

Goodyear Fire Department



Strategic Plan 2008-2012



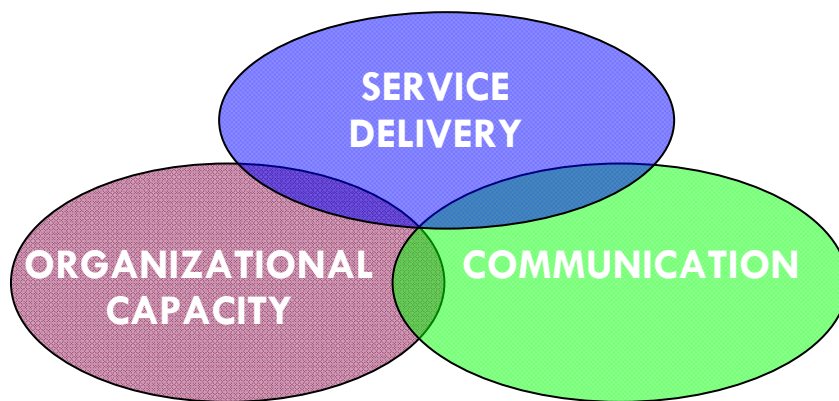
1948 — 2008
60 Years of Saving Lives

Goodyear Fire Department Strategic Plan

The Goodyear Fire Department developed its Five-Year Strategic Plan using a Strategy Mapping process that identified strategic themes. That process included a comprehensive dialogue within the department and a review and alignment of the City and Fire Department's vision, mission, values and goals, all directed at achieving the safety and well being expected by Goodyear's citizens.

Three themes were identified for the Strategy Map and are represented in the three interlocking circles illustrated below: **SERVICE DELIVERY**, **ORGANIZATIONAL CAPACITY**, and **COMMUNICATION**. Each of these themes have specific five year Strategic Initiatives which are to be accomplished through annual measurable Indicators intended to guide the Department as it responds to its Mission and the challenges of rapid growth in the City of Goodyear.

Strategy Map



The following Strategic Initiatives Framework was used to explore the GFD:

Vision

What We Want to Be

Mission

Why We Exist

Values

What's Important to Us

Strategy

Our Game Plan

Strategy Map

Translate the Strategy

Strategic Initiatives

What We Need to Do

Strategic Indicators

Measures and Focus

The GFD Strategic Initiatives were developed after reviewing and linking the Mission, Values, and Core Business Areas of the City to the work of the Goodyear Fire Department.

City of Goodyear
MISSION

The City of Goodyear will provide the finest municipal services and promote a quality environment to enhance our community's prosperity through citizen and employee participation.

We are committed to the stewardship of resources and fulfillment of the public trust.

City of Goodyear
VALUES

In our culture we value:

The individual
The team
The customer

We express this by setting ethical standards and the display of integrity in the performance of our duties.

We expect:

Each task to have a purpose.
The individual to step up and lead.
Positive examples to be set by leadership.

Our expectations are fulfilled by consistency between our words and our actions.

We believe:

Our first responsibility is to our internal and external customers.
In the mission and vision of our organization.

Our beliefs are demonstrated by actions rather than empty promises.

OUR ORGANIZATIONAL CULTURE FOSTERS MUTUAL RESPECT, TRUST, AND EMPOWERMENT.

City of Goodyear
CORE BUSINESS AREAS

- Build a Sustainable Community
- Keep People and Property Safe
- Adapt to Change
- Ensure Public Health

Goodyear Fire Department
MISSION

The mission of the City of Goodyear Fire Department is to preserve lives and property in our community by providing services directed at the prevention and control of fires, accidents, and other emergencies, while maintaining the highest standards of professionalism, efficiency, and effectiveness.

Goodyear Fire Department
VISION

The City of Goodyear Fire Department is a model of innovation, professionalism, and community interaction. We are guided by ingenuity, common values, and a shared vision.

