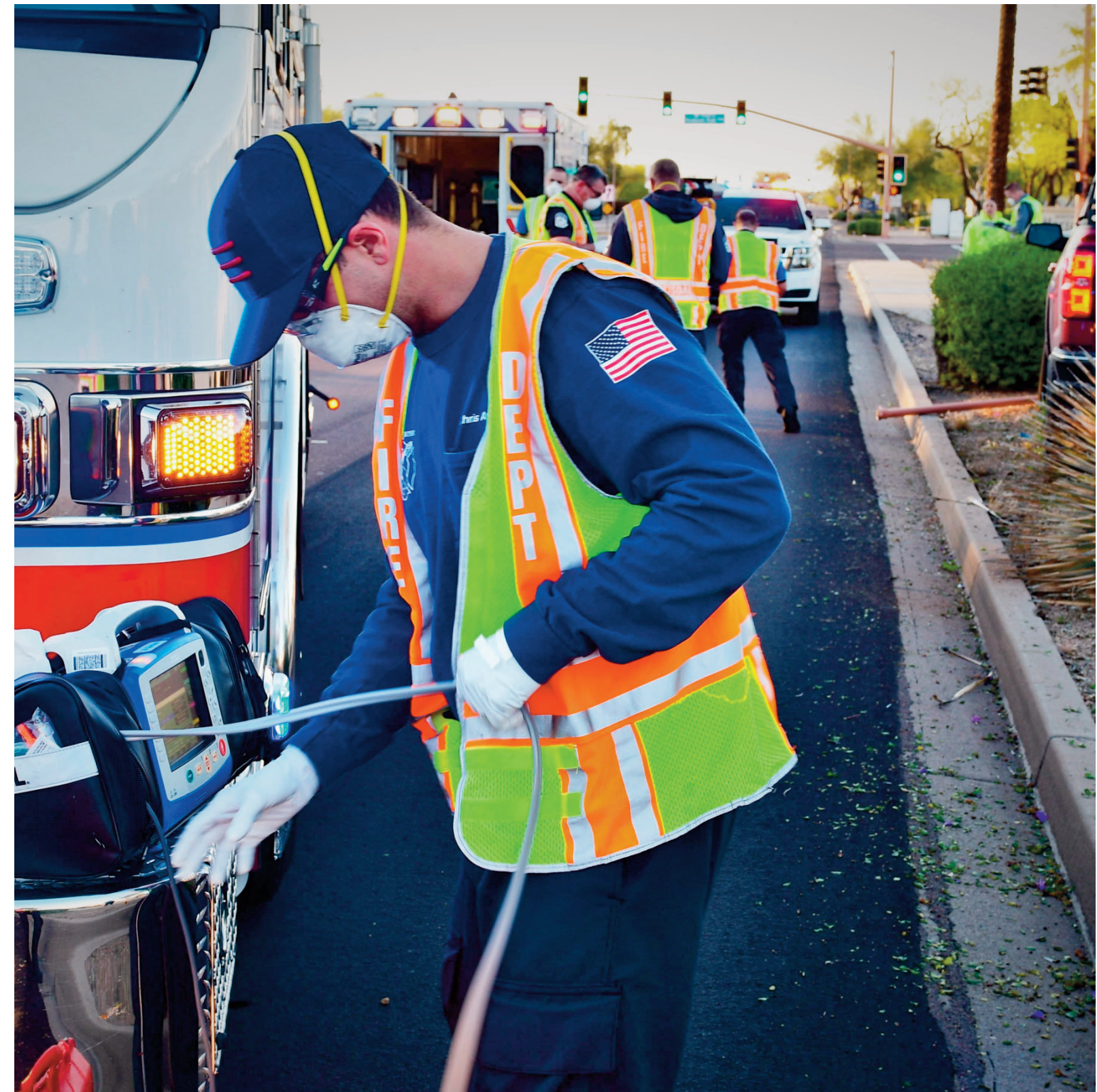
Enhance IT investment and resources for SFD data/analytics support.

Task 5.2.1

Review industry best practices for implementation of data driven decision making and analytics.

Task 5.2.2

Evaluate current Fire IT status and recommend changes to provide for future internal growth and development.





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