
GOLDER RANCH FIRE DISTRICT



BUSINESS PLAN

FY2013 - 2015



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"Unless you try to do something beyond what you have already mastered, you will never grow. Every job is a self portrait of the person who did it.... Autograph your work with excellence."

- Vince Lombardi, Jr.

OPENING COMMENTS

I am very pleased to present the Golder Ranch Fire District's Business Plan for 2013-2015. The Business Plan is a key foundational document that serves as a blueprint to build and improve our organization. It is designed to focus our attention and guide our decision making as we continue to transform the District into an agency of exceptional quality and best industry practices. This plan is the result of collaborative effort between all members of our organization and is intended to begin where the previous strategic plan concluded. Information for this plan was gathered in both group settings and individual meetings with employees of the District.

A foundational theme throughout the Business Planning Document is the need for professional development and succession planning at all levels of the organization. As the Fire Chief for the District, my primary goal is the preparation for the future of the organization. We must ensure that we prepare our personnel through training, mentoring and professional development for the future success of the organization. A cooperative and energized environment that encourages employee feedback and participation is the overriding goal.

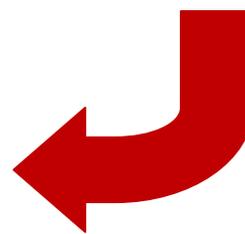
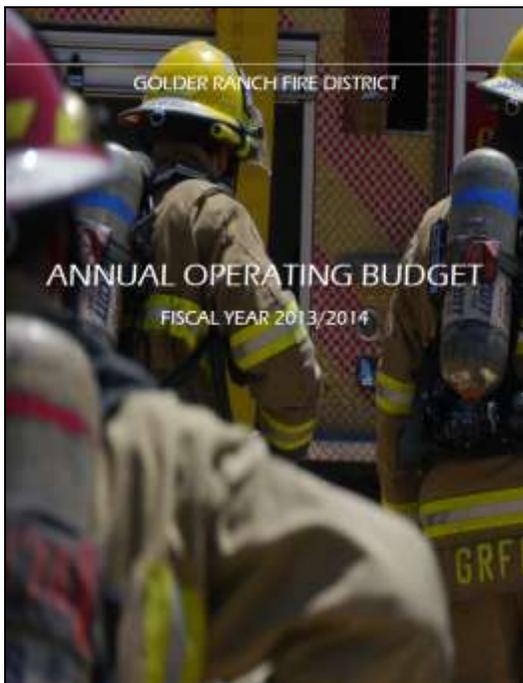
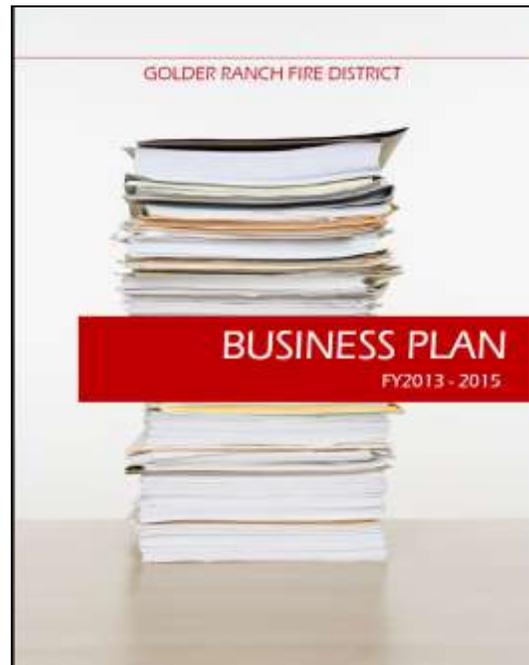
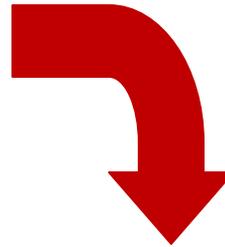
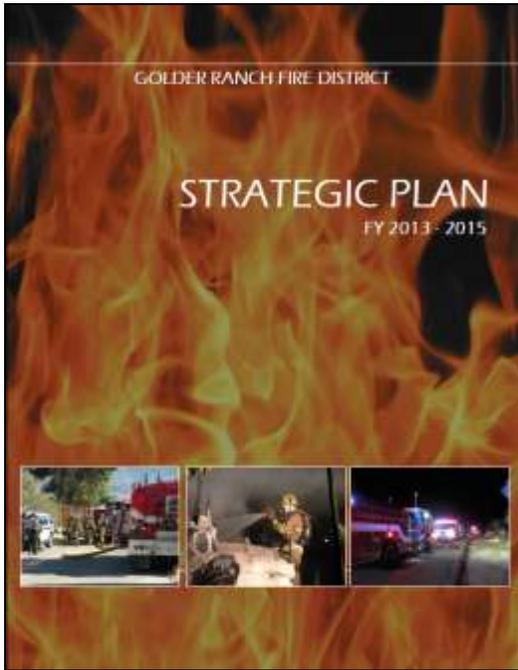
The Golder Ranch Fire District is a full-service, community-based emergency services provider which is funded through property taxes, ambulance transport revenues and serves approximately 60,000 residents. The District's 222-square-mile service area includes a diverse blend of urban, suburban, and rural communities in the Northwest portion of the Tucson Metropolitan Region. The Fire District proudly serves the communities of Town of Oro Valley, Catalina, SaddleBrooke and vast portions of the Catalina Mountains.

The Fire District is governed by a Fire Board comprised of five elected officials who serve staggered four-year terms. The Fire Board appoints the Fire Chief to serve as the Chief Administrator for the Fire District. The Fire Board meets monthly to perform the required fiduciary duties. The Fire Board's continued authorization of resources has enabled District personnel to continue delivery of critical life safety and response functions to serve our communities in preventing loss of property and life, and made numerous improvements and achievements possible. Given the resources, this organization has continually exhibited highly skilled determination and character to meet the needs of our communities. I am proud to report that this organization continues to be a leader in the fire service with progressive planning, programs, and people who make this community not only one of the most beautiful but most importantly one of the safest in the nation. Our continued efforts towards achieving excellence in providing emergent and non-emergent community safety programs are proudly reported in this document.

This plan contains goals that can only be accomplished with the commitment and combined effort of our Board of Directors, Management Team and Union Leadership. I believe this dynamic organization is motivated and encouraged by our significant accomplishments to date and is prepared to move to the future with vigor. I am confident that the members of this great organization will embrace the challenges contained within these pages. We will be successful in seeing this vision through, over the next two years.

Randy Karrer, Fire Chief

THE PLAN(S)



OUR HISTORY....

EMBRACING OUR PAST & PREPARING FOR TOMORROW

The Golder Ranch Fire District was created in 1977 by a vote of the residents in the area. The homeowners wanted to have a voice in their fire and medical care and at the same time, monitor costs. Today the District serves a 222 square mile area with a population of nearly 60,000 residents. Included in the District are the communities of Oro Valley, Catalina, SaddleBrooke and southern Pinal County.

Golder Ranch is governed by a five-person, non-partisan board elected at large by the voters of the District. Board members are elected to alternating four-year terms so there are at least two members elected every two years. The Board establishes policy, sets tax rates, approves the budget, and hires the Fire Chief. The Board also has sole authority to set policy regarding future annexation.



OUR GOVERNANCE

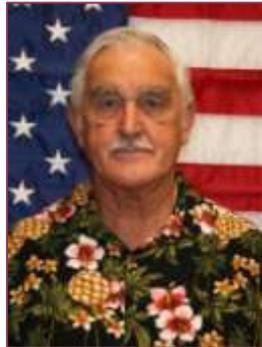
Golder Ranch Fire District is governed by a five-person, non-partisan board that is elected by registered voters of the District. Board members are elected for alternating four-year terms. As a result, there are at least two members elected every two years.

The Fire Board is charged with diverse responsibilities. Specifically, the Board establishes policy, sets tax rates, approves annual budgets, and hires the Fire Chief. The Fire Board also maintains sole authority to set policy and approval of annexations.

Golder Ranch Fire District is considered a special district of the State and complies with all applicable areas of the Arizona Revised Statutes. For example, Golder Ranch Fire District holds a public meeting on the second Tuesday of every month at the administrative office. This meeting is mandated by the State through the Open Meeting Law. We encourage residents to attend these monthly meetings.



Vicki Cox-Golder
Chairperson
2010 - 2014



Steve Brady
Vice-Chairperson
2012 - 2016



David Dahl
Clerk
2012 - 2016



Mark Clark
Board Member
2010 - 2014

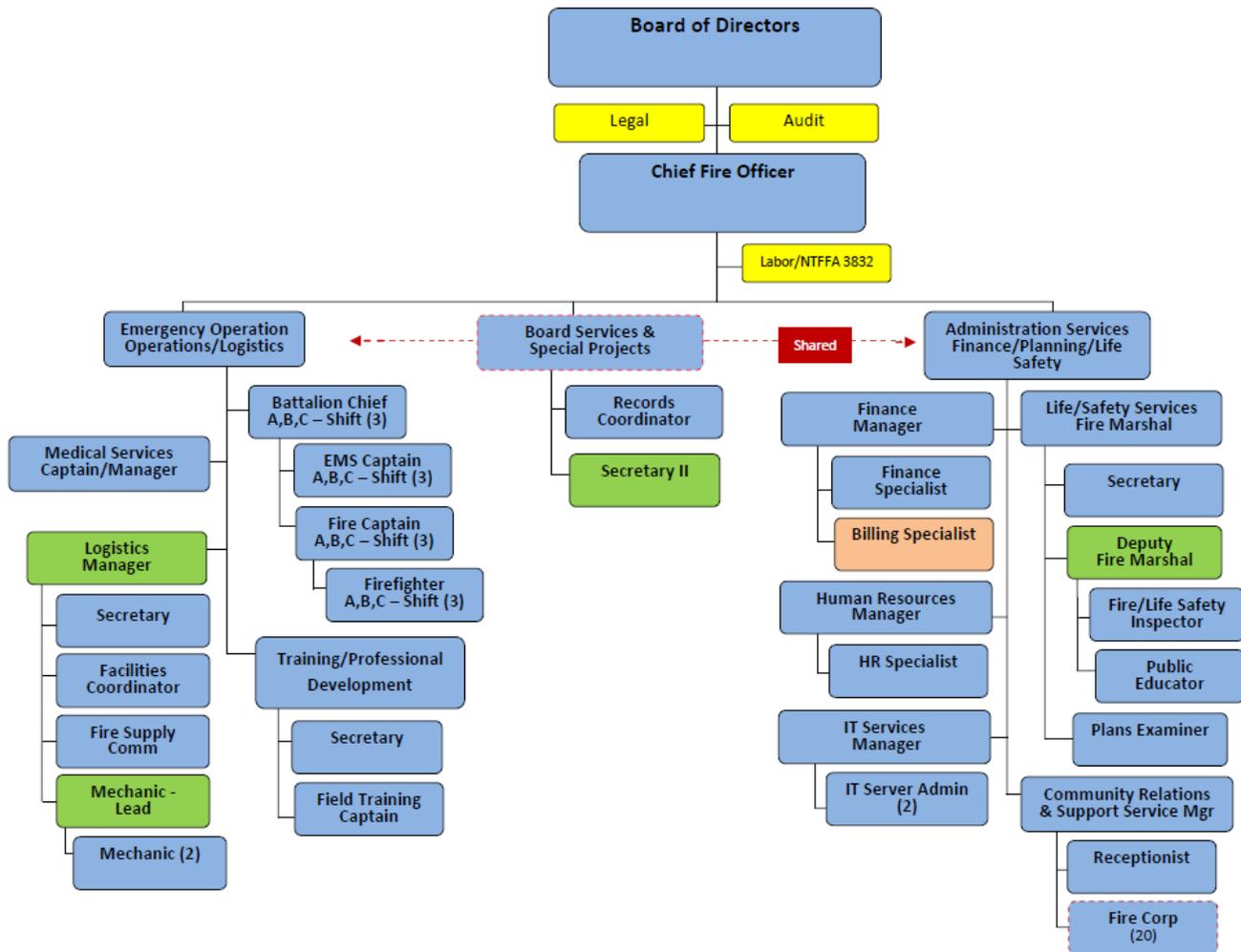


Richard Hudgins
Board Member
2012 - 2016

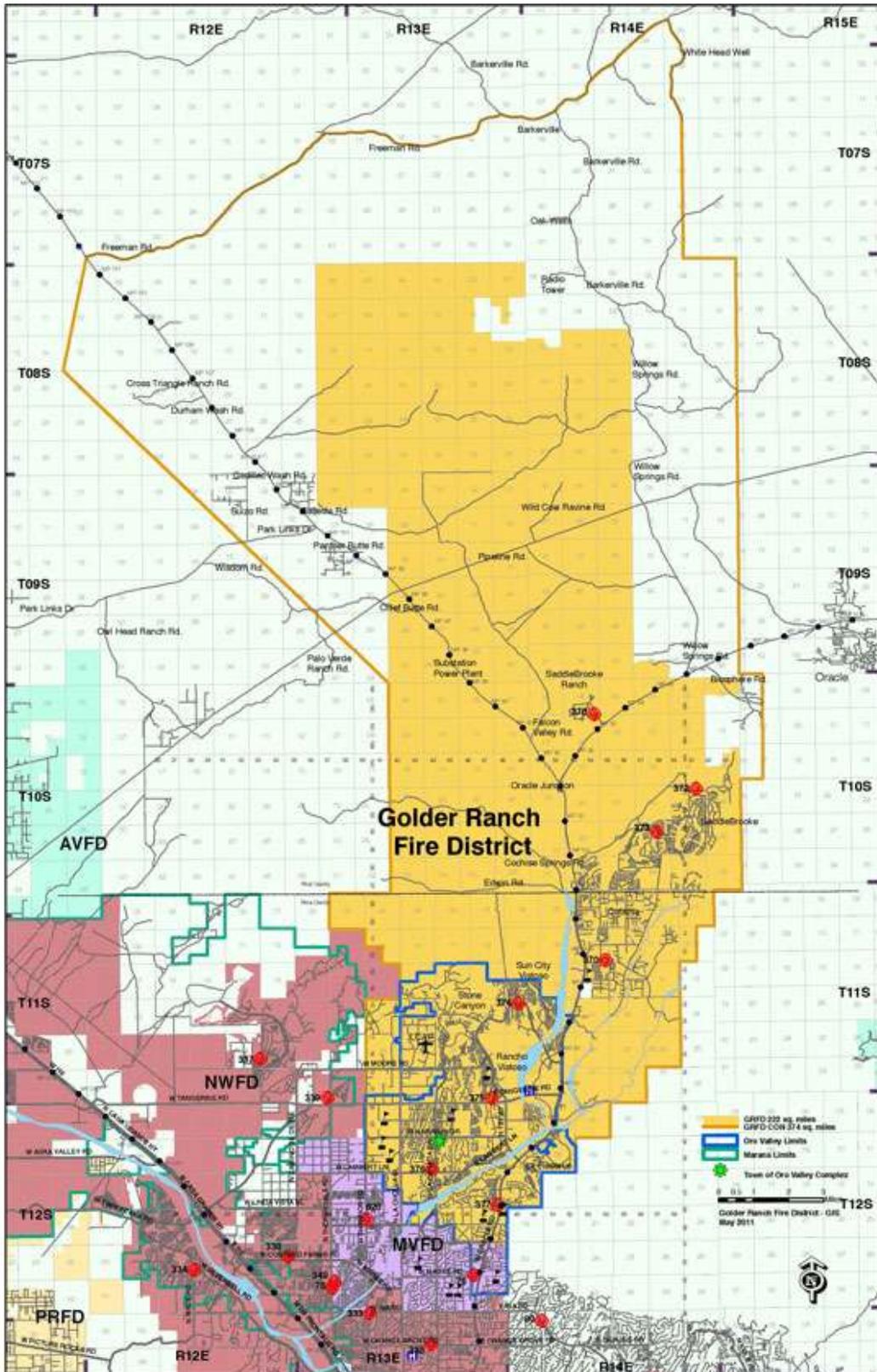
OUR EXECUTIVE & COMMAND STAFF

Fire Chief	<i>Randy Karrer</i>
Assistant Chief, Administration	<i>John Sullivan</i>
Assistant Chief, Operations	<i>Pat Abel</i>
Fire Marshal	<i>William Loesche</i>
Battalion Chief(s)	<i>Vacant</i>
	<i>Bill Pernet</i>
	<i>Lee Muscarella</i>
Finance Manager	<i>Dave Christian</i>
HR Manager	<i>Sharron Lovemore</i>
IT Manager	<i>Herman Rascon</i>
Board Services	<i>Steve Schoon</i>
Community Relations	<i>Joshua Hurguy</i>
Fleet/Logistics	<i>Jeff Rowe</i>
Training/Professional Development	<i>William Foss</i>

OUR ORGANIZATIONAL STRUCTURE



OUR DISTRICT



COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)

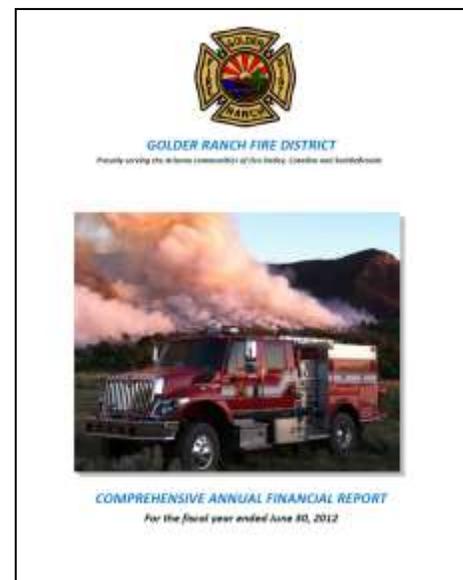
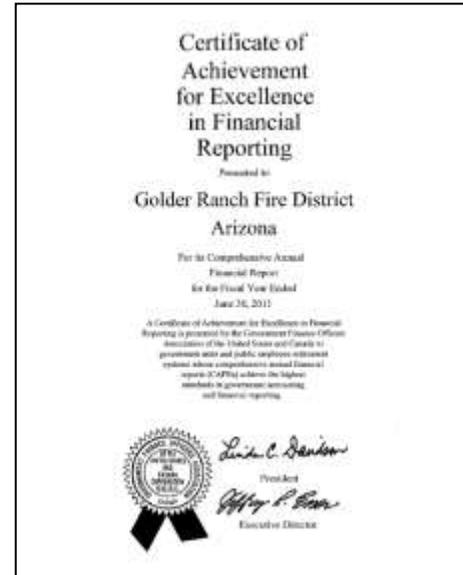
The CAFR report is intended to meet and/or exceed all legal reporting requirements that are borne by the District.