The Goodyear Fire Department's stated Values provide the principles and foundation by which the Department's Mission is executed by Firefighters and administrative and support personnel. These Values are embedded in all the Strategic Initiatives to be undertaken.

Goodyear Fire Department
VALUES

- **Integrity** "We reliably and consistently hold ourselves accountable to the highest ethical definition of honesty, trust and honor that inspires the confidence of our customers through our actions."
- **Unity** "We measure our success by the strength of our relationships."
- **Excellence** "We maintain a professional attitude and exceed expectations by performing to the best of our ability. We constantly improve our knowledge and skills to better serve the community and each other."

Development and implementation of the Strategic Initiatives includes consideration of and alignment with the guidance offered by the:

- Public Safety Citizen Advisory Committee
- General Plan
- City Strategic Plan
- Staffing Plan
- City Code
- City Charter

Implementing the Strategic Initiatives and Indicators will require the GFD to call on its and the City's Strategic Capital resources. Depending on the direction and nature of a particular Strategic Initiative, the type and amount of capital required will vary. These resources include:

- Organizational Capital – City and Fire Department culture, leadership, teamwork and alignment of strategies
- Information Capital – availability of information systems, knowledge applications & infrastructure
- Human Capital – availability of skills, talent & know-how
- Social Capital – community good will and involvement

This next section showcases the three themes within GFD's Strategy Map. Specific Five Year Strategic Objectives (FY 2008-2012) for each theme are identified along with annual goals for fiscal year (2008-2009). Where an area is left blank, an Indicator is not forecasted.

SERVICE DELIVERY

We are committed to protecting the customer in our changing community through proactive and responsive initiatives.

REFLECTS MISSION

The mission of the City of Goodyear Fire Department is to preserve lives and property in our community by providing services directed at the prevention and control of fires, accidents, and other emergencies, while maintaining the highest standards of professionalism, efficiency, and effectiveness.

REFLECTS VALUES

- **Integrity** "We reliably and consistently hold ourselves accountable to the highest ethical definition of honesty, trust and honor that inspires the confidence of our customers through our actions."
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STRATEGY INCLUDES CONSIDERATION OF

- Facilities/Equipment/Technology
- Support and Structure
- Cross Division Models of Organization
- Stakeholder Input
- Desires
- Public Safety Citizen Advisory Committee
- General Plan
- Capital Improvement Plan
- Building Organizational Capital

PERFORMANCE MEASURES

- Percentage of incidents meeting turnout time of <1 minute
- Number of volunteer hours provided by red shirts

STRATEGIC OBJECTIVES (2008-2012)	STRATEGIC GOALS (FY2008-2009)
Improve emergency response times.	<ul style="list-style-type: none"> • Improve response capability in the City and State by establishing a grant-funded CBRNE response team. • Evaluate and manage call processing time. • Improve response time by evaluating turnout time for effectiveness.
Increase support staffing.	<ul style="list-style-type: none"> • Reduce costs and improve efficiency of internal resources through outsourcing by creating a list of tasks to be completed by contract employee(s). • Implement red shirt program to provide additional resources. • Increase community volunteer resource capacity by appointing a volunteer CERT coordinator. • Reduce turn-around time for inspections and plan reviews to support community development by hiring a Permit Technician.

STRATEGIC OBJECTIVES (2008-2012)	STRATEGIC GOALS (FY2008-2009)
Develop public and private collaborative partnerships to maximize effectiveness and use of resources to achieve greater outcomes.	<ul style="list-style-type: none"> • Improve EMS transport level of service and recover costs by contracting with a sole provider for ambulance transport service. • Improve patient survivability and reduce mortality rates of patients with cardiac emergencies by partnering with West Valley Hospital on a cardiac catheter lab initiative. • Increase firefighter safety through consistent operations by establishing a southwest valley Operations Chiefs group. • Establish a Citizen Corps Council.
Seek to receive accreditation.	<ul style="list-style-type: none"> • Achieve demonstrated excellence through self-assessment by identifying individual(s) to research resource requirements to seek accreditation; put together a plan on what it will take for us to complete.
Acquire land for the Goodyear Municipal Training Center, Police/Fire Headquarters, and EOC	<ul style="list-style-type: none"> • Identify land to be purchased.

