



GRFD Strategic Plan 2016-2020

Golder Ranch Fire District

- Progressive
- Professional
- Fiscally Responsible
- Customer Centered



A letter from the Fire Chief, Randy Karrer

I am very pleased to present the Golder Ranch Fire District's Strategic Plan for 2016—2020. 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, as well as with stakeholders within our community.

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 62,000 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, Saddle-Brooke 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 Governing 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 in these pages and that we will be successful in seeing this vision through over the next four years.

Randy Karrer

Fire Chief

Governance and Leadership

Governing Board of Directors:

Vicki