To provide a reasonable basis for the reported financials, the District's management has established a comprehensive internal control framework that is designed to protect the District's assets from loss, theft, or misuse; and to compile sufficient reliable information for the preparation of the District's financial statements.

Golder Ranch Fire District is considered a political subdivision of the State and is authorized to charge a secondary assessed property tax for fire protection services. This tax is assessed on all non-exempt properties that are located within the geographical boundaries of the District and serves as its primary funding source.

For the fiscal year ending June 30, 2013 the District tax rate was \$1.61 per \$100 of assessed value and is lower than all other comparable southern Arizona fire districts and well below the State imposed ceiling limit of \$3.25.

Ambulance transport services provide the second largest revenue stream for the District. The revenue is predominantly obtained through third party billing of health insurance companies for rendered services. The District believes that its ambulance transport services provide tangible and intangible value that transcends the stated value within the financial report. Commencing in September 2012, the District began inter-facility ambulance transports for all medical facilities within the District's Certificate of Need (CON).



2012/13 BUDGET

	<u>GO DEBT SERVICE</u>	<u>GENERAL FUND</u>	<u>TOTAL</u>
REVENUES			
Property Tax	\$1,132,758	\$13,026,719	\$14,159,477
Fee for Service	-	2,240,000	2,240,000
Reserve fund	-	981,251	981,251
Fire District Assistance	-	400,000	400,000
Grants	-	150,000	150,000
Miscellaneous	-	20,000	20,000
TOTAL REVENUES	\$1,132,758	\$16,817,970	\$17,950,728
EXPENDITURES			
Labor, Benefits, ERE	-	\$13,651,916	\$13,651,916
Fire Chief Salary	-	150,000	150,000
Supplies/Consumables	-	814,253	814,253
Vehicle/Equipment	-	367,153	367,153
Utilities/Communication	-	245,783	245,783
Professional Services	-	825,000	825,000
Dues & Subscriptions	-	57,194	57,194
Insurance	-	93,121	93,121
Repairs & Maintenance	-	162,389	162,389
Bond & Lease Principle	\$633,250	318,531	952,051
Capital Outlay	-	78,353	78,353
Interest Expense	499,238	54,277	553,515
TOTAL EXPENDITURES	\$1,132,758	\$16,817,970	\$17,950,728

OUR FACILITIES



STATIONS & FACILITIES-ASSESSMENT

FIXED ASSETS SCHEDULE				
Asset	Location	Acquisition	Cost	Useful Life
Station 370	3835 E Golder Ranch Dr.	05/09/2006	\$1,724,095	39 yrs
Station 372	65462 Catalina Hills Dr.	12/31/2008	\$2,077,868	39 yrs
Land	SAA	04/01/2008	\$90,000	Indefinite
Station 373	63725 E SaddleBrooke Blvd.	09/20/1990	\$255,859	39 yrs
Land	SAA	09/20/1990	\$50,000	Indefinite
Re-model	SAA	12/29/2009	\$641,720	39 yrs
Station 374	1130 E Rancho Vistoso Blvd.	05/31/1991	\$135,492	39 yrs
Land	SAA	08/27/1990	\$46,606	Indefinite
Re-model	SAA	05/19/2011	\$418,703	39 yrs
Station 375	12125 N Woodburne Ave.	03/08/2002	\$994,748	39 yrs
Land	SAA	05/19/2000	\$128,000	Indefinite
Station 376	10475 N La Canada Dr.	07/31/2008	\$2,443,822	39 yrs
Land	SAA	09/22/2005	\$312,500	Indefinite
Station 377	355 E Linda Vista Blvd.	08/24/2010	\$2,075,624	39 yrs
Land	SAA	12/11/2007	\$500,941	Indefinite
Station 378	60891 E Arroyo Vista	LEASE	LEASE	LEASE
Administration	3885 E Golder Ranch Dr.	06/09/2006	\$1,404,163	39 yrs
Land	SAA	01/14/2004	\$598,271	Indefinite
Training Facility	3845 E Golder Ranch Dr.	03/28/2007	\$1,688,038	39 yrs
Tower	SAA	01/11/2011	\$267,790	10 yrs
Fleet Maintenance	3895 E Golder Ranch Dr.	03/23/2007	\$1,465,053	39 yrs
Station 379 (Future)	1795 Camino Ceilo Dr.	11/15/2012	\$391,506	39 yrs

VEHICLE REPLACEMENT SCHEDULE

To understand the life expectancy of a piece of equipment, you must not think of it as a regular automobile. Emergency vehicle and construction equipment is similar in many aspects. You would not expect a tractor to run 375,000 miles, because most of its use is standing still. This is similar to a piece of fire apparatus or ambulance.



Our average Fire engine has 60% idle time, and Ambulance has 70% idle time.

Proposed Replacement Schedule:

It is important that the “rolling” assets be audited annually to identify replacements and/or new purchases for the duration of this plan.

- **Ambulance / Rescue**
 - 130,000 miles or 6,000 hours or 120 months/10 years
 - 6000 hours equates to 300,000 miles
- **Ambulance / Rescue Reserve**
 - 150,000 miles or 9,000 hours or 144 months/12 years
 - 9000 hours equates to 150,000 miles
- **Heavy Truck / Utility / Tender**
 - 130,000 Miles or 9,000 hours or 180 Months/15 years
 - 9000 hours equates to 450,000 miles
- **Pumper – Front Line**
 - 130,000 miles or 9,000 hours or 120 months/10 years
 - 9000 hours equates to 450,000 miles
- **Pumper – Reserve**
 - 150,000 miles or 11,000 hours or 180 months/15 years
 - 11,000 hours equates to 550,000 miles
- **Ladder Truck – Front Line**
 - 130,000 miles or 9,000 hours or 180 months/15 years
 - 9000 hours equates to 450,000 miles
- **Ladder Truck – Reserve**
 - 150,000 miles or 11,000 hours or 215 months/18 years
 - 11,000 hours equates to 550,000 miles

OUR MISSION STATEMENT

The purpose of the Mission Statement is to answer the questions of our existence and/or purpose.

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

With that understanding, you will find our mission as follows....

With Integrity, Golder Ranch Fire District provides responsive and caring fire and life safety services that meet the emerging needs of our community through teamwork, dedication, and professionalism.

OUR VISION STATEMENT

Vision statements provide targets of excellence that the organization will strive toward and provide a basis for their goals and objectives. Similar to a compass providing the direction of travel, the vision statement provides the direction for our organization.

With that understanding, you will find our vision as follows....

To be progressive, professional, fiscally responsible, and customer centered.

OUR DECLARATION OF IDEALS

The declaration of ideals can be summarized as **A DIRECT** approach to our values.

Accountability is achieved by our actions to each other, the organization, and the citizens we serve.

Dependable service is accomplished by being fast, capable, consistent, and proactive.

Integrity is doing the right thing, even when it's the hard thing.

Respect is recognizing individual differences while appreciating the value of each person.

Excellence is achieving the best possible solution every time.

Compassion is treating each other and our customers as an extension of our family.

Trust is building and strengthening relationships through our words and actions.

OUR ORGANIZATIONAL PILLARS

Because many of us are “visual,” we have elected to include a simple diagram to serve as the organizational principles that apply both internally and externally. There are a number of analogies that can be used to describe the application of our organizational pillars.

However, we will try to limit it to a singular “building” analogy. It is commonly understood that a building is only as strong as its foundation. This truism reinforces the need to focus on time, material, and design requirements of a “solid foundation.”



Golder Ranch Fire’s “foundation” is based upon **trust** and **accountability**. As public servants within the community, we promote an environment that helps to reinforce or strengthen the foundation. Our actions, words, and attitude directly influence those around us.

As you can see in the diagram, the District has established four core pillars that will be used as guidance in meeting the organizational goals identified within the strategic plan. The pillars include, safety, professional, customer centered, and fiscally responsible. As you can see, these pillars are directly correlated to our organizational vision and will be used in the accompanying divisional goals within this document.

GOAL DEVELOPMENT PROCESS

Beginning in the spring of 2012, the Executive Staff presented the Board with options related to community welfare and District services. This process was followed by the passing of the FY2012/13 Budget and strategic initiatives that included inter-facility transports and proposed annexation. Shortly thereafter, a series of meetings were held to establish the accompanying goals of the vision/focus document.

The following provides the chronological history and reference to the supporting exhibits:



February 14, 2012	Assessing our Future Opportunities (Exhibit A)
September 26, 2012	Vision/Focus Meeting with Functional Managers (Exhibit B)
December 13, 2012	Planning Meeting with Jeff Johnson (Exhibit C)
January 7, 2013	Organizational Survey Results (Exhibit D)
January 8, 2013	Vision/Focus Session with Governing Board (Exhibit E)
January 15, 2013	Division Manager's Goals/Objectives Due
February 5, 2013	Governing Board Establishes 12/24-month Goals
March 5, 2013	Vision Focus Session with Functional Managers
April 17, 2013	Strategic/Business Plan – Tentative Approval
June 11, 2013	Strategic/Business Plan – Formal Approval

ORGANIZATIONAL SURVEY

During the latter part of December '12, staff created an anonymous survey that sought feedback from the members of our organization (internal customers). This survey was conducted electronically and included a URL based e-mail to facilitate a high participation rate.

The supporting memos and communication have been included as attachments to the survey results cited herein.

As of January 7, 2013, we received a favorable 44% response rate and this surpassed the original goal of 30%. This is an encouraging fact because it shows that the members are interested in the District's success.

The District is seeking to simplify its operational plan and allow functional managers to develop goals and objectives that meet the four elements of our vision/mission. These elements include:



The accompanying page highlights the survey results and the accompanying exhibit provides the unedited responses from the employees. This provides a unique opportunity to evaluate ourselves as an organization.

The survey validates a number of decisions that have been made and, interestingly, suggests a “disconnect” between membership perception and “vision statement” accomplishments. For example, our vision statement reads as “To be progressive, professional, fiscally responsible, and customer-centered.” According to the survey, the members “feel” that we are “professional” and “customer centered.” However, 40% of the respondents “feel” that we are not progressive, when compared to neighboring jurisdictions.

ORGANIZATIONAL SURVEY - RESULTS

1. Trust is the foundation on which we operate. How would you rate the communities trust in our organization?
8.22 (10-pt. Likert scale)
2. Speaking of trust, how would you rate your trust level with your direct supervisor?
8.15 (10-pt. Likert scale)
3. How would you rate your level of trust with the people that you work with?
7.85 (10-pt. Likert scale)
4. Accountability can be defined as taking responsibility and/or ownership in one's actions. Using this definition, how would you rate the accountability of Golder Ranch Fire as an organization?
7.08 (10-pt. Likert scale)
5. How would you rate your supervisor's level of accountability?
7.97 (10-pt. Likert scale)
6. How would you rate your personal level of accountability?
8.89 (10-pt. Likert scale)
7. How would you rate GRFD's ability to provide for the overall safety of the community that we serve?
7.88 (10-pt. Likert scale)
8. How would you rate GRFD's ability to provide for the safety of its employees?
7.62 (10-pt. Likert scale)
9. When compared to neighboring fire jurisdictions, do you believe that GRFD is a progressive and a leader?
Yes – 60% No – 40%
10. When compared to neighboring fire jurisdictions, do you believe that GRFD is professional?
Yes – 97% No – 3%
11. When compared to neighboring fire jurisdictions, do you believe that GRFD is a fiscally responsible?
Yes – 98% No – 2%

SUCCESS REQUIRES EVERYONES SUPPORT

The success of our vision/focus plan will be based upon the support received from the Board, our members, and the community. This is OUR plan and it needs to be supported by everyone,

This Plan will come to “life” by being sharing, debating, and implementing the goals, objectives and the intended vision.

NEXT STEPS

The next step in the process is to encourage organizational and community commitment to the plan. All stakeholders, present and future, have a role and responsibility in this business plan.

The strategic goals and work plan will be further developed based on priorities and input from the Board of Directors. It will also be influenced by the fiscal appropriations approved through the annual budgetary process.

GOVERNING GOALS & OBJECTIVES (12-MONTH)

Division:	Governing Board	Assigned To:	Vicki Cox Golder
Goal (12M):	To maintain fiscal responsibility while we weather the current economic situation and not grow at the expense of quality and our philosophy.		
Objective:	Managing expenses through efficiencies, while keeping our identity and mission intact.		
P-Indicator:	1.	Authorizing a budget within the stated parameters.	
	2.	Additional revenue sources are found.	
	3.	Establish financial matrix that validate fiscal responsibility pertaining to the property tax structure.	
Division:	Governing Board	Assigned To:	Vicki Cox Golder
Goal (12M):	To assure that we can remain competitive with a customer centered attitude without pricing ourselves out of existence.		
Objective:	Review MOU and personnel needs regularly to maintain a competitive edge.		
P-Indicator:	1.	Conduct personnel evaluations to ensure we fill positions with the best and the brightest.	
	2.	Maintain a 90% satisfactory rating on the customer service surveys.	
	3.	Conduct an annual internal job satisfaction survey and achieve a percentage to be determined.	
Division:	Governing Board	Assigned To:	Vicki Cox Golder
Goal (12M):	Establish a Capital Improvement Plan for equipment and facilities.		
Objective:	Determine the expected life cycle of all GRFD equipment and facilities and set aside appropriate funds in an orderly manner to repair and/or replace.		
P-Indicator:	1.		
	2.		
	3.		

GOVERNING GOALS & OBJECTIVES (12-MONTH)

Division:	Governing Board	Assigned To:	Vicki Cox Golder
Goal (12M):	To become a regional player in the fire protection and EMS business.		
Objective:	Establish internal and external benchmarking thresholds that validate the District as a regional partner and mentor for Fire/EMS practices.		
P-Indicator:	1.	Establish criteria for measuring the outcome of District transported cardiac patients.	
	2.	Establish and adopt a deployment and/or response triggers for Fire and/or EMS services.	
	3.	Establish a mechanism by which medically trained personnel are evaluated for skill proficiency and development.	
<hr/>			
Division:	Governing Board	Assigned To:	Vicki Cox Golder
Goal (12M):	Promote an environment that has safety as a number one priority.		
Objective:	Ensure to develop policies, procedures, and programs to encourage safety thought the organization and the community we serve.		
P-Indicator:	1.	Reduce Workers Compensation claims by 5%.	
	2.	Maintain and/or increase our public awareness programs.	
	3.	The Safety Committee will establish a baseline of the risk analysis of the District, and meet quarterly at a minimum.	
<hr/>			
Division:	Governing Board	Assigned To:	Vicki Cox Golder
Goal (12M):	To maintain a professional organization.		
Objective:	The Fire Chief will establish and maintain a professional development program for succession planning of command staff and the organization.		
P-Indicator:	1.	Establish a funding mechanism to ensure professional development.	
	2.	Establish an educational profile for each command level position.	
	3.		

DIVISION/OPERATION GOALS & OBJECTIVES (12-MONTH)

Division:	Board Services	Assigned To:	Steve Schoon
Goal (12M):	Provide fully functional multimedia presentation capabilities within the Board Room.		
Objective:	Replace the old out dated equipment and connections; including the computer, audio amplifier, and media converter.		
P-Indicator:	1.	Develop and deploy a BYOD capable environment for public meetings.	
	2.	Develop and propose a video streaming and/or archiving public meeting environment.	
	3.	Upgrade audio/visual equipment to meet functional and efficiency demands.	
Division:	Board Services	Assigned To:	Steve Schoon
Goal (12M):	Develop and propose electronic records management program(s).		
Objective:	To reduce the District’s reliance on paper-driven processes and improve records management through efficiencies.		
P-Indicator:	1.	Establish a transition of Crew Scheduler administration.	
	2.	Evaluate and recommend a records retention and destruction program.	
	3.	Evaluate and recommend changes to District programs that use large volumes of paper.	
Division:	Board Services	Assigned To:	Steve Schoon
Goal (12M):	Provide for an interactive digital resource of GRFD Emergency and non-emergency activities to support future planning/accreditation.		
Objective:	Track all emergency responses, events, activities, permits, and wildland hazard areas through GIS and make the data available to all employees and the public.		
P-Indicator:	1.	Develop and deploy method to capture CAD source data for analysis.	
	2.	Identify process to ensure data integrity and compliance to confidentiality laws.	
	3.	Develop and deploy reporting mechanisms that provide transparency and functionality.	