ORGANIZATIONAL CAPACITY

We are committed to growing the individual and organization to meet the current and future needs of our community.

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STRATEGY INCLUDES CONSIDERATION OF

- Facilities/Equipment/Technology
- Support and Structure
- Current and Emerging Roles
- Recruitment and Retention
- Health, Safety, and Welfare
- Succession Planning and Positioning
- Building Confident and Competence
- Skill Development
- Building Human Capital

PERFORMANCE MEASURES

- Number of volunteer hours provided by red shirts
- Percentage of move-up engineers, move-up captains, and move-up battalion chiefs
- Number of Battalion Safety Officers
- Number of captains meetings held each calendar year
- Percentage of supervisors who complete Crucial Conversations training

STRATEGIC OBJECTIVES (2008-2012)

Identify, evaluate and implement effective organizational models, strategies and staffing plans to integrate and enhance service delivery.

STRATEGIC GOALS (FY2008-2009)

- Implement red shirt program to provide additional resources.
 - Ensure adequate bench strength in Emergency Services for move-up captains and move-up engineers by establishing a goal for number of move-up qualified individuals for each position.
 - Increase competency of captains assigned as Battalion Safety Offices by developing BSO training and check-off list.
 - Lower cost and increase efficiency of paramedic training by identifying and evaluating options for initial paramedic training.
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- Determine and implement written procedures based on best practices from other fire departments' logistics sections.
 - Develop a strategic plan for Logistics.

Develop the logistics functions, systems, and staff necessary to support the department's projected five year growth.

STRATEGIC OBJECTIVES (2008-2012)**STRATEGIC GOALS (FY2008-2009)**

Grow our people.

- Communicate, coach, teach, and mentor the mindsets and competencies in support of a more effective fire department by conducting four captains meetings each year.
- Provide helpful plans and tools to assist personnel in growing professional capacity by developing a training and succession plan.
- Improve the applicability of the performance appraisal process by revising performance appraisal documents.
- Improve supervisory skills by providing Crucial Conversations training for all supervisors.

COMMUNICATION

We are committed to an accurate, timely, open, and consistent approach to our communication. This will be accomplished by seeking feedback through an ongoing relationship with our customers and stakeholders.

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STRATEGY INCLUDES CONSIDERATION OF

- Internal and External Communication
- Consistent and Open Communication
- Cross Division Communication
- Rumor Control
- Differing Expectations
- Accessible and Available Communication
- Use of Technology
- Education
- Stakeholder Input
- Building Social Capital
- Building Organizational Capital
- Building Information Capital

PERFORMANCE MEASURES

- Number of citizens attending Fire Ops 101

STRATEGIC OBJECTIVES (2008-2012)	STRATEGIC GOALS (FY2008-2009)
Identify, develop, deploy and evaluate technology solutions for department communication that is accessible, available, consistent and clear.	<ul style="list-style-type: none"> • Maintain state of the art emergency communications in support of firefighter safety by migrating to 800 mhz regional wireless radio network. • Increase effective constant staffing objectives and improve data collection regarding staffing costs by implementing Telestaff.
Organize and integrate external communication through development and deployment of a comprehensive public information program about the GFD.	<ul style="list-style-type: none"> • Collaborate with United Goodyear Firefighters to inform the community of fire department operations by hosting Fire Ops 101 day.
Seek internal and external stakeholder input on key issues using multiple communication and community strategies.	<ul style="list-style-type: none"> • Increase resources by expanding use of volunteers and partners for community education.