

GOLDER RANCH FIRE DISTRICT

STRATEGIC PLAN

FY 2013 - 2015



FIRE CHIEF COMMENTS

I am very pleased to present the Golder Ranch Fire District's Strategic Plan for 2013-2015. The Strategic 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 Strategic 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 five principal 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

GOVERNANCE & LEADERSHIP

Board of Directors

Vicki Cox-Golder, Chairperson (2010 – 2014)

Steve Brady, Vice-Chair (2012 – 2016)

David Dahl, Clerk (2012 – 2016)

Mark Clark, Board Member (2010 – 2014)

Richard Hudgins, Board Member (2012 -2016)

Executive Staff

Randy Karrer, Fire Chief

Patrick Abel, Assistant Chief – Operations

John Sullivan, Assistant Chief – Administration

Professional Association

Dan Klement, President, NTFFA

Scott Garcia, Vice-President, NTFFA

MISSION & IDEALS

Who we are (mission statement)?

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.

What we believe (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.

Where we want to be (vision)

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

ORGANIZATIONAL HEALTH

How are we doing (survey)?

It is widely accepted that a service oriented profession requires a strong internal support structure that is embraced by its members. More simply stated, what happens on the inside (employee assessment) is what we can expect to happen on the outside (service delivery).

As part of the strategic planning process, the District conducted an anonymous survey to its members and received a 44% response rate. The results of the survey can be found below and will be further addressed through the prospective goals and objectives.

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

ORGANIZATIONAL STRENGTHS

Safety

- The District stresses a “safety first” attitude and is implementing new procedures that expand our abilities to operate more safely in unsafe environments.
- The District provides equipment that meets national standards for fit, quality, and use.
- The District provides educational programs to the community (CPR, School Programs).

Professional

- The District maintains a “best practices approach” that is based upon professional standards throughout the various functional divisions.
- The District requires educational standards for promotion and completion of task books.
- Caring and respecting our customers.

Customer Centered

- District employees treat customers with respect and try to meet every request for service. It is the small gestures we make that set us apart.
- The District strives to identify and meet the trends and services our customer’s desire.
- The District empowers the employees to “WOW” the customer.

Fiscally Responsible

- The District is proud of its fiscally responsible history and tries to understand its customer’s challenges in funding services through property taxes.
- Explores alternative funding sources to offset the impact to property taxes.
- Is able to balance data collection, manage costs, and increase service delivery.

ORGANIZATIONAL NEEDS

- Strive for consistent practices among all programs and services.
- Foster positive attitudes and understand that attitude reflects leadership.
- Be continually mindful of the costs of a growing organization.
- Promote an environment that holds oneself and one another accountable.
- Improve communications within and outside of the organization.
- Streamline decision making processes and seek organizational efficiencies
- Invest more time, energy, and money into professional development of staff.
- Redirect focus on emergency medical services and develop a proactive model.
- Revise policies to ensure best practices.
- Pursue regionalized practices wherever is appropriate.
- Obtain accreditation from the Center for Public Safety Excellence

ORGANIZATIONAL PILLARS

Building our Future

We have elected to adopt a simple diagram to serve as our organizational principles and goals for the next three years. The diagram includes a foundation, four pillars and a cover (roof). This can easily be understood as the basic framework of a home and/or building. Furthermore, it is widely accepted that a building is only as strong as its foundation. This truism applies equally to an organization and reinforces the need for us strengthen trust and accountability within our organization and the community that we serve.

The four pillars include safety, professional, customer centered, and fiscally responsible. The aforementioned foundation and pillars will serve as the framework for this strategic plan.



ORGANIZATIONAL VISION & GOALS

Where we want to be (vision)

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

Goal 1

Trust and accountability will be the foundation on which relationships are developed, services delivered and organizational decisions rendered.

Strategic Priorities

- Develop a dynamic communication model that solicits honest, innovative, and open feedback.
- Develop an environment that encourages accountability throughout the organization and to the community we serve.
- Promote a participatory environment that utilizes a communicative/data-driven decision making model.

Goal 2

Safety for our members and the community will be our focus – no exceptions.

Strategic Priorities

- Promote an environment that recognizes safety as an unconditional priority.
- Review, revise, and develop policies and procedures that encourage safety through industry standards and best-practices.
- Review, revise, and develop programs that promote safety within the community through education, preparedness and response.

Goal 3

Professional development will be expected, by each member, throughout the entire organization to ensure best practices and innovative/efficient services to the community.

Strategic Priorities

- Promote a perpetual learning environment within the organization.
- Review, revise and adopt programs that meet industry best practices.
- Develop a focused professional development and succession planning program for key positions.

Goal 4

Customer centric decisions and services will be encouraged internal and external of the organization and best practices will be continually sought to raise the proverbial bar.

Strategic Priorities

- Review, revise and adopt a recognition program(s) for customer-centered service(s).
- Promote an environment that encourages selfless service and humility.
- Adopt a perpetual job audit/review of programs and positions.

Goal 5

Fiscal responsibility will be continually demonstrated through transparent decisions that include data-driven discussions and an engaged citizenry.

Strategic Priorities

- Review, revise, and adopt fiscal policies that promote industry best practices and alternative revenue models.
- Promote an engaged citizenry through Town Halls, social media, and publication of financial statements/material.
- Implement multi-year budgeting and forecasting within the allowable limits of the law.