DIVISION/OPERATION GOALS & OBJECTIVES (12-MONTH)

Division:	Community Relations	Assigned To:	Joshua Hurguy
Goal (12M):	To become the regional leader in injury prevention and safety solutions for the aging population.		
Objective:	To reduce the number and severity of injuries and emergency room visits.		
P-Indicator:	1.	Increase lock-box installation by 25%.	
	2.	Establish monthly rotation of safety and injury prevention classes with aging population.	
	3.	Establish partnerships with stakeholders to increase outreach effectiveness.	
Division:	Community Relations	Assigned To:	Joshua Hurguy
Goal (12M):	To become the regional standard for the creation, production, and dissemination of public safety information across a variety of platforms.		
Objective:	Be a positive resource to regional public service organization with program design/delivery.		
P-Indicator:	1.	Develop and deploy trend analysis to determine effectiveness of outreach program.	
	2.	Produce and revise PSA's to address at risk behaviors or issues that impact safety.	
	3.	Keep social media current and/or relevant in accordance to Air Force Guide to New Media.	
Division:	Community Relations	Assigned To:	Joshua Hurguy
Goal (12M):	Be proactive in identifying the needs of our community and the various populations we serve.		
Objective:	Identify trends early to positively influence the severity of the incident of medical issue.		
P-Indicator:	1.	Increase participation in civic/community groups by joining at least two (eg. Project Grad).	
	2.	Develop and deploy an incident analysis program to identify trends early within the community.	
	3.	Conduct a survey of current population base to identify GRFD's ability to meet needs.	

DIVISION/OPERATION GOALS & OBJECTIVES (12-MONTH)

Division:	EMS	Assigned To:	Joshua Hurguy
Goal (12M):	Increase availability and quality of EMS related training.		
Objective:	To ensure our pre-hospital providers have the knowledge and ability to provide the highest level of care to our patients.		
P-Indicator:	1.	Establish in house initial and recertification programs.	
	2.	Develop and deploy training delivery methods.	
	3.	Develop and deploy evaluation program to ensure programs are achieving intended outcomes.	
Division:	EMS	Assigned To:	Joshua Hurguy
Goal (12M):	Ensure efficient operation of EMS Division.		
Objective:	Establish reliable work flow to address EMS needs.		
P-Indicator:	1.	Complete ePCR deployment and implement all necessary tools.	
	2.	Establish reliable supply chain for supply and equipment needs.	
	3.	Develop and deploy evaluation program for current and existing technologies.	
Division:	EMS	Assigned To:	Joshua Hurguy
Goal (12M):	To become the regional leader in the delivery of pre-hospital emergency care.		
Objective:	To ensure that our patients receive the highest level of pre-hospital care.		
P-Indicator:	1.	Develop and deploy model for evaluating current and available equipment and technologies.	
	2.	Develop and deploy operation and performance evaluation for recognition and accreditation.	
	3.	Develop and deploy new treatment modalities in addition to transport.	

DIVISION/OPERATION GOALS & OBJECTIVES (12-MONTH)

Division:	Finance	Assigned To:	Dave Christian
Goal (12M):	Develop a revenue stream for GRFD that is not tied to the volatility of property taxes and the underlying Net Assessed Values.		
Objective:	To improve the financial stability through diversified revenue streams.		
P-Indicator:	1.	Evaluate and recommend profit centers for the District (special revenue).	
	2.	Offer EMS billing services to other jurisdictions.	
	3.	Research and recommend a user-based cost recovery program.	
Division:	Finance	Assigned To:	Dave Christian
Goal (12M):	Reduce the number of vendor processing errors.		
Objective:	Purchase and deploy a PO/requisition program that allows for access/delegation of purchasing (logistics, etc.).		
P-Indicator:	1.	Eliminate the paper-driven PO system.	
	2.	Train key staff (purchasing) on the program.	
	3.	Full interface with the accounting software.	
Division:	Finance	Assigned To:	Dave Christian
Goal (12M):	Segregate profit centers into special revenue funds.		
Objective:	Identify alternative revenue sources within programs.		
P-Indicator:	1.	Segregate and integrate controls with certain special revenue activities.	
	2.	Develop a communication model that encourages dialogue with all internal and external users of the system.	
	3.	Develop a business plan to enhance revenue generating potential among the special funds.	

DIVISION/OPERATION GOALS & OBJECTIVES (12-MONTH)

Division:	Fire & Life Safety	Assigned To:	William Loesche
Goal (12M):	Provide a safe working environment that conforms to industry standards		
Objective:	Within the next twelve months develop guidelines within FLS that outline work schedules, policies and procedures for conducting routine duties associated with fire prevention, fire investigation, public education and administrative duties.		
P-Indicator:	1.	Develop and deploy a FLS post-incident review (PIR) to be shared throughout the District.	
	2.	Standardize Policies & Procedures to SAFM.	
	3.	Deploy an electronic FLS Policy & Procedure Manual.	
Division:	Fire & Life Safety	Assigned To:	William Loesche
Goal (12M):	Create efficiencies within FLS to minimize or maintain a minimum fiscal impact to the community.		
Objective:	Within the next twelve months seek alternative sources of revenue which may include grants, fees or other sources of funding outside of the normal GRFD funding streams and to evaluate current business practices with regard to expenditures.		
P-Indicator:	1.	Evaluate and propose self-inspection program or alternative option(s).	
	2.	Evaluate and propose Engine Company Inspection program or alternative option(s).	
	3.	Evaluate and propose peer group for fiscal competitiveness and comparative metrics.	
Division:	Fire & Life Safety	Assigned To:	William Loesche
Goal (12M):	Provide a managed system of communications to FLS stakeholders		
Objective:	Within the next twelve months update the available avenues of communication between the general public and FLS which may include the FLS website, FLS intranet section, the ZOLL database and hard files and social networks and develop guidelines to efficiently transact information.		
P-Indicator:	1.	Deploy direct messaging/communication program for external stakeholders.	
	2.	Deploy indirect messaging/communication program for external stakeholders.	
	3.	Deploy survey instrument to evaluate effectiveness of service and/or education messages.	

DIVISION/OPERATION GOALS & OBJECTIVES (12-MONTH)

Division:	Fire Corp	Assigned To:	William Loesche
Goal (12M):	Provide a uniformly trained cadre of Fire Corp members.		
Objective:	Recruit / train a sufficient number of Fire Corp members to meet the needs of the District.		
P-Indicator:	1.	Track monthly improvements of the Fire Corp members.	
	2.	Track the hours volunteered within the program on monthly basis.	
	3.	Develop and administer a Fire Corp feedback/evaluation process.	
Division:	Fire Corp	Assigned To:	William Loesche
Goal (12M):	Develop a standard level of operational engagement that meets nationally recognized practice.		
Objective:	Provide an in-house training to develop the KSA's and familiarity with policy/procedure.		
P-Indicator:	1.	Define and implement a training program.	
	2.	Establish a practical skills evaluation tool.	
	3.	Establish an on-going evaluation process to ensure retention of skills.	
Division:	Fire Corp	Assigned To:	William Loesche
Goal (12M):	Involve Fire Corp members in outreach activities.		
Objective:	Create outreach programs such as Home Alone, Lock Box, Smoke Detector, and Safety Inspections.		
P-Indicator:	1.	Establish a nationally recognized smoke alarm program.	
	2.	Provide training to Fire Corp members on Rehab procedures.	
	3.	Receive EOC and the correlated NIMS training.	

DIVISION/OPERATION GOALS & OBJECTIVES (12-MONTH)

Division:	Human Resources	Assigned To:	Sharron Lovemore
Goal (12M):	Maintain strong customer service focus.		
Objective:	Improve interaction between HR and employee base and balance needs of management with employees.		
P-Indicator:	1.	Develop an employee survey that solicits information on their interaction with HR.	
	2.	Review and revise HR job description(s) for JTA that aligns organization & employee needs.	
	3.	Review and develop process for managing issues affecting dependents.	
Division:	Human Resources	Assigned To:	Sharron Lovemore
Goal (12M):	Develop a competitive compensation and benefits program that provides for long-term financial sustainability.		
Objective:	Propose creative options for market competitiveness and an environment that promotes employee recruitment and retention.		
P-Indicator:	1.	Research and propose a composite of committee for prospective market adjustments.	
	2.	Research and propose a market audit schedule for compensation and benefits.	
	3.	Research and propose a method to track recruitment and retention.	
Division:	Human Resources	Assigned To:	Sharron Lovemore
Goal (12M):	Recognize long-term risk management strategies for health, wellness, and safety.		
Objective:	Develop, review, and revise mechanisms to promote a healthier workplace.		
P-Indicator:	1.	Develop an environmental assessment tool correlated to worker compensation trends.	
	2.	Review and revise policy pertaining to workplace safety.	
	3.	Develop a strategy to work with PFT's and other stakeholders on wellness education practices.	

DIVISION/OPERATION GOALS & OBJECTIVES (12-MONTH)

Division:	Information Technology	Assigned To:	Herman Rascon
Goal (12M):	Improve data integrity throughout the network.		
Objective:	Develop and implement an enterprise class backup and virtualized environment for GRFD.		
P-Indicator:	1.	Virtualize all GRFD servers on the network	
	2.	Migrate to a new server-based domain file structure for PC's.	
	3.	Complete the cross-vaulting back-up solution and connectivity with NWFD.	
Division:	Information Technology	Assigned To:	Herman Rascon
Goal (12M):	Improve the training level of the IT staff to meet industry recognized practices.		
Objective:	Pursue system-administrator MCSE certification and other advanced skill sets.		
P-Indicator:	1.	System-Admin members to have MCSE certification by January 2014.	
	2.	Have one member attend the Zoll Summit Training.	
	3.	Pursue VM-ware training for System-Admin members.	
Division:	Information Technology	Assigned To:	Herman Rascon
Goal (12M):	Develop a method for users to solve "everyday" IT issues.		
Objective:	Develop written and interactive documentation to post on Intranet for GRFD IT self-help. This includes broadening the communication of needs and abilities.		
P-Indicator:	1.	Develop broader participation/utilization with WebEx IT related training to field personnel.	
	2.	Develop an IT-page on the Intranet with self-help videos, documents, and tips.	
	3.	Develop, train, and communicate a super-user group for each major application.	

DIVISION/OPERATION GOALS & OBJECTIVES (12-MONTH)

Division:	Logistics – Fleet	Assigned To:	Jeff Rowe
Goal (12M):	Improve quality training for fleet maintenance mechanics (regionally).		
Objective:	Develop training/classes that are centered around EVT curriculum and skills.		
P-Indicator:	1.	Open classes to area mechanics.	
	2.	Develop and teach one EVT class/quarter.	
	3.	Individuals passing EVT exams.	
Division:	Logistics – Fleet	Assigned To:	Jeff Rowe
Goal (12M):	Improve safety of apparatus.		
Objective:	Develop a program to identify potential maintenance problems.		
P-Indicator:	1.	Monthly field apparatus inspections by Engineers.	
	2.	Fleet to inspect frontline apparatus six-times per year.	
	3.	Implementation of a rotational field technician to conduct apparatus inspections.	
Division:	Logistics – Fleet	Assigned To:	Jeff Rowe
Goal (12M):	Improve fleet maintenance data efficiency.		
Objective:	Establish and implement a complete fleet maintenance data input system to identify efficiencies, patterns, warranties, and resource problems.		
P-Indicator:	1.	Perform JTA to define fleet clerk responsibilities and revise job description accordingly.	
	2.	Implement tracking system software that will enhance data collection.	
	3.	Monthly review of information and tracking or maintenance performance.	

DIVISION/OPERATION GOALS & OBJECTIVES (12-MONTH)

Division:	Logistics – Facilities	Assigned To:	Jeff Rowe
Goal (12M):	To ensure facility safety and maintenance.		
Objective:	Develop a program to identify facility needs.		
P-Indicator:	1.	Conduct monthly inspection and reporting by station Captains.	
	2.	Quarterly evaluation by Facility Coordinator.	
	3.	Identify special/individualized needs for each facility.	
Division:	Logistics – Facilities	Assigned To:	Jeff Rowe
Goal (12M):	Enhance facility coordinators ability to reflect best practice.		
Objective:	Provide training and CE opportunities for facility coordinator.		
P-Indicator:	1.	Attend a professional development course annually.	
	2.	Research and identify specific training needs for the facility coordinator.	
	3.	Anticipate future training and education needs to maintain specialized equipment.	
Division:	Logistics – Facilities	Assigned To:	Jeff Rowe
Goal (12M):	N/A		
Objective:			
P-Indicator:	1.		
	2.		
	3.		

DIVISION/OPERATION GOALS & OBJECTIVES (12-MONTH)

Division:	NTFFA	Assigned To:	Dan Klement
Goal (12M):	To offer our residents a progressive service model that offers economic choices while potentially bringing more income and stability to the operational factor of the District.		
Objective:	To begin the upgrade process of Paramedic to Physician Assistant.		
P-Indicator:	1.	Establish a focus group of community leaders to discuss service delivery options.	
	2.	Attend national conferences to expose key stakeholders to model delivery options.	
	3.	Research and educate Board on the legal and financial implications of model options.	
Division:	NTFFA	Assigned To:	Dan Klement
Goal (12M):	To re-establish a fair and equitable compensation program.		
Objective:	Labor and management to continue talks in regards to pay and benefits.		
P-Indicator:	1.	Establish a labor/management group that creates a transparent communication process.	
	2.	Review and revise policy to formalize compensation review process.	
	3.	Review and revise compensation process to ensure it is competitive for recruitment and retention.	
Division:	NTFFA	Assigned To:	Dan Klement
Goal (12M):	Creating a trusting relationship with Mountain Vista Fire Fighters.		
Objective:	Establish improved relations with neighboring jurisdictions.		
P-Indicator:	1.	Review and recommend collaborative opportunities to work together.	
	2.	Facilitate conversations between all levels of the organizations.	
	3.	Explore a more collaborative relationship (operational) between organizations.	

DIVISION/OPERATION GOALS & OBJECTIVES (12-MONTH)

Division:	Operations	Assigned To:	Patrick Abel
Goal (12M):	Improve operational safety.		
Objective:	The operations command staff will achieve Blue Card status in IMS/NIMS.		
P-Indicator:	1.	Complete online 50-hour course within the first six months.	
	2.	Complete practical testing requirements within the second six month period.	
	3.	Achieve "Blue Card" status within twelve months (card holders).	
Division:	Operations	Assigned To:	Patrick Abel
Goal (12M):	Improve Company and Chief Officer Development.		
Objective:	Develop and implement an educational and professional development plan for all company and chief officers.		
P-Indicator:	1.	Establish a funding source to support a plan that is implemented in FY2014.	
	2.	Determine programs, conferences, and classes as part of the plan within the first six months.	
	3.	Set performance standards and tracking system that supports NFPA, ISO, OSHA, etc.	
Division:	Operations	Assigned To:	Patrick Abel
Goal (12M):	Improve operational efficiencies.		
Objective:	Establish a facility, apparatus, equipment, and supplies maintenance/replacement plan that includes short (1 – 3 years) and long term (5+ years).		
P-Indicator:	1.	Facilities maintenance plan for all facilities - within first six months.	
	2.	Apparatus replacement schedule for all units – within first six months.	
	3.	Equipment and supplies maintenance/replacement plan for fire supply, communications, EMS, training and fleet – within the second six month period.	

DIVISION/OPERATION GOALS & OBJECTIVES (12-MONTH)

Division:	Special Teams	Assigned To:	Patrick Abel
Goal (12M):	Equip and train TRT members to current NFPA standards.		
Objective:	Provide for enhanced community and member safety.		
P-Indicator:	1.	Train all TRT members to the Technician Level (200).	
	2.	Research and propose equipment maintenance and replacement schedule.	
	3.	Revise Passport program to include special team integration.	
Division:	Special Teams	Assigned To:	Patrick Abel
Goal (12M):	To develop a progressive, professional, and well organized Hazardous Material team.		
Objective:	To develop a proactive model that focuses on training, staffing, etc. and collaborates with District stakeholders on target hazards with regional support.		
P-Indicator:	1.	To research, propose, and develop a defined Technician-level staffing model.	
	2.	To develop team training in conformance to OSHA standards with regional collaboration.	
	3.	Develop a recruitment and retention model for special team members.	
Division:	Special Teams	Assigned To:	Patrick Abel
Goal (12M):	Advance the professional development and operational capabilities of the WL Team.		
Objective:	Improve operational readiness and professional development.		
P-Indicator:	1.	Seek District approval and support for a Type II-IA crew.	
	2.	Expand the IMS positions.	
	3.	Establish a tactical pre-fire plan for the District.	

DIVISION/OPERATION GOALS & OBJECTIVES (12-MONTH)

Division:	Training	Assigned To:	William Foss
Goal (12M):	To inspect and develop a maintenance program for all GRFD training props. To also research and develop a plan to train, promote, and reduce the amount of injuries throughout the District.		
Objective:	Align and develop a program using NFPA and OSHA standards to insure compliance. To bring in experts in the field of injury prevention to assist the training division in the development and initiation of an injury prevention plan.		
P-Indicator:	1.	Research and recommend policy pertaining to training prop certification/inspection.	
	2.	Research and recommend programs that promote safety habits that reduce injuries.	
	3.	Review near-miss reports on a monthly basis and recommend necessary policy changes.	
Division:	Training	Assigned To:	William Foss
Goal (12M):	To assure that our command personnel are provided the most up-to-date training and provide a seamless command structure at the strategic level.		
Objective:	To have all command personnel, current and future, develop the necessary skills to safely manage the multi-hazard environment.		
P-Indicator:	1.	Allow command personnel to be "Blue Card" certified by July, 2013.	
	2.	Command training with Sets/Reps scenarios to be done quarterly.	
	3.	Design and develop a small simulator lab for improved access to training at all levels.	
Division:	Training	Assigned To:	William Foss
Goal (12M):	To provide the most up-to-date training that also allows tracking of certifications, and other crucial information for easy data keeping. Also, allow online training to travel both in and out of the District via the Internet platform.		
Objective:	To improve tracking of completed training and identify future training needs in an efficient manner that promotes accountability.		
P-Indicator:	1.	Research options to integrate Target Solutions software to bridge data with Zoll RMS.	
	2.	Research options that allow for virtual training and classroom environment across the US.	
	3.	N/A	

GOVERNING GOALS & OBJECTIVES (24-MONTH)

Division:	Governing Board	Assigned To:	Vicki Cox-Golder
Goal (24M):	To bring the District within compliance of the principals of the sound financial management policy.		
Objective:	To establish a funding mechanism to bring the District within compliance.		
P-Indicator:	1.	Successfully completing an annual audit.	
	2.	Meet the funding level requirements as specified by the policy.	
	3.		
Division:	Governing Board	Assigned To:	Vicki Cox-Golder
Goal (24M):	To be the premiere service emergency services provider.		
Objective:	Expand our services as a regional player in fire protection and EMS.		
P-Indicator:	1.	Begin the self evaluation process with the CSFI.	
	2.	Evaluate if we want to continue with the accreditation process.	
	3.	Establish an implementation plan for accreditation.	
Division:	Governing Board	Assigned To:	Vicki Cox-Golder
Goal (24M):	To establish better visibility of accounting. down to the Captain level.		
Objective:	Implement an accounting system to allow better visibility of costs for actions and decisions by Captains and hold them responsible for effective cost management without micromanaging their activities.		
P-Indicator:	1.		
	2.		
	3.		

GOVERNING GOALS & OBJECTIVES (24-MONTH)

Division:	Governing Board	Assigned To:	Vicki Cox-Golder
Goal (24M):	Promote an environment that establishes safety as our number one priority.		
Objective:	Ensure we develop policies, procedures, and programs to encourage safety throughout the organization and the community we serve.		
P-Indicator:	1.	Reduce our Workers Comp claims by 5%.	
	2.	Maintain and/or increase our public awareness programs to the public.	
	3.	The Safety Committee will establish a baseline of the risk analysis of the District, and meet on a minimum quarterly.	
Division:	Governing Board	Assigned To:	Vicki Cox-Golder
Goal (24M):	To maintain a professional organization.		
Objective:	For the Chief to establish and maintain a professional development program for succession planning of command staff and the organization.		
P-Indicator:	1.	Establish a funding mechanism to ensure professional development.	
	2.	Establish an educational profile for each command level position.	
	3.		

DIVISION/OPERATION GOALS & OBJECTIVES (24-MONTH)

Division:	Board Services	Assigned To:	Steve Schoon
Goal (24M):	Through the CFAI model, the Golder Ranch Fire District will demonstrate that it is a credible organization that meets or exceeds industry best practices.		
Objective:	Start the self evaluation process and identify and improve upon current weaknesses and avoid future weakness.		
P-Indicator:	1. Assign Accreditation Manager and back-up planner (assistant manager).		
	2. Deploy a self-assessment accreditation team with monthly progress meetings.		
	3. Document and develop improvement plan for deficiencies identified within assessment.		
Division:	Board Services	Assigned To:	Steve Schoon
Goal (24M):	Develop a needs assessment on technical service staff within Board Services and Special Projects.		
Objective:	Align the growing technical demands of existing and new programs.		
P-Indicator:	1. Research and propose options for handling GIS capabilities.		
	2. Research and propose options for application specialist capabilities (crystal reports, Zoll).		
	3. Research and propose new technologies for improved efficiencies.		
Division:	Board Services	Assigned To:	Steve Schoon
Goal (24M):	Evaluate and propose options for future Board composite that meets regional needs.		
Objective:	Create an effective governance structure that enhances representation of the public.		
P-Indicator:	1. Propose governance model within existing structure.		
	2. Propose governance model within a blended AHJ environment.		
	3. Propose improved communication model between local, county, and state governance.		

DIVISION/OPERATION GOALS & OBJECTIVES (24-MONTH)

Division:	Community Relations	Assigned To:	Joshua Hurguy
Goal (24M):	To become the recognized standard for the creation, production, and dissemination of public safety information across a variety of platforms.		
Objective:	Provide a proactive position within the community that focuses on prevention activities and regionalized messaging.		
P-Indicator:	1.	Establish media partnerships with a minimum of five community/regional organizations.	
	2.	Develop and deploy collaborative PSA programs that can be shared with cost-offset.	
	3.	Develop and deploy collaborative website/virtual environment with regional partners.	
Division:	Community Relations	Assigned To:	Joshua Hurguy
Goal (24M):	To become the regional leader in injury prevention and safety solutions for the aging population.		
Objective:	Recognize the growing demands of the aging population and creating outreach synergies with various service providers.		
P-Indicator:	1.	Identify at risk population and the corresponding need with community/regional partners.	
	2.	Establish work group of community/regional partners for collaboration on issues and topics in the aging population.	
	3.	Create an effective outreach model that is published in an industry trade journal.	
Division:	Community Relations	Assigned To:	Joshua Hurguy
Goal (24M):	To develop an in-house training program that aligns the community needs with the outreach education and/or referral program.		
Objective:	To enhance awareness of needs and education or referral opportunities that improves the quality of life.		
P-Indicator:	1.	Develop and deploy “connector” program for the line personnel.	
	2.	Develop and deploy monitoring program to evaluate effectiveness.	
	3.	Develop a program that allows line personnel to influence the needs of their customers.	

DIVISION/OPERATION GOALS & OBJECTIVES (24-MONTH)

Division:	EMS	Assigned To:	Joshua Hurguy
Goal (24M):	Increase availability and quality of EMS related training.		
Objective:	To ensure regional pre-hospital providers have the knowledge and ability to provide the highest level of care to the public.		
P-Indicator:	1.	Expand in house initial and recertification programs.	
	2.	Develop and deploy alternative methods for training delivery.	
	3.	Develop and deploy evaluation program to ensure programs are achieving intended outcomes.	
Division:	EMS	Assigned To:	Joshua Hurguy
Goal (24M):	Increase regional EMS efficiencies.		
Objective:	Establish reliable network to address EMS needs.		
P-Indicator:	1.	Transition regional providers to common IT, dispatching, and reporting system.	
	2.	Establish reliable regional supply chain for supply and equipment needs.	
	3.	Develop and deploy evaluation program for current and existing technologies.	
Division:	EMS	Assigned To:	Joshua Hurguy
Goal (24M):	To become the state leader in the delivery of pre-hospital emergency care.		
Objective:	To ensure that the public receives the highest level of pre-hospital care.		
P-Indicator:	1.	Deploy service delivery model to other organizations in the state.	
	2.	Develop and deploy evaluation to measure outcomes of service delivery model.	
	3.	Develop and deploy recognition and accreditation maintenance program.	

DIVISION/OPERATION GOALS & OBJECTIVES (24-MONTH)

Division:	Finance	Assigned To:	Dave Christian
Goal (24M):	Implement a succession plan for finance staff.		
Objective:	Create human capacity within the finance division to ensure continuity of service.		
P-Indicator:	1.	Develop and implement a rigorous cross training program for all positions.	
	2.	Review and revises job descriptions, as needed, to facilitate professional growth.	
	3.	Review and revise policies, as needed, to address succession plan.	
Division:	Finance	Assigned To:	Dave Christian
Goal (24M):	Develop a comprehensive, detailed business plan for Community-based EMS.		
Objective:	Develop an actionable plan that will develop milestones and enhanced accountability on a Community-based EMS delivery model.		
P-Indicator:	1.	Research and develop a budgetary impact and rate of return analysis.	
	2.	Research and develop legal considerations and the legislative restrictions.	
	3.	Research and develop the requisite human and capital resources necessary for the model.	
Division:	Finance	Assigned To:	Dave Christian
Goal (24M):	Identify potential fiscal pitfalls within a timely manner.		
Objective:	Develop a five-year Operation and Management Budget/Capital Improvement Plan.		
P-Indicator:	1.	Identify and quantify specific capital requirements for duration of 60-month.	
	2.	Identify necessary O & M funding levels for duration of 60-months.	
	3.	Identify the service levels that drive the O & M and capital requirements.	

DIVISION/OPERATION GOALS & OBJECTIVES (24-MONTH)

Division:	Fire & Life Safety	Assigned To:	William Loesche
Goal (24M):	Improve the professional character of FLS employees in accordance with nationally recognized standards and generally accepted business practices relating to fire prevention.		
Objective:	Within the next two years all FLS employees will actively participate in professional organizations and seek out advanced level courses to become familiar with modern day practices of delivering fire prevention activities to the community at large.		
P-Indicator:	1.	Establish and deploy a job task book for the FLS positions.	
	2.	Verify certification level(s) of FLS and upgrade to nationally recognized certifications.	
	3.	Establish a rotational attendance program to national conferences on FLS.	
Division:	Fire & Life Safety	Assigned To:	William Loesche
Goal (24M):	Provide for improved community relations through modern methods of communications.		
Objective:	Within the next two years FLS will evaluate/implement avenues for advanced levels of communicating with the public for delivering prevention activities into the community which may include social networking, voice mail, and computer based messaging.		
P-Indicator:	1.	Develop on-going customer satisfaction tool that is reviewed and/or revised annually.	
	2.	Establish a business advocacy group that includes key stakeholders.	
	3.	Remain current with the social outreach programs and/or services.	
Division:	Fire & Life Safety	Assigned To:	William Loesche
Goal (24M):	Develop a plan to address organizational growth in order to maintain levels of services provided to the community which meet their demands and expectations in an economically accepted manner.		
Objective:	Within the next two years FLS will explore avenues of functional consolidation with neighboring fire agencies which may include task force concepts, regionalization efforts, or outside funding sources to achieve and provide FLS duties to the community at large.		
P-Indicator:	1.	Develop inspection cycle program that is based upon risk profile.	
	2.	Develop an evaluative tool to demonstrate property “save” rate to the community.	
	3.	Develop program to integrate FLS with street level operational services.	

DIVISION/OPERATION GOALS & OBJECTIVES (24-MONTH)

Division:	Fire Corp	Assigned To:	William Loesche
Goal (24M):	Complete the advanced training requirements for Fire Corp.		
Objective:	Each member of Fire Corp successfully completes NIMS, EOC, and disaster response training.		
P-Indicator:	1.	Develop a framework to establish vital programs and services delivered by Fire Corp.	
	2.	Develop a training program for the various Fire Corp program tasks.	
	3.	Develop a management system to integrate Fire Corp into certain Operation activities.	
Division:	Fire Corp	Assigned To:	William Loesche
Goal (24M):	Engage Fire Corp members in pre-identified administrative and operational programs.		
Objective:	Perform a JTA establishing the functionality and viability of Fire Corp in various programs.		
P-Indicator:	1.	Survey administrative and operational staff on need(s) of Fire Corp members.	
	2.	Develop a task list.	
	3.	Review, revise and develop job descriptions to meet the current/new program areas.	
Division:	Fire Corp	Assigned To:	William Loesche
Goal (24M):	Develop a Fire Corp cadre to deliver public education presentations.		
Objective:	Create a cadre of Fire Corp presenters.		
P-Indicator:	1.	Train Fire Corp members to deliver certain public messages/presentations.	
	2.	Develop a mentoring program for public presentations.	
	3.	Develop an evaluation program to ensure effectiveness of public message/presentations.	

DIVISION/OPERATION GOALS & OBJECTIVES (24-MONTH)

Division:	Human Resources	Assigned To:	Sharron Lovemore
Goal (24M):	Increase customer satisfaction.		
Objective:	Utilize various mechanisms to solicit feedback to determine where service has been strong/weak and determine strategies to be adaptive to customer needs.		
P-Indicator:	1.	Establish a virtual suggestion box that looks for creative ways to improve satisfaction.	
	2.	Propose and establish objective criteria as a baseline measurement tool.	
	3.	Create opportunities for increased interaction with the employees.	
Division:	Human Resources	Assigned To:	Sharron Lovemore
Goal (24M):	Be regarded as a knowledgeable resource for employees and management.		
Objective:	Provide continuing education and development opportunities for HR staff in order to recommend/adopt current best practices and innovative approaches regarding human resource related issues.		
P-Indicator:	1.	Promote interaction between HR and the member to resolve issues collaboratively.	
	2.	Share information with members to broaden perspective on issues.	
	3.	Propose on-going educational opportunities for professional enhancement.	
Division:	Human Resources	Assigned To:	Sharron Lovemore
Goal (24M):	Have a safer and healthier workplace/organization.		
Objective:	Enhancement of risk management processes and education related to health, wellness, and workplace safety.		
P-Indicator:	1.	Propose and establish criteria as a baseline measurement tool.	
	2.	Research and propose best practices that correspond to state and federal practices.	
	3.	Research and propose a plan to broaden employee/dependent wellness participation.	

DIVISION/OPERATION GOALS & OBJECTIVES (24-MONTH)

Division:	Information Technology	Assigned To:	Herman Rascon
Goal (24M):	Provide the appropriate resources to allow efficient management of operational demands.		
Objective:	Improve the overall hardware and network capability of our mobile units.		
P-Indicator:	1.	Research and identify alternative mobile computer platforms.	
	2.	Review and obtain consensus among consortium group for adoption of common platform.	
	3.	Identify funds and implement the new platform.	
Division:	Information Technology	Assigned To:	Herman Rascon
Goal (24M):	Develop and maintain a nationally recognized information services model that embraces the appropriate technology.		
Objective:	Improve the level of professional IT service through outside evaluation.		
P-Indicator:	1.	Obtain an external audit of the GRFD IT network to ensure best practices.	
	2.	Create an internal audit committee to identify best practices and improvement areas for IT.	
	3.	Propose action plan to ensure adoption of recommended best practices.	
Division:	Information Technology	Assigned To:	Herman Rascon
Goal (24M):	Improve the capacity and capability of IT services.		
Objective:	To ensure a capable environment that is adaptive to the growing needs of the organization and the internal/external stakeholders.		
P-Indicator:	1.	Research/adopt benchmarks that trigger efficiency changes with technology and people.	
	2.	Perform a job task analysis on IT functions to propose future IT positions.	
	3.	Establish a targeted recruitment process to broaden talent pool that addresses succession planning.	

DIVISION/OPERATION GOALS & OBJECTIVES (24-MONTH)

Division:	Logistics – Fleet	Assigned To:	Jeff Rowe
Goal (24M):	Improve safety and financial operations of fleet.		
Objective:	Develop a capital refurbishment and replacement schedule for the District fleet.		
P-Indicator:	1.	Develop policies and procedures that guide the refurbishment/replacement of apparatus.	
	2.	Identify and establish a list of current apparatus and replacement needs for 5-yr plan.	
	3.	Evaluate the core metrics for fleet operations (hours, mileage, age, etc.).	
Division:	Logistics – Fleet	Assigned To:	Jeff Rowe
Goal (24M):	Develop personnel performance.		
Objective:	Establish systems and procedures to improve and track technician performance.		
P-Indicator:	1.	Implement a technician task book program.	
	2.	Evaluate and establish MQ's for technician level positions.	
	3.	Evaluate monthly, repair times and quality of work.	
Division:	Logistics – Fleet	Assigned To:	Jeff Rowe
Goal (24M):	N/A		
Objective:			
P-Indicator:	1.		
	2.		
	3.		

DIVISION/OPERATION GOALS & OBJECTIVES (24-MONTH)

Division:	Logistics – Facilities	Assigned To:	Jeff Rowe
Goal (24M):	Ensure professional appearance and efficient maintenance of facilities.		
Objective:	Develop a capital facilities/refurbishment replacement plan.		
P-Indicator:	1.	Identify facilities that require remedial attention.	
	2.	Develop a prioritized plan of refurbishment.	
	3.	Identify potential or optional funding mechanisms.	
Division:	Logistics – Facilities	Assigned To:	Jeff Rowe
Goal (24M):	Centralize the logistic function of the District.		
Objective:	Evaluate the potential remodel of the current fleet facility.		
P-Indicator:	1.	Identify current needs and forecast future needs.	
	2.	Evaluate future facility efficiencies and develop design criteria for re-models.	
	3.	Obtain estimated costs and timelines.	
Division:	Logistics – Facilities	Assigned To:	Jeff Rowe
Goal (24M):	N/A		
Objective:			
P-Indicator:	1.		
	2.		
	3.		

DIVISION/OPERATION GOALS & OBJECTIVES (24-MONTH)

Division:	NTFFA	Assigned To:	Dan Klement
Goal (24M):	To deliver a fair process that allows for elected officials to be seated.		
Objective:	To ensure that representation of the tax payers exists throughout the communities.		
P-Indicator: 1.	Research and recommend options in other communities (throughout the US).		
2.	Seek input at the local level.		
3.	Research and propose legislative changes through PFFA.		
Division:	NTFFA	Assigned To:	Dan Klement
Goal (24M):	TBD		
Objective:			
P-Indicator: 1.			
2.			
3.			
Division:	NTFFA	Assigned To:	Dan Klement
Goal (24M):	TBD		
Objective:			
P-Indicator: 1.			
2.			
3.			

DIVISION/OPERATION GOALS & OBJECTIVES (24-MONTH)

Division:	Operations	Assigned To:	Patrick Abel
Goal (24M):	Improve incident safety for all-hazards.		
Objective:	Establish a regional Type 3 All Hazards ICT using internal and external command staff.		
P-Indicator:	1.	Research and communicate a plan to regional players.	
	2.	Implement training and proficiency requirements.	
	3.	Complete a full Type 3 deployment exercise drill.	
Division:	Operations	Assigned To:	Patrick Abel
Goal (24M):	Improve communication and span of control for safety.		
Objective:	Develop an organizational system within operations that supports safety, span of control, and streamlines communication.		
P-Indicator:	1.	Segregate operations into manageable and functional areas with room for leadership, professional growth, and expansion.	
	2.	Develop a mentorship and succession plan that develops internal personnel.	
	3.	Conduct research to determine additional leadership positions in the operations division.	
Division:	Operations	Assigned To:	Patrick Abel
Goal (24M):	Improve operational efficiencies.		
Objective:	Develop, streamline, and implement operational efficiencies through policy/procedural revisions that are based upon local, state, and federal standards.		
P-Indicator:	1.	Challenge and establish response types, guidelines, and standards.	
	2.	Determine best resource allocation model to improve response times.	
	3.	Determine best resource and staffing models for the District.	

DIVISION/OPERATION GOALS & OBJECTIVES (24-MONTH)

Division:	Special Teams	Assigned To:	Patrick Abel
Goal (24M):	Develop the TRT as a self-managed program that provides regional support.		
Objective:	Allows the team to be self-sustained and better manage succession planning.		
P-Indicator:	1.	Identify and propose a minimum of two-instructors per discipline (train-the-trainer).	
	2.	Identify and train two members as State-certified trainers through AFCI.	
	3.	Host regional training opportunities, annually, to promote trust and collaboration.	
Division:	Special Teams	Assigned To:	Patrick Abel
Goal (24M):	To develop a Hazardous Material Team that exceeds industry training standards and is recognized for excellence and innovation.		
Objective:	Promote improved safety and responsiveness that maintains fiscal responsibility through funding sources that recognize the professional stature of the team.		
P-Indicator:	1.	Exceed annual core competency requirements.	
	2.	Develop team specialty areas that increase the Subject Matter Expert (SME) capabilities.	
	3.	Complete policies and develop records management program.	
Division:	Special Teams	Assigned To:	Patrick Abel
Goal (24M):	Advance the professional development and operational capabilities of the WL Team.		
Objective:	Improve the operational readiness and professional development.		
P-Indicator:	1.	Receive Federal approval for a Type II-1A WL-Team.	
	2.	Increase WL-Team revenues and reduce costs.	
	3.	Establish a four-person WL- Team station in the District.	

DIVISION/OPERATION GOALS & OBJECTIVES (24-MONTH)

Division:	Training	Assigned To:	William Foss
Goal (24M):	To become the most progressive and fiscally responsible training division by sharing our training needs with other agencies.		
Objective:	Working together and splitting resources with NWFD and other agencies on a more permanent and expected basis.		
P-Indicator:	<ol style="list-style-type: none"> 1. Propose stronger participation within PITC. 2. Recommend standardized regional training programs on high-risk/low-frequency events. 3. Build a standard operating procedure within the County (eg. PFD Vol. II). 		
Division:	Training	Assigned To:	William Foss
Goal (24M):	To provide a mentoring and leadership training for both suppression and administration.		
Objective:	To enhance the understanding of expectations and abilities and to assist the member as he/she develops within the organization.		
P-Indicator:	<ol style="list-style-type: none"> 1. Research and recommend a mentorship training program that maximizes effectiveness. 2. Research leadership programs that bring SME's and corporate leadership. 3. Utilize the Passport training system in all aspects of District training. 		
Division:	Training	Assigned To:	William Foss
Goal (24M):	To provide formal education opportunities that improves access to college-level courses.		
Objective:	Provide personal and professional growth opportunities and cost-sharing with PCC.		
P-Indicator:	<ol style="list-style-type: none"> 1. Research and propose college-level courses that have the greatest demand and relevance. 2. Research and propose program that allows GRFD members to become adjunct instructors. 3. Consider satellite campus at GRFD for community college access. 		

EXHIBIT A – ASSESSING OUR FUTURE OPPORTUNITIES



WHY ARE WE DISCUSSING THIS?

- Fall of Rome
 - Empire
 - Economy
 - Entitlement
- Reality Check
 - It's about the people
 - Business model
 - Taxpayer expectation
 - Data-driven decisions
- Build the fire district for what it is, not what it was.




Tradition
 Fire
 News
 Safety
 Professional
 Hiring
 Delivery
 Equipment
 Social

FIRE SERVICE - REFINING OUR PICTURE

OPERATIONAL OPPORTUNITIES

- EMS Services
 - Inter-Facility
 - National Trends
- Standardized Practices
 - Purchases
 - Policies
 - Procedures



ANNEXATION

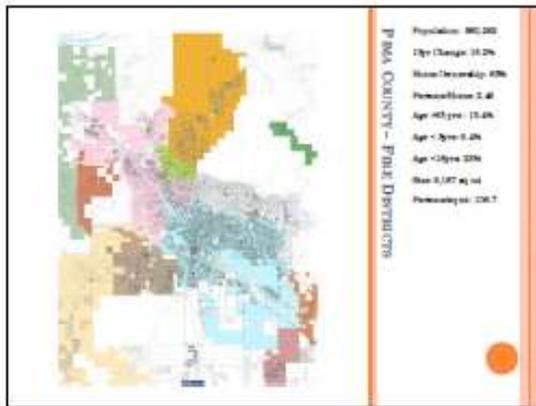
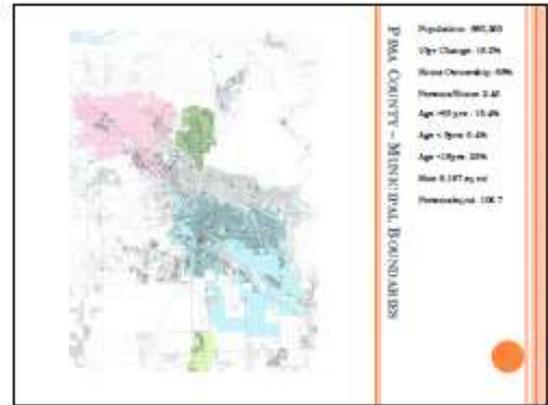
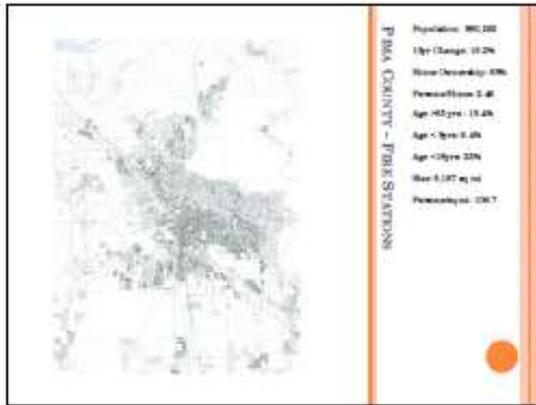
- Catalina Foothills Annex
- Transitional Services
 - CF Area & Northern PC
- County Island Annexations
 - Legislative Changes
 - Failed Annexations
 - R/M Practices in Maricopa
 - Pinal County



REGIONALIZATION

- Pima County BOS
- Jurisdictional Interest
 - AEFJ:
 - TOV
 - Marana
 - Fire Districts
 - Counties





COOPERATIVE AGREEMENTS

- Facility Services
- IT Services
- Fleet Services
- Fire & Life Safety
- Human Resources
- Training
- EMS Billing

CONSOLIDATION & MERGER

- Consolidation
 - Define
- Merger
 - Define
- Other
 - JPA
 - Fire Authority

STRATEGIC PLANNING

- New Strategic Plan
 - Fall 2012
- Clearly Stated Goals
- Business Model
 - Statistical References
 - Helping People
- Succession Planning

EXHIBIT B – VISION/FOCUS PRESENTATION (MANAGERS)

GOLDER RANCH FIRE DISTRICT
 COMMUNITY SERVICE • FIRE PREVENTION • FIRE INVESTIGATION • FIRE SUPPRESSION

*Without continued growth and progress,
 such words as improvement, achievement
 and success have no meaning!*

-Ben Franklin, America's first Firefighter

FOCUS [foh-kuhs]

Golder Ranch Fire District
 September 26, 2012

Purpose [pur-pozh]

- o Learn about ourselves
- o Learn about each other
- o Learn about our profession
- o Do we trust the organization
- o Focus on our core values
- o Determine (inter) dependence
- o Can our successes rely on "luck"

Time to think (honestly)....

A. People are generally regarded to get along. If there are personal conflicts or performance problems they are supposed to be handled because the members involved but often still end up with the leader.

B. People are able to fully work through their differences or their concerns about others' performance problems in one-on-one meetings without the leader needing to be involved.

C. People give each other direct, personal and constructive performance and interpersonal feedback in team meetings with everyone participating in a frank dialogue about the issues.

D. People seem to be in an open war with one another, justifying their hostile and insulting feedback to one another.

E. People are critical and blaming of each other in the background— their feedback to one another leaks into team meetings through put-downs or subtle jabs.

A. Members like the risk to ask for sensitive feedback in a team setting (e.g., about a mistake they've caused in a project or in a relationship with another team member) and apologize publicly.

B. Group members walk out of meetings or simply refuse to meet because conflicts have become destructive and "too personal."

C. People maintain positive professional decorum and stay task-focused. Personal growth and team relationships are often considered too "touchy-feely" to spend much time on.

D. Team members are closed and careful in team meetings. The group is divided into alliances and cliques.

E. In group meetings, people openly share their personal development challenges and patterns (e.g., lack of confidence, inactivity) in a vulnerable way, receiving emotional support and guidance from other team members.

A. The group "kicks itself" with members taking full, shared responsibility for one another's performance and trust levels. The leader is a strategic guide who mentors but does not need to actively guide the team.

B. Decisions take too long, go unsupported, or are undermined by members after group meetings. Team members feel the group is inadequately led.

C. The leader is the central decision-maker, coaching the group to stay on track and efficiently accomplish its goals and projects.

D. The leader is a good facilitator, helping people through their conflicts and joint decisions as the group learns and develops.

E. One or more people (including the leader) are viewed as the core problems of the group. Decisions are riddled in self-serving arguments.

A. In problem-solving sessions, members compete with one another to be right and to protect their interests and resources. People are concerned about others' hidden agendas.

B. Members coordinate their actions to most effectively reach the goals they have defined together. Although they prefer their separate roles and resources, they regularly look for win-win improvements that will serve the team and its customers.

C. People are unable to compromise. The group is stuck because feeling itself has become a baseline proposition.

D. Members use their conflicts constructively to break out of ruts and mental sets. They actively pool their resources (time, money, people, ideas) to generate exciting solutions no one could have come up with alone.

E. Clear roles and accountability and a spirit of cooperation solve most team challenges. Members respect the need to do their part and avoid stepping on one another's toes.

A. Anyone on the team can bring up a painful or sensitive issue in a team meeting. All jobs in constructively to address the problem. This can include major mistakes, ethical issues, betrayals or other serious conflicts within the group.

B. If difficult issues surface in a meeting, they are usually met with an uncomfortable silence; then are handled quickly or diplomatically to avoid too much awkwardness.

C. Once someone has had to face courage to place a sensitive issue of any kind on the table, others join in to help resolve it. The leader may be the main person to bring up such issues, but not always.

D. Open, unresolved ethical and blaming have overtaken the group's ability to discuss issues productively, even everyday ones that aren't very sensitive or impersonally demanding.

E. The team environment is less than safe. People talk about "undiscussables" in the background but hesitate to bring them up in meetings because of possible repercussions or because it won't do any good.

A. Members feel ignored, abused, or intimidated. The environment is focused on public posturing for mistakes.

B. The team is a true community, affirming and appreciating each person and helping that individual make the best use of his or her special talents as a unique life path. Members develop deep, lasting connections as friends and colleagues.

C. Members tend to focus more on what each other does not have or does not do than on their positive attributes. People may use job titles, pay differences or other perks to compensate for lack of recognition.

D. People make a special point of welcoming, recognizing and responding to others' abilities and special talents, no matter how long a person has been a member of the group.

E. Members generally offer respect and recognition to each other, especially those who are considered highly competent by virtue of their expertise and experience.

Fall of Rome

- o Are we susceptible?
 - o Ego's
 - o Economy
 - o Entitlement
- o Is our organization susceptible?
 - o Ego's
 - o Economy
 - o Entitlement
- o Is our profession susceptible?
 - o Ego's
 - o Economy
 - o Entitlement



Perspective [pə-ris-pɛk-tɪv]

- o Take a breath
- o Look for the facts
 - o There's a beginning
 - o There's an end
- o Challenge your perspective




Perspective [pə-ˈspɛk-tɪv]

- What do you see?
- Is it real or perceived?
- Supporting "facts"
- Give an example

Perspective [pə-ˈspɛk-tɪv]

- What do you see?
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- Give an example

Perspective [pə-ˈspɛk-tɪv]

- Connect all the dots
- Four straight lines
- Lines must be continuous
- Give it a try.....

Perspective [pə-ˈspɛk-tɪv]

- Connect all the dots
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Performance [pə-ˈfɔːm-ə-nəns]

Target [tɑːr-ɡɪt]

- Where are you?
- Do you follow the crowd?
- What's the "bull's eye"?
- Does value precede action?

Bulls Eye (boob-ahy)

- o Safety
- o Performance/Quality
- o Customer Service
- o Price
- o Other?
- o Nordstrom Model



Success (suhk-ess)

- o Foundational Element
- o Can't take short cuts
- o Start Small
- o Functional Team Size
- o Synergy



Trust (truhst)

- o Five Dysfunctions of a Team
- o Patrick Lencioni
- o Willing to be vulnerable
- o Do you trust anyone?
- o Can they trust you?
- o Does your trust have an "I"?
- o Trust but verify (Reagan)



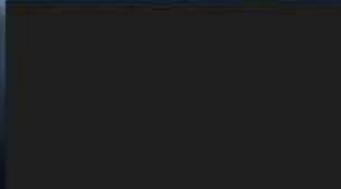
Team (team)

"a group of people organized to work together inter-dependently and cooperatively to meet the needs of their customers"

Forming → Storming → Norming

Teamwork (team-wurk)

- o Right Attitude
 - o Humble
- o Interest in Job
 - o Hungry
- o Honest
 - o Trustworthy



Synergy (sin-ah-jee)

"The interaction of elements that when combined produce a total effect that is greater than the sum of the individual."





Behavior [bi.hey.vyər]

- Southwest Airlines
 - Fly vs. Ground
 - Trust & Communication
 - Selfless vs. Selfish
 - Inter-dependence
 - Small Teams - Synergy
 - What can we learn?

Communication	30 Organizational Responsibilities	Technology
Shared Goals	1. Establish a common purpose and vision	Flexibility
Shared Knowledge	2. Assign roles that are flexible	Team Collaboration
Shared Values	3. Hire and train for individual responsibility	Team Communication
	4. Hire workers to solve real-world problems	Team Communication
	5. Encourage cross-functional work	Team Communication
	6. Create positions that are interconnected	Team Communication
	7. Use broad performance metrics	Team Communication
	8. Emply flexible job descriptions	Team Communication
	9. Practice with the client	Team Communication
	10. Build the system incrementally	Team Communication

Reciprocity [rɪ.sɪ.pros.ɪ.ti.ti]

"You don't matter. I don't care. I'm just here for the money"

"You're welcome, I love this job and I'm happy to be here this evening. I know that whenever we need you, you'll be there for us."

Principle of reciprocity

امان به دسترس

Name [neɪm]

- A word or a combination of words by which a person, place, or thing, a body or class, or any object of thought is designated, called, or known.
- Mere designation, as distinguished from fact: He was a king in name only.
- An appellation, title, or epithet, applied descriptively, in honor, abuse, etc.
- A reputation of a particular kind given by common opinion: to protect one's good name.
- A distinguished, famous, or great reputation; fame: to make a name for oneself.

Golder Ranch Fire District

Value [væt-yoo]

- o Relative worth, merit, or importance; the value of a college education; the value of a queen in chess.
- o Monetary or material worth, as in commerce or trade: This piece of land has greatly increased in value.
- o The worth of something in terms of the amount of other things for which it can be exchanged or in terms of some medium of exchange.
- o Equivalent worth or return in money, material, services, etc.: to give value for value received.
- o Estimated or assigned worth; valuation: a painting with a current value of \$500,000.

Strong Hands & Caring Hearts

So now that we trust one another, let's talk....

Are you willing to be the "pig" or the "chicken" at breakfast?

Don't settle for being average.....

Is it okay for a paramedic to be right 50% of the time?

Mrs. Smith doesn't need us 70% of the time.
So....why does she want us?

Get smart people to sick people as quick as possible.

We don't need more rules, we need people to make the right decisions.

It's amazing how much we don't know about our industry.

Commitment (nɒn-mɪt mɛnt)

1. What is your/our sacred cow?
2. Are you/we going to be independent or inter-dependent?
3. How do you/we Prioritize the "Golden" model (Quality, Service, Price)?
4. What does the community need and what can you/ours provide?
5. Are you/we willing to be held accountable?
6. Do you/we have the courage to admit mistakes?
7. Do you/we have the courage to ask questions you/we don't want answered?
8. Do you/we believe that future decisions must be based upon facts?
9. Do you/we believe that "opinions" should be considered but "facts" must be acted upon?
10. Are you/we willing to remain engaged and keep your team engaged?

Cooperation nɒn-ɒp-uh-uh-uh shur-uh

Organizational Changes.....

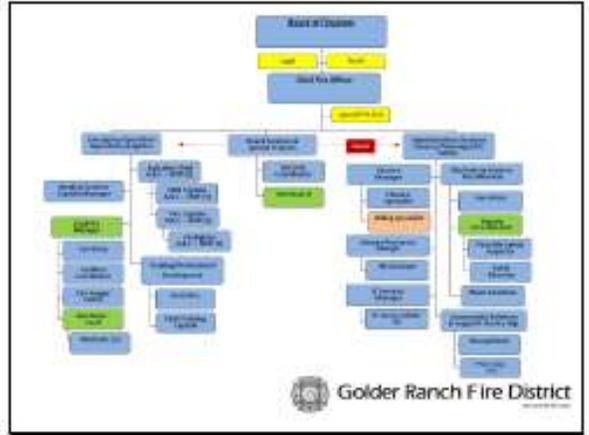
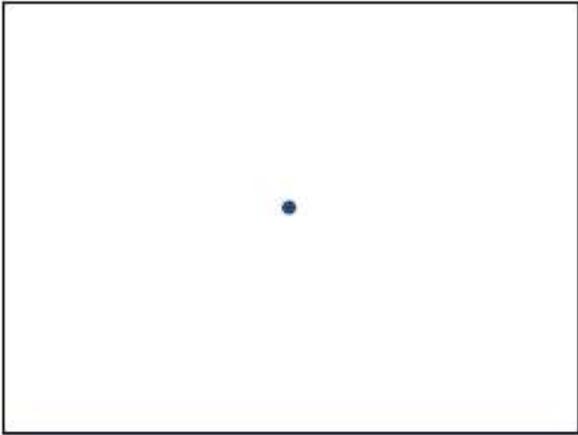


EXHIBIT C – PLANNING MEETING/DOCS



Golder Ranch Fire District

Strong Hands & Caring Hearts

3885 E Golder Ranch Drive
Tucson, Arizona 85730

December 13, 2012

Thank you for taking the time to participate in the 2013/16 Strategic Planning process.

As many of you are aware, we held a vision/focus meeting, in October, that involved participation from all functional managers. The primary purpose of that meeting was to challenge our attitudes and perceptions so that the new plan can be created on a "clean canvas."

Interestingly, the vision/focus meeting validated the perception that managers are conflicted in their level of trust. This observation is important because attitude reflects leadership and we, as leaders, must do all that we can to strengthen the trust of others.

The purpose of today's session is to further clarify the direction that we are taking the organization, rather than detail the proverbial route by which we will be traveling. To further reinforce this concept, it is important to define a few key terms.

What is a Strategic Plan?

The strategic plan is a living document that provides short term direction by building a shared vision. This is accomplished through setting measurable goals and optimizing the use of resources.

What is Planning?

Planning is a continuous process, one with no clear beginning or end. While plans can be developed on a regular basis, it is the process of planning that is most important. The planning process should be flexible and dynamic. New information must be easily integrated into the framework of the planning process.

We are fortunate to have Chief Jeff Johnson, CEO of the WFCA, provide us with his visionary perspective on organizational health and national trends associated with our ever evolving industry. A few documents have been included to facilitate conversations and focus our organization to meaningful change that meets the needs of our community.

Please feel comfortable in debating issues so that we gain an unfiltered understanding that will ultimately lead to best practices.

Thanks for your willingness to participate and be part of this change.

John

2012 Organizational Focus Session

- December 13, 2012 -

Facilitator: Jeff Johnson

Leadership Group: Randy Karrer, Pat Abel, John Sullivan, Dan Klement, Scott Garcia, Colin Port

Governance: Vicki Cox-Golder, Steve Brady, David Dahl, Mark Clark

2009 – 2011 Strategic Plan Overview	Critique	√
<p><u>Our Mission</u> With Integrity, the Golder Ranch Fire District provides responsive and caring fire and life safety services that meet the emerging needs of our community through teamwork, dedication, and professionalism.</p>		
<p><u>Our Vision:</u> To be the most progressive, highly trained, educated, equipped, and fiscally responsible fire district.</p>		
<p><u>Goal # 1:</u> Determine if the time is right to pursue national accreditation and, if so, how to achieve and maintain it. Identify the best locations for future stations and facilities and maintain condition of current facilities.</p>		
<p><u>Goal # 2:</u> Identify and establish alternate sources of revenue.</p>		
<p><u>Goal # 3:</u> Identify avenues to improve and expand communications both inter-departmentally and externally.</p>		
<p><u>Goal # 4:</u> Establish a volunteer force to assist with organizational needs.</p>		
<p><u>Goal # 5:</u> Provide employees with wage and benefit package that is competitive within the industry, while adhering to budgetary constraints.</p>		
<p><u>Goal # 6:</u> Identify, monitor and propose mitigation for current and future trends.</p>		
<p><u>Goal # 7:</u> Identify current culture and work towards establishing a culture that aligns with our core values.</p>		
<p><u>Goal # 8:</u> Improve and sustain existing service and advance technology.</p>		
<p><u>Goal # 9:</u> Identify key issues and establish best practices.</p>		
<p><u>Goal # 10:</u> Review, identify and/or propose solutions relative to the organization's growth. Identify and propose opportunities for service area growth/mergers.</p>		
<p><u>Goal # 11:</u> To review, create, update and cross-reference SOP's and SOG's.</p>		
<p><u>Goal # 12:</u> Increase training and educational opportunities throughout the organization at all levels.</p>		

2012 Organizational Focus Session

- December 13, 2012 -



NOTES:

1. Trust:
2. Accountability:
3. Safety:
4. Professional:
5. Customer Centered:
6. Fiscally Responsible:

2012 Organizational Focus Session

- December 13, 2012 -

Objective 1A	<i>Develop effective and trusting relationships within the organization.</i>
Timeline	
Critical Tasks	<ul style="list-style-type: none">- Labor/Mgmt (aka. Leadership Group)- Inter-dependence vs independence- Communication process(es)
Objective 1B	<i>Develop effective and trusting relationships with external organizations.</i>
Timeline	
Critical Tasks	<ul style="list-style-type: none">- MVFD- NWFD- TFD- Pima County

NOTES:

2012 Organizational Focus Session

- December 13, 2012 -

Objective 2A	<i>Evaluate efficiencies through regional efforts and relationships.</i>
Timeline	
Critical Tasks	<ul style="list-style-type: none">- Dispatch and PCWIN- NWFD Functional Consolidation- Merger?- MVFD
Objective 2B	<i>Evaluate succession planning process that includes internal and external needs.</i>
Timeline	
Critical Tasks	<ul style="list-style-type: none">- Peripheral changes- Political- Internal expectations- Talents? Needs?

NOTES:

2012 Organizational Focus Session

- December 13, 2012 -

Objective 3A	Develop effective EMS system
<i>Timeline</i>	
<i>Critical Tasks</i>	<ul style="list-style-type: none">- Inter-facility transports (EMT's vs FF's)- Treat / No Transport- Physician Assistants- Regional Clinic- Regional Billing
Objective 3B	
<i>Timeline</i>	
<i>Critical Tasks</i>	

NOTES:

EXHIBIT D – ORGANIZATIONAL SURVEY

VISION/FOCUS SURVEY

During the latter part of December '12, staff created an anonymous survey that sought feedback from the members of our organization (internal customers). This survey was conducted electronically and included a URL based e-mail to facilitate a high participation rate.

The supporting memos and communication have been included as attachments to the survey results cited herein.

As of January 7, 2013, we received a favorable 44% response rate and this surpassed the original goal of 30%. This is an encouraging fact because it shows that the members are interested in the District's success.

The District is seeking to simplify its operational plan and allow functional managers to develop goals and objectives that meet the four elements of our vision/mission. These elements include:



The accompanying pages focus on the survey results and provide an unfiltered response from the employees. This provides a unique opportunity to evaluate ourselves as an organization.

The survey validates a number of decisions that have been made and, interestingly, illustrates the disconnect between membership perception and "vision statement" accomplishments.

For example, our vision statement reads as "[Being] the most progressive, professional, fiscally responsible, and customer-centered fire district." According to the survey, the members "feel" that we are "professional" and "customer centered." However, 40% of the respondents "feel" that we are not progressive, when compared to neighboring jurisdictions.

Over the coming weeks, we will further refine and define who we are so that we can clarify the Organizational Vision and its accompanying goals/objectives.

VISION/FOCUS SURVEY

The following survey questions yielded a 44% response rate and provide a great insight into the "health" of our organization. The results have been unedited and will contain spelling and/or grammatical errors.

1. Trust is the foundation on which we operate. How would you rate the communities trust in our organization?
8.22 (10-pt. Likert scale)
2. Speaking of trust, how would you rate your trust level with your direct supervisor?
8.15 (10-pt. Likert scale)
3. How would you rate your level of trust with the people that you work with?
7.85 (10-pt. Likert scale)
4. Accountability can be defined as taking responsibility and/or ownership in one's actions. Using this definition, how would you rate the accountability of Golder Ranch Fire as an organization?
7.08 (10-pt. Likert scale)
5. How would you rate your supervisor's level of accountability?
7.97 (10-pt. Likert scale)
6. How would you rate your personal level of accountability?
8.89 (10-pt. Likert scale)
7. How would you rate GRFD's ability to provide for the overall safety of the community that we serve?
7.88 (10-pt. Likert scale)
8. How would you rate GRFD's ability to provide for the safety of its employees?
7.62 (10-pt. Likert scale)
9. When compared to neighboring fire jurisdictions, do you believe that GRFD is a progressive and a leader?
Yes – 60% No – 40%
10. When compared to neighboring fire jurisdictions, do you believe that GRFD is professional?
Yes – 97% No – 3%
11. When compared to neighboring fire jurisdictions, do you believe that GRFD is a fiscally responsible?
Yes – 98% No – 2%

12. If you had to change one thing within the organization, what would it be?

CONSISTENCY AMONG ALL EMPLOYEES! ALL NEED TO FOLLOW THE SAME RULES, BE HELD TO THE SAME STANDARDS, IF NOT THEY DON'T BELONG HERE! NO FAVORITISM!!
Continuity through Shifts and Crews. as fluffy as it may sound i would like to see more of a positive attitude especaly when dealing with internal affairs
Better attitudes and perspective among field personel, and better communication in general esp. w/ upper levels/supply/facil. mntc to field.
nc
A Chief that is solely dedicated to Operations. One person that eats, sleeps and breaths operations. Thats what we need!!!
Don't grow at the publics expense. Whether in terms of service or financaly. Lets not make it into something other than it is. We work for the tax payer let us be good stewards of those funds.
a true understanding of where we are going and the plan to get there
training officers to be leaders and not micro managers. teach them what leadership is all about.
letting suppression know that admin is being held to the same standards as we are
We are already working on it, but keep all members squashing negativity
Accountability - Personnel should be given the opportunity and tools to succeed while helping others to do the same in a positive work environment; failure to do so should result in termination.
nothing comes into my mine, sorry.
Improve communications from the front office
The lack of communication from Admin. and follow through on projects
More training oportunites
I think that the organization should take the word empowerment to heart and allow captains and crews more leeway to do things they beleive are best for their customers and crews
culture...our culture sucks...we need to be more willing to hold people accountable for actions on and off duty. Need to change mission statment to say "when it's covienent" ..Integrity here is poor
GRFD should lead by example and should consider public and employee safety above all, especially when political pressure comes to bear. Leadership shouldn't be just a catch phrase as it currently is.
Reduce unnecessary paperwork / streamline procedures.
I would establish a cadre of instuctors, who are Captains, and have them instruct academies, Explorers, and host probationary personnel. I would also hold underperforming officers and personnel more accountable than they currently are.
Communication! Nobody at the top communicates with the bottom. When they do on a specific level it is negative. We shouldn't have to hear from the public when we hire, have events, or have press.
If I was Chief for a day - I would accept the original findings of the SORC and institute that plan using ARU units that are like p/u trucks and run them during seasonal peaks.
I'd really attack the mentoring of our future leaders, instead of a 'he's gone, you're up next' approach. I'd also like to figure out how to stop the bottlenecks of progress in EMS.
quit micromanaging
keep crews together, and give them ownership of the station. IE station specific shirts, hats and able to have a station "mascott"
Have we REALLY challenged attitudes and perceptions to create a clean slate, or just said that we did? Your actions speak so loudly that I can't hear what you are saying.

Really hold people accountable for their actions. Many people get away with things that others could not. Stop letting supervisors "look the other way".
More training
A bigger training budget.
A bigger training budget
stop the micro management
Give less power to dan klement, he doesn't actually speak for the us, he does what he wants and we can't get him out. Give more to the voice of the general
it is small but really dislike the moving of people from station to station(float) i do realize the financial benefit from the float but constant crew knows each others strength and weaknesses
pay for a large selection of classes for younger firefighters...medic class, customer service, wildland, t.r.t., hazmat, extrication....we also need to send more young firefighters to better classes because the knowledge will stay here longer.
Get hydraulic gurneys which will prevent many injuries.
More training for our personnel. I would also put more effort into EMS
I think we need to think about how we treat each other and understand that we are all people who deserve respect. Not only people with higher rank deserve respect.
I would encourage some of the old school employees to retire.
teach people to be better, not force them. if your not cutting the position teach or remove.
We need to stop doing things "half-assed." If its important, fund it, if not don't just give the minimal amount to tell the public that it is a service we provide. That's not integrity.
EMS would be the number one priority, it would show it in the budget and in staffing
a more inclusive website to spread info better
We need an Ops chief. Some on to bring the Ops up to the level it could and should be.
GRFD S.O.Ps should be followed and applied across the board. When Chiefs change or bend the SOPs especially in financial situations then GRFD loses its famed integrity.
I would abolish task books and run academies (i.e. engineer/paramedic, captain, BC). Basic and Advanced FF task books are worthless.
Make it one District, It seems there are A,B,C, and not one doing it the same.
I would focus on QA and MCS of all personnel. Establish remedial training if rquired.
I would start a training program with pima college and I would offer fire 1 and 2 certs and emt and cep certs as well. I think this is a huge money maker and we need to take advantage. I attended pima for fire 1 and 2 but AVFD did the training because
I would change some people's attitudes.
I would change the paramedic promotional process including FF/CEP, FireMedic, and Promoted Paramedic
Our Union leadership.
Better communication
Not that it is completely gone, but never lose the District "Family Spirit."
Align our work schedule with neighboring Districts ¾ work schedule.
Having a system of evaluating the supervisors (Capt,Chiefs), so we get rid of the thought process of "Do as I say, Not as I do"
Not be talking about "dating" NWFD, Chief Karrer has said we have no intention of talking about merging with NWFD, i hope he is a man of his word

Promotional development through the training division that is specific to our organization rather than everyone scrambling to get a degree and taking certification classes all over the state. This leads to inconsistent and sometimes poor performance withi

be more aggressive with fire and ems training and consistency with the battalion chiefs.. One is bi-polar and is a hippocrate, another doubts your integrity and the other is to relaxed.

Less restrictions on what we wear while in our fire house

micromanagement

micromanaqment

N/C

Be more progressive, think outside the box, be a leader and not a follower.

Hire an Operations DC

I would work with area high schools to establish a work-study program to help man (or woman) the front desk. It's a win-win...kids get work experience and minimum wage, we get cheaper help at the front.

13. When considering the term "safety" (internal and/or external of the organization) what are we doing well?

Ensuring all equipment is up-to-date and meets standards.
monthly trainings on eye, hearing safety, etc.
training
All practical tests have safety as a critical criteria; PPE has been enforced as a high priority on the crews I've worked with; EC position created.
Always keeping safety in mind
Providing safe vehicles and equipment. Fleet does a great job and ensuring our safety with our vehicles
We have the proper gear, training, and know how to keep us and the public safe.
medical evals
providing good PPE
we try to keep up with the latest organizational charts and positions
The PPE, knowledge, and training.
We are creating a culture supportive of PPE use, beginning to fully support our Fleet Maintenance services, mandating yearly medical evaluations, and have installed new training equipment.
Requiring fitness, training and top technology fire equipment and procedures
Provide for PPE
Equipment for suppression good, training average follow through by Administration poor
Seat belt pledge, new multi-agency trainings,
Setting expectations for training levels, working in conjunction with neighboring departments
PPE is up to date
GRFD provides for the minimal safety of their employees provided there is no additional cost to GRFD.
Safety in field
The benefits provided to us ensure a wide range of coverage for ourselves and our families. Externally, our willingness to examine and adjust resources and responses demonstrates the Organizations commitment to achieving the best response.
We keep firefighters' gear updated/replaced per NFPA standards. We provide inspections and classes for the community to protect their safety.
Safety Committee / Modern PPE - replacement schedule / Modern equipment - Trucks etc.. / excellent health and fitness requirements / great health benefits and wellness programs / dedicated Safety officer response
We are provided the PPE and BSI needed to perform our job safely.
fixing and replacing some of our equipment, we still need a lot more...no vehicles to switch into and no backups
n/a
We have established Safety Officers across all shifts and continue to give opportunities to train in this arena.
We have an ISO officer to help on scenes.
Establishing SOG's
On EMS I feel that were good.
EMS, Equipment
We are doing better in training the firefighters in different areas
Fleet takes good care of the rides..
keeping up on equipment and PPE
Memos addressing BSI
Looking out for each other
We are attempting to bring MCS to the line personnel.

We seem to regard safety as a number one priority.
We have an SOP for just about everything.
getting personal to the scene, training
We are stressing a "safety first" attitude. We are training on new procedures that expand our abilities to operate more safely in unsafe environments.
supervisors are turning to a more safety conscious attitude, equipment
keeping up with latest training trends, having PFT's
Equipment and Personnel levels
getting us new fire trucks and fire equipment
On going training and keeping up with current fire service trends. Updating operational SOPs
We are constantly striving to taking care of both are internal and external customers
Training,PPE, and equipment/apparatus. Maintenance and replacement of all.
Staffing and trying to maintain ALS services.
I think we are about as safe as we could possibly be in a job that has a few small risks.
external providing prompt and effective emergency response, providing community education, fire marshal services. internal providing adequate PPE and training, providing safe equipment
We are replacing safety gear as needed and training so that we don't put ourselves in bad situations.
We keep our equipment in good repair
Good job bringing in new training, equipment and operating guidelines
We for the most part have an attitude of "safety first". Most crews go above and beyond what most other departments wear for PPE on medical and MVA calls.
I feel we are doing well with keeping the firefighters in the best equipment that is out.
we provide adequate training. for life safety/osha
New apparatus and better maintenance
The various programs that our community is offered, such as CPR, smoke detector battery changes, reptile removal, and vehicle lock outs.
PPE, and Training
PPE checks
wearing seat belts
PPE and Training
We have good equipment and good gear.
proactive approach to following all NFPA safety standards possible
We are working on updating SOPs

14. When considering the term "safety" (internal and/or external of the organization) what are we NOT doing well?

Lacking policies and procedures
We worry too much about emergencies that "might" happen, and dont allow sufficient personnel/apparatus to be on scenes of emergencies happening now.
nothing
Drilling and operations not necessarily uniform among shifts...this is an issue considering how much supervisory ED is worked.
I think safety is doing well
Letting Senior Captains get away with unsafe acts on calls. Some Captains are WAY out of date on Tactics and strategies. Scary!!!
Sometimes we focus on the small details when the big picture needs to be addressed.
safety equipment for inspectors and special teams capability (to what level are we going to say we provide versus what we can actually provide needs to be clarified)
Training is not what it should be. we do the same thing month after month. the monthly trainings are always the same.
we break up crew continuity
Publishing the results, or reporting from our safety committee. Also teaching from our own "near misses"
We do not mandate/enforce a culture of physical health through training/diet (e.g. overweight personnel, sedentary FFs). We are not fully providing (money and time) for outside training.
next level of fire fighting technology
Securing our facilities
Lack of communication and intergration of policies and procedures. The Administration not communicating goals and objectives so safety issues are addressed prior to implementation of procedures in a v
SOP for PPE on EMS calls
Need to ensure that everyone is trained to the same expectations
SOP's are not followed by all. Some Capts need updated training on thing s like smoke reading..we have a lot of guys who are way out of shape...scary...some crews training levels are very poor...Dept
GRFD tends to follow the perceived political agenda of the vocal few who happen to have spoken to upper management last and tends to be more concerned with the bottom line than community safety.
N/A
I think it is time to staff 378, regardless of the financial hit.
We do not adhere to the same safety standards for Fleet and Prevention.
none
We should do more in depth education of building construction, hazardous materials and continuing education of our officers and engineers
not as much as we could. Chief says that we are rocks stars but still we are not allowed to do our job individually, we are still in the old micromanaqe era. time for it to go away so we can grow
n/a
Creating change. Also, there should be training specific to physical training. It seems that people do not know how to plan a workout or safely execute it. We take time to train during academy and shift, however we do not learn about how to safely.
Holding Captains accountable when safety issues occur on scene/on shift.
We lack in implementing a physical fitness program
TRT, Hazmat and fire atack we lack basic skills and equipment
Training can always be better
no comment
Safety follow up is routinly punitive, and changes are shotgunned, retrain an individual as needed for safety violations, new policies are not always necessary.
Training need to be more organized and more drills
better, consistant, fire ground emergency drills

Eye safety
Not holding people accountable.
One of the best thing we can do to ensure safety for all personnel is to provide or support training. Often with special teams, the training or support is not present.
Knee-jerk reactions to events that have already occurred seems to be the driving force behind a lot of our policies.
supervisors pre occupied on personal issues no direct supervision and nothing said because of code among supervisors
We need to be more open internally when we make big mistakes so that we can all learn from them. We are putting a heavy workload on our CEP's that could burn them out.
i would like to see BCs able to come around to all their crews and insure they are up to speed on training. to ensure there is consistency among crews more.
dropping certain stations staffing levels at times
Training and Mentoring of all positions of the organization
Some of the ambulances need to be taken out of service. They are dangerous and to old and used to be going code 3. Someone is going to get hurt. Think of the cost benefit of not being sued.
Very poor ventilation systems in every station's engine bay.
We can always find ways to improve on Safety
We are not holding ops personnel to minimum standards. No QA on fire and MVA/complex IMS calls.
We are lacking training. With special teams and EMS. We are handcuffing our member we don't allow for cross training like TRT Haz-mat or by letting Engineers become medic's. The more training and education we have equals better safety as an organization
No complaints
internal insuring adequate night time lighting around all stations
We are a safe organization
we do not communicate well, to insure others know when things are broken
ideas and guideline are taking to long to develop and implement
Radio Communications are horrible, too many dead spots. It's difficult to run an emergency scene when fire alarm and other responding units can't hear your TX on repeated channels. Need to upgrade to SCBA microphones and headset as well.
I feel our training is lacking in the one thing we all wanna be, "Firefighters" we pull hose great to the door. We do not get any forcible entry training unless it is watching you tube. Also we never get any nozzle time.
Should do better with the TrT Team training, all need to be to the tech level
A safety first over duty first mentality with SOP's written under idealistic circumstances; i.e. eyeglasses for D-stick/IV or wearing sleeves for suctioning. It feels as if it is written to discipline personnel for exposures.
I think we should have more fire ground training, its a high risk low frequency job. GRFd have many knowledgeable employees who go and teach at fire school and various places but we dont teach our own.
Holding individuals to the standards that are set, both physically and training.
aging equipment
na
N/C
I think we need more interactive fire and EMS training that tests us and shows where improvements need to be made.
violating District safety policies to accomodate for political agendas
can't think of anything really

15. When considering the term "professional" (internal and/or external of the organization) what are we doing well?

Most people in the organization pride themselves on being a professional, this shows.
Providing great service to our residents.
customer service
Uniformity in uniforms is great, a nurse once said we were the most prof. looking dept. coming into the hospital. We treat residents well on scene.
We remain professional in all of our dealings with our community.
We act professional and treat our external customers like a professional should
When out in the public on calls or other duties we are professional.
how we interact with other agencies (i feel we do well)
on calls most crews act professional
we have and maintain high expectations
Politics, uniforms, leadership
GRFD is requiring educational standards for promotion and completion of taskbooks. Our attitude on calls is reflective of the seriousness of the situation, i.e. we are respectful and empathetic.
caring, respecting, educating for the needs of our costumers
Provide for advanced educational opportunities
Administration not acting in a professional manner yet requiring subordinates to be professional
Uniform standards
I believe the we do a very good job with our image to the public and the way we conduct ourselves on calls and with public interactions
"professional" should be taken a little more serious...not sure we really understand how to be "Pro's"...Leadership needs to start this.
GRFD talks about professionalism and gives the impression of caring, but when the time comes to make the hard decision, upper management takes the easy way out.
External view of GRFD as organization.
The task book system is a good career path. Establishing education and training standards that demonstrate proficiency have come a long way.
We maintain a professional appearance and are polite to our community. We also maintain newer, nicer apparatus and vehicles.
Maintaining professional standards both from an operations, Public education, code enforcement, IT, and health and safety aspects.
We are great with customer service, standards in personal appearance (suppression) and bedside manner. staff are very professional, upper management not as much because we are way to lean at the top, need a few more chiefs positions
n/a
Internal: Thank you for developing and implementing uniform standards.
We are very good at providing EMS care.
We have high standards
We are good.
We are the best
We striveing to look, act and do our job professionally
The names on our shirts give us an added level of professionalism
we have caring employees that do care and the in turn equals professionalism
Politics
Having positive attitudes on every call
We are a professional to the public, just not internal customer.

We are putting educational requirements in each promotional level.
We portray a very professional image to the public.
most of time polite and caring
We are incredibly courteous in general both internally and externally. We provide top-of-the-line medical services. Our CEP's have great bedside manner.
we portray a professional image on scenes the way we dress and act
our perception to our residents is very professional
Image and Budgeting
Everybody usually dresses appropriately and acts professional
Being ready to handle our districts residents needs by being well trained and organized
I think we do a ok job of this we can always improve in area.
Customer service and services provided. Appearance/uniform.
We make sure that customer service is a top priority at all times. We do whatever the community asks of our members.
Most crews are professional, most crews have good skills, look right and act right.
external; prompt and effective courteous service, internal; providing employees with abundant resources through HR, training.
We always treat the residents like we would our own family.
We have a good chain of command in the field
Overall we are providing professional customer service
When 9-1-1 is called we are able to quickly respond with a qualified crew on a well equipped apparatus.
I think as a whole we are very good in this area.
we are an "all" service organization, i believe this sets us apart from the rest
The vast majority of suppression truly has a lot of pride and personal investment into how we are viewed by the public we serve as well as neighboring jurisdictions.
n/a
Everything
appearance
appearance
Customer service
Yes
external customer service
Making sure that our fleet is updated

16. When considering the term "professional" (internal and/or external of the organization) what are we NOT doing well?

Allowing some employees to not be professional, without consequences.
Need to hold Captains through Firefighters accountable for their appearance and demeanor in the firehouse and in the publics eye.
individual attitudes
language/immaturity/culture among some is often unreasonable and unfortunately can carry over to scenes.
-
Training our Officers on "Up to date" tactics and strategies. We need to allow Captains to take more responsibility and hold them accountable when they are wrong.
When at the station often times the level of professionalism reverts back to that of a high school locker room.
I feel the union is stifling or hindering the progress internally (a wedge is created and/or decisions are not made due to fear of what the union will say)
some officers do not act professional. they micro manage people and treat them like children. they need to be better trained on how to be leaders and not boss people around just because they can.
we assume that if it's an SOP then it's being followed, which isn't always the case
put more crews in our schools and community with Fire and Life Safety
GRFD is not providing the training commiserate with a professional service organization. We should be paying for and covering the time of all employees to attend training in their field.
From my point of view we are doing well
Communicating top down
Lack of communications, professionalism and follow through on objectives
Union taking sides in local elections
We could certainly use upgraded vehicles and equipment. In addition we should not ever be running out of EMS supplies or be in a position where a firefighter has to use sub par equipment.
TOO MANY OUT OF SHAPE PEOPLE!!! Dept is ripe for a NIOSH report
See the previous response.
Need to hire more professional for jobs in administration.
We all far to many officers to thumb their nose at the organization and compound the problem by placing probationary personnel with them.
We have people who are unreliable in terms of customer service. We also do not follow through on things we promise (i.e. a station near the last annexation). We don't apprise our staff of district happenings so we look stupid when we are asked about them.
Succession planning at the Chief level, Developing our BC's to promote to higher ranking executive level chief positions. Not providing mentorship to BC's to learn executive level Chief skills / Retirement and or DROP process education and process
Our labor/management relationship is bizarre, information often appears ambiguous when being disseminated internally.
need more chiefs, an EMS division, and need to work more with MV (merge in future or take them over) as well as NWFD
n/a
Internal: Where is the Diversity within the promoted/Chief officers? External: Why do we shut down ALS transport at night?
We allow faded/worn out uniforms to be worn. We do not present a professional image with different uniforms on one crew.
Micromanagement by some supervisors
N/A
Nothing
Is it professional to micro manage our BC when on a call from a desk?
one haztech/trt person on a shift is not a special ops team. It places an enormous berdin of liability on a single individual / tech to respond to calls as the only serviceable tech. It is false advertising to say we have a hazmat team or trt team.

need to be better trained
offering more services to the public
NA
We are not providing our Officers with the proper tools to be successful.
As a whole, we don't seem to treat each other with respect. Station life can best be described as a junior high locker room. Often this is the result of the person in charge setting the example.
When a customer complains, even when found to be unjustified, we assume that the employee is at fault.
some times we are not
We have special "teams" that either don't have training (TRT) or consist of 1 person on 2 of the shifts(hazmat). When the public expects a certain response, we can't provide it.
unk
we need more news coverage
Training and Promotions for sure. But our EMS skills are weak, we have no plan to keep up with CEP training to pace retirement. SWA has better swag and training than GRFD
We do not hold employees to a proper standard of health in regards to personnel being obese. Especially, personnel who have media attention on them.
GRFD is a very professional organization. But if I had to pick one thing it would be our dress uniforms. Pathetic.
Are younger members acting unprofessional off duty. Not understanding we are always FF and people expect us to act a certain way.
We are not ensuring that as professionals that we are maintaining expert and specialized knowledge in the rank held.
We don't allow the Captains to make choices that have a direct effect on the crew. Example a company officer should be able to decide what uniform to wear when attending a pub-ed event based on what the event entails like if it is outside hat sunscreen
I think personnel needs to be reminded how important what we do is to the public.
external: Sometimes employees are grumpy when they are tired please allow for more rest when needed by an individual. we could be providing more professional training to get employees to the next level of rank, some benefits are not very well understood
I think we are very professional as an organization.
We do give our employees people skills and management training
.
We need to send more of our personnel to outside training. We need to make it easier for them to attend these out of town training classes with scheduling and funding. We need more in-house experts.
I can't think of anything at this time.
I think the training of our mid level supervisors is lacking, especially the newer ones and a couple of the older ones, to continually focus on customer service
Too much emphasis is placed on minor mistakes or problems. A simple error is well known to amount to discipline. This is a failure in leadership.
n/a
Nothing
na
na
N/C
There are still some things that are "old school" such as paper PCRs and things but a lot of those things are getting ready to be phased out
internal customer service, holding admin (specifically chiefs and supervisors in admin) to the same level of accountability as line personell
n/a

17. When considering the term "customer service" (internal and/or external of the organization) what are we doing well?

Most people understand the importance of good customer service, and this is portrayed. We are known for customer service.
We are known for the customer service we provide and do well at it overall
everything
We often go above and beyond in what we respond to and how we treat people; we are fiscally responsible.
Doing the best job we can for our community
We go above and beyond the call of duty. Light bulbs, air filters, birds in houses, insects etc.
our customer service in my eyes is top notch.
our customer service with current residents is great
we take care of the public. we do alot of things that other departments will not.
we have high expectations and standards
We go when our customers call
GRFD employees treat our customers with respects and try to meet every request for service. I personally believe it's the many small gestures we make that set us apart and leave an impression.
treating our costumers with respect, caring and understanding
Serving the public well
Crews and FLS contacts at a high level promoting GRFD
Our external customer service is second to none. Communication internally is getting better.
I think we often go above and beyond to provide outstanding customer service for the most part.
on scene is mostly good...there are those who cant seem to be nice.
GRFD employees do an excellent job of providing outstanding customer service despite a number of limitations put upon them regarding staffing and finances.
Great external view of customer service.
Identifying trends in the types of services our residents make use of and exploiting those opportunites.
We provide many services to our community, and our personnel is very personable.
External - Community volunteer programs / Explorers / public assists / public education - Internal - Health and wellness / training / cutting edge IT stuff / Employee awards and recognition
Public assists, EMS, IT and our relationship with the community.
we treat our residents with the highest customer service
n/a
I think we listen very well and try to solve problems rather than ignore them or pass them off.
We take care of our customer very well.
We provide excellent service.
EMS, public assist.
We provide excelent customer service with the variety of services we provide our customers.
We give great customer service
Chief Karrer is very personable and open, communication is good.
i like that we have the ability to do any customer service if it feels like the right thing to do
public assist calls
Helping patients and their families with what ever they need
That is what we do.
We don't just do the minimun with calls. If we think we can do something more that is within our ability, we try to persue that avenue.

We will pretty much do anything a customer asks us to do.
good service
Our customer service is the best in the greater Tucson area. No one even comes close to our customer service culture or attitude.
as a whole there is a caring attitude toward the public and a willingness to help and be nice
providing a plethura of services
All of it
Our customer service is top notch. GRFD Firefighters go that extra mile.
By maintaining our "all service, all risk," response model (external). Constantly re-evaluating member's pay and benefits and being responsive to needs in that area. Also keeping communication open between staff and line personnel.
I think we do are very good job taking care of the publis we serve
Customer support services: Batteries,snakes,lightbulb,filters etc. Anything the customer cannot do for themselves we will provide it.
We provide the best service in all of Arizona
I think most crews are going above and beyond what is expected by our customers.
external: prompt, effective, and courteous service, internal: pay is becoming more competitive with respected departments, excellent benefits except eyes, seems to be more of an attitude of willingness to accept new ideas
We always go above and beyond to insure that our customers are taken care of before the incident is concluded.
We put customers first
We provide great customer service especially patient care
We are empowered to "WOW" the customer. We go above and beyond what most others would do. We look to make their worst day just a little bit better.
I feel our service is great and we go out of our way more then most other districts.
As above we provide an "all around" service
Ambulance transports as part of the taxed services and the willingness to take patients to any hospital, at any time. This is very different from most departments in the area.
Providing great service to the community with public assists.,
everything
public education
compassion
Respect
Excellent customer service, we are there for the community.
proactive approach to external customer service
providing places for the public to meet. The public appreciates us changing their batteries in smoke detectors

18. When considering the term "customer service" (internal and/or external of the organization) what are we NOT doing well?

Again, allowing some employees to give below standards customer service, without any corrective action or consequences.
we are doing well
nothing
Internal: (Im not a medic) however I think many of their concerns about not being well supported or understood are valid. External: seems very good to me (w a few exceptions of certain employees)
-
We say on our website that we have a TRT and Hazmat station, but we cant provide hazmat service with one Haztech. Its a misleading, not to mention unsafe for that one Haztech. Spec. ops is a facade.
Big picture there is not much lacking when it comes to customer service.
EMS is a bit behind in current trends
taking better care of the internal customer. training officers to be better leaders.
we are leaving units OOS
Many interpretations of policy and how far we will go to serve.
There are is a very small minority of personnel that do not treat our customers with respect, and where we fall short is in not intervening and correcting the problem at a crew and supervisory level.
Totally honesty with the residents when annexing their area
Serving our members
Administration not putting out a cohesive pointed message
Internal communication. There is still the "rumor mill" but it is better than in the past.
Nothing particular comes to mind
Mostly good...it's very disapointing how we are dealing with Saddlebrooke Ranch...There was a time when 373 ran 1 call a tour...we told them we'd be there...we need to be there. price of buisness!
The general public does not understand the means necessary to protect them. GRFD should work harder to better educate the public and at times make the unpopular decision necessary for community safety
More work on employee satisfaction.
Staying ahead of trends and proactively offering services.
Having a consistent person as the receptionist would help. Also having people being accountable for things like return phone calls and following through on tasks and duties.
Internal - Information - Communicating Vision - enforcing Values - not taking a stonger stance on some labor issues / External - We are cutting edge in the services we offer our customers, i would like to see GRFD lead in the area of EMS inovations.
Many Captains don't have adequate training to be the adults/facilitators of good crew ideas or educators when bad ideas arise.
??
n/a
Does staffing the front desk with a volunteer provide the best customer service?
We focus on smaller issues internally instead of taking on big issues throughtout the organization.
We tend to place newer apparauts in southern part of the district
*
N/A
providing the total district with the same coustomer service
Internally HR is difficult to deal with, generally unwelcoming and uninformed. Often offering personal opinion and misreading / quoting policy incorrectly.
we are public servents we can always do more. More community out reach from the department and the union
we do not converse as well as we could
NA

We are not taking care of our internal customers, providing them the outline of where the district is going.
We don't have a complete set of SOG's. It seems that the way many calls are handled are dependant on how that particular Capt or crew thinks it should be done.
Nothing.
some times at like were put out
I can't think of anything the organization needs to improve. Except that everyone always has the responsibility to try to improve themselves.
ems is our most common call, residents expect us to do well yet the ambos are the most under staffed apperatis we have
dropping PM375 causing longer response times for further ambulance
N/A
Taking trucks out of service and not covering areas that we had promised to cover.
GRFD is strong in this category.
We do a better job takeing care of the external customer then we do are own.
We do not always provide the employee with the same. Our oraganization should assist the employee with anything they cannot do for themselves. When pertaining to injury, health insurance or orther HR related issues. We should be hand holding any employee
We need to continue to do what we are already doing and smash complaints that are internal within the department.
Truthfully i believe we are doing a great job in this area.
external, not enough public interaction by crews outside of calls and pub eds, internal: I am pretty content right now. special teams needs to be reconsidered and overhauled extensively especially TRT
H.R. is terrible at internal customer service. (I have not dealt with Sarah yet, so I am not including her)
We need to train employees how to deal with difficult people
.
Possibly providing patients a telephone survey card for feedback , praise, or suggestions.
I feel we let the customer take advanage of us cuz everyone is to scared to say no fearing a lash back for the chain of comand.
Captains need to know how to handle and not be involved with petty complaining and have a better view of all the great things we have here at golder ranch
Frequent "investigations" into minor mistakes or problems with the intent to discipline the person(s) deemed at fault.
we dont hold personnel accountable for there actions, if its often said its "SO n So' its just they way it is. We are professionals and each and everyone of us needs to be held that standard
noithing
na
na
N/C
We need to staff 378. There are more houses up there than in the Preserve.
...
Not helping the people in saddlebrooke ranch get the coverage they are paying for and have requested.

19. When considering the term "fiscally responsible" (internal and/or external of the organization) what are we doing well?

This is another strong attribute. The Board and Chiefs understand the importance.
we have a low tax rate and maintain our fleet/facilities.
all
Best value, great tax rate, reasonable budgets and reasonable equipment considering; assumption of new revenue i.e. interfacilities.
-
We stay within our budget, give raises and still have a low tax rate
We operate in the black, priority #1. As suppression we are paid well, with great benefits. We try to avoid big hits to the budget by planning and constantly upgrading necessary items ie. trucks, ambos
our finance division is now clearly defined where money is
not spending money when we dont need to.
yes because we strive to stay in budget and keep taxes low
Looking to the future, bringing resources inside
GRFD has maintained a low tax rate while providing a high level of service.
keeping our levy from being raised
Minding our budget constraints
Overall good
Keeping tax rate as low as possible. Doing more with less as far as apparatus.
I believe the leadership in the organization does a good job handling the tax payers money and not spending frivolously. It seems that they do keep the future of the community and organization in mind
yes tax rate is low, but I hope we aren't keeping it low at the cost of safety or cust service.. (taking ambos out of service)
GRFD is fiscally responsible, but at times puts a price of the level of safety that they are willing to live with.
Most areas are fiscally responsible.
The POSFM and PVPP are excellent guides to responsible use of budgeted funds.
We maintain a low tax rate.
We are great at being fiscally responsible - for me it is a love/hate relationship, I love that we watch our bottom line and are responsible to the tax payers, I hate that we try to do so much with so little executive leadership positions (balls dropping
We have a low tax rate and balance district needs very well.
we are very responsible...most of the time too much
n/a
It seems that we examine some things more closely than we have in previous years when it comes to spending - as well as analyzing our trends.
We are very fiscally responsible.
Maintaining a balanced budget
We are the best!!
Everything
no comment
I feel safer spending more money in fleet, which we seem to be.
i believe we provide good services and keep the tax rate at a resposible level
tax rate kept low.....awesome
Sticking to budgets
We have been able to keep our tax rate low.

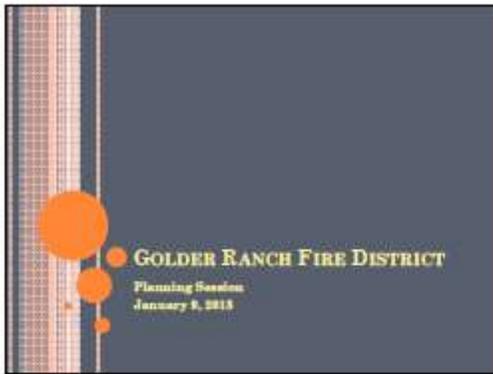
I believe that in general GRFD is fiscally responsible. We make decisions that we believe are best for those that we serve.
We do have a low tax rate.
alot
We try to make sure that we are spending our taxpayer's money wisely. We don't spend money on frivolous new gadgets or technologies that will soon be obsolete.
the attitude of people making those decisions seems to be one conservative and reasonable
managing our budget well
Well thought out and balanced budget
We are taking on interfacilities and attempting to annex new area to bring in more money while not spending money on extra ED shifts to keep trucks in service. Also we have a low tax rate.
By keeping district tax rates low.
We spend wisely as far as the External customer goes
Data collection, managing costs, and increasing services.
Im not sure because I have seen the budget for the entire department.
I honestly dont know all the particulars in this area but i believe in our upper level admin staff and our board members. It sure seems like we are being smart with money.
External: lower tax rate paired with quality service.
We provide the best service possible, without buying unnecessary equipment.
We now have a good finance system that is very trackable
I have always been proud of our fiscally responsible approach. Never forget what our residents are going through to make the payment of their property taxes.
We are still offering great services at an excellent tax rate.
not really having much knowledge of this, in my opinion I feel things are good.
interfacilities, fleet, vehicle purchasing, although i would like to see more GM vehicles (hah)
A low tax rate with ambulance transports included in the service. Again, this is more than most neighboring jurisdictions.
Externally GRFD is great on paper providing on of the lowest tax rates to its community
no clue
keeping the tax rate low
keeping the tax rate low
N/C
Everything, we always have been and still are.
cutting expenses, specifically pay cuts to line personnell
We are hiring too many people with high salaries in Admin. over 60,000.00 for a "billing supervisor" seems a bit much. Instead, hire a billing clerk for 35,000 and have Dave supervise the clerk. A Human Res. "specialist" at 42,000 is excessive as well

20. When considering the term "fiscally responsible" (internal and/or external of the organization) what are we NOT doing well?

Can't think of anything...
doing good
nothing
Some supplies/resources could be better; there could be better communication about plans for how new revenue (IFT's) will be prioritized and reinvested to employees and resources.
-
sacrificing training and taking our organization to that elite level it should be, so we can save money. I have so much pride and want us to be the best we can operationally. It's not there.
Over time pay seems to be a killer. Look again at dropping a truck to a 3 man crew.
We seem to be so concerned about the tax rate that certain things are left on the table (training budgets, special teams, help for the chiefs)
spending money on training
we are always running out of supplies and not fixing/replacing equipment in order to stay within budget
Grant writing, we could use free money
We run out of medical supplies; we do not have a full TRT or HazMat team; our training budget must be dismal; equipment can be OOS for months; we take units OOS; do we know what residents want?
budgeting for over time or hiring more float positions
Implementing new technology in a timely fashion
Rewarding employee's throughout the organization in an equitable fashion
Doing more with less as far as apparatus. Some of our trucks are old and tired. Is it better to keep repairing them or buy new ones?
It seems like a lot of money is often diverted to the administration side of the organization when suppression should be the bigger focus
Since I've been here I hear about the OT budget...how about actually budgeting properly in this area?
See the previous response.
Lack of investment in infrastructure will slow growth.
Tying our service to a target mill rate versus the full cost of providing the level of service that will benefit our residents the most.
We often cut costs at the safety of our employees. Our Chiefs micromanage our budgets to where we can't spend money on things we need.
See above
I would imagine more money needs to be given to EMS to truly get us into the cutting edge category.
we need to raise the base from a 1.59 back up to 1.89 and help our internal organization grow more
as a fire dept. we are allowed to use "red" diesel fuel.. its about 1/2 to 3/4 the cost of the dyed (green) fuel.
Internal: It does not make sense that Admin employees earn the same leave balance that suppression employees do. Suppression: 4 pay periods to earn 1 sick day, Admin: 2 pay periods to earn 1.5 sick days.
Not sure.
We have not purchased better fire apparatus
N/A
Nothing
no comment
The only people that consistently get overtime are paramedic captains, they are generally the highest paid. Opportunities for qualified persons to act up into captain level positions is zero. I'd rather see someone act up, then units to go out of service
dont know
we need to help younger generations attend classes easier
We throw away a ton of coffee

GRFD is a business and sometimes we have to spend money, i.e., training
Often, from my point of view, we make fiscal decisions on what is the cheapest route. Sometimes, the best fiscal decision is not what is cheapest, but what is long term the best fiscal decision.
We run out of money every year for fleet, like this year- six months out.
spending money on positions we dont necessary need
We are not progressive because we don't spend money on new things. We don't fund the special teams like they should be. We either need to pull the fiscal responsibility card and shut them down, or actually fund the things that are important.
we are begining to move toward hiring alot of new positions and making positions for people we dont know what to do with.
changing everyones pay scheduling due to "audit" without an employee meeting
Computers, apparatus, and stations are awesome...But we dont have enough EMS supplies in stock routinely and often have to search to keep bare minimum. If EMS is 90% of our emergencies why is the budget so small
Not spending money on extra ED shifts to keep trucks in service. Not being progressive in EMS and getting the PM trucks proper interfacility equipment. Changing the way overtime is paid. Buying new trucks for admin personnel to take home.
Purchasing vehicle that are not needed (multiple F-150's) and not purchasing vehicles that are needed (fire engines). Not utilizing and paying members with paramedic certs to keep O.T. cost down.
We over spend in some ares in Admin
UNK
I'm not sure because I have not review the budget for the entire department.
No complaints
Supplies are not in the abundance they should be. Especially EMS supplies including Spine boards, Extra Small O2 tanks. 12 lead monitor and other general things that need to be occasionally switched out. an LP 10 should never be used.
We are one of the most fiscally responsible districts around.
We waste money on things not needed-new gadgets -unnecessary food for meetings
.
Following through with consolidating resources with neighboring Districts such as HR.
At this time I can't think of anything at this time.
I believe we have downsized suppression to much, and admin has grown especially in areas the we could be out sourcing ie: IT, Finance
Growing administration and funding it at the cost of suppression. Like... ARU's, dropping ambulances, etc.
Everything is budget driven, feels like there is not enough money to be the most aggressive fire district around.
no clue
budgeting for new equipment and trucks
budgeting for new apparatus
N/C
I think we are maybe sometimes a little too fiscally responsible. 378 for example.
too many administrative employees.
I would work with area high schools to establish a work-study program to help man (or woman) the front desk. It's a win-win...kids get work experience and minimum wage, we get cheaper help at the front.

EXHIBIT E – VISION/FOCUS PRESENTATION W/BOARD



- ### FIVE BASIC PLANNING QUESTIONS
- Why do we exist? ➔ Mission & Values
 - Where are we now? ➔ Service & Programs
 - Where do we want to be? ➔ Vision
 - How do we get there? ➔ Goals/Objectives/Tasks
 - How do we measure progress? ➔ Performance Measures

STRATEGIC PLANNING

- New Vision/Focus Plan
 - Spring 2015
- Clearly Stated Goals
- Business Model
 - Statistical References
 - Helping People
- Succession Planning

FIRE SERVICES - RE-EVALUATING OUR FUTURE

"You don't do things right once in a while... you do the right all the time."

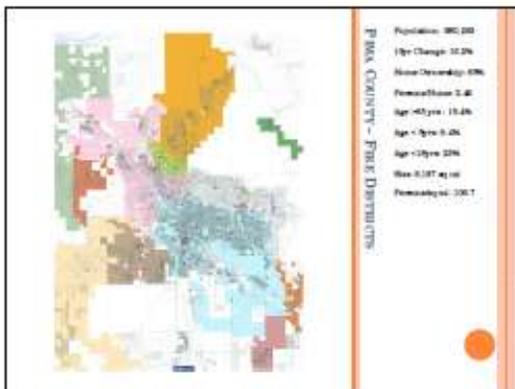
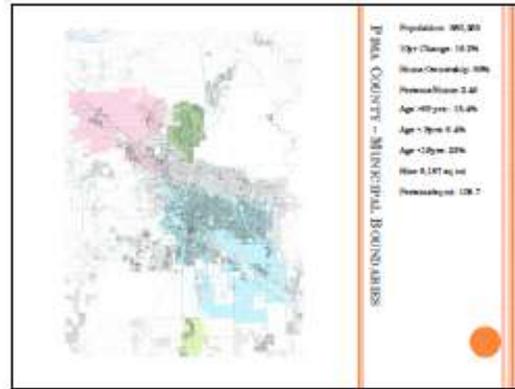
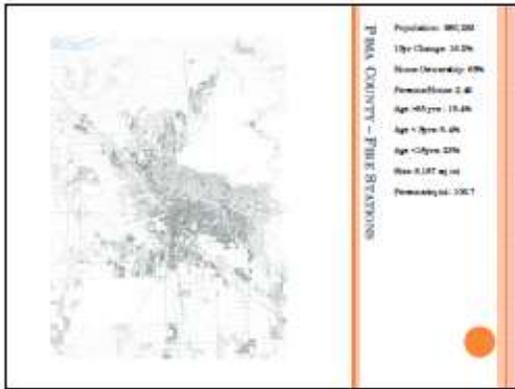
"It's not knowing that your objectives are aligned to your objectives."

"The skill is not, the will is not, there are the things that make it work."

"You can't reach anything if you don't prepare yourself."

- ### WHY DO WE EXIST?
- With integrity, the Golden Ranch Fire District provides responsive and caring fire and life safety services that meet the emerging needs of our community through teamwork, dedication, and professionalism.*
- The "big" questions
 - Who are we?
 - What do we do and why?
 - Who are our customers?

- ### WHERE ARE WE NOW?
- What **core services** do we provide?
 - What are our **supporting programs**?
 - What are our **internal strengths & weaknesses**?
 - What are our **opportunities & threats**?
 - Things to consider....
 - Safety
 - Politics
 - Culture
 - Economy
 - Demographic Changes
 - Organizational Structure



CONSOLIDATION & MERGER

- Consolidation
 - Define
- Merger
 - Define
- Regionalization
- Other
 - JPA
 - Fire Authority

COOPERATIVE AGREEMENTS

- Facility Services
- IT Services
- Fleet Services
- Fire & Life Safety
- Human Resources
- Training
- EMS Billing

OPERATIONAL OPPORTUNITIES

- EMS Services
 - Inter-Facility
 - National Trends
- Standardized Practices
 - Purchases
 - Policies
 - Procedures

FIVE BASIC PLANNING QUESTIONS

- Why do we exist?
 - Ego's
 - Economy
 - Entitlement
- Reality Check
 - It's about the people
 - Business model
 - Taxpayer expectation
 - Data-driven decisions
- Build the fire district for what it is, not what it was.



WHERE DO WE WANT TO BE?

To be the most progressive, professional, fiscally responsible, and customer centered fire district.

- Things to consider....
 - How do we want to be seen by others?
 - How do we want to enhance the quality of our community?
 - What is the ultimate standard by which we want to judge our agencies success?

HOW DO WE GET THERE?

- What are our goals?
- How do our goals break align with the objectives?
- What are the critical tasks needed to succeed?
- What are our timelines (self-imposed vs. peripheral)?
- What is the strategic direction of the District?

SMART OBJECTIVES

- Specific
- Measurable
- Aggressive but Attainable
- Result-Oriented
- Time-bound

SURVEY RESULTS

HOW DO WE MEASURE PROGRESS?

- How **efficient** are we?
- How high is our service **quality**?



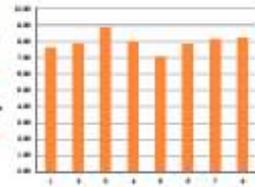
SURVEY – HOW ARE WE DOING?

- How competent is our ability for judgement, for you believe us (QFT) in a **proportionate and efficient**?
- How competent is our ability for judgement, for you believe us (QFT) in **proportionate**?
- How competent is our ability for judgement, for you believe us (QFT) in a **flexible response**?



SURVEY – HOW ARE WE DOING?

- How would you rate (QFT)'s ability to provide for **value** of the employer?
- How would you rate (QFT)'s ability to provide for **value** of the community?
- How would you rate your **personal** level of **commitment**?
- How would you rate your **experience** level of **commitment**?
- How would you rate the **accountability** of other staff in our organization?
- How would you rate your level of **trust** with the **people** that you work with?
- How would you rate your **overall** level with your **direct supervisor**?
- Trust in the **direction** in which we operate. How would you rate the **commitment** level in our organization?



SURVEY – CHANGE

- Stop the **cost** management.
- More **training**.
- Improved **communication**.
- **Disincent** standards.
- **Disincent** among **staff**.
- **Reduce** **staff**.
- **Reduce** **operations** - **OT** of **Operations**.
- **Reduce** **expenses** on **EMR**.
- **Reduce** **our** **problems** - **audit**.
- **Engagement** of **employees**.

WHERE DO WE GO FROM HERE?

- Provide **feedback** to **Chief** **Karen**.
- **Challenge** the **status** **quo**.
- Tell us what the **company** **wants**.
- Tell us where you see us in the **future**.
- Tell us where we need to be.
- Establish three 12-month goals.
- Establish three 30-month goals.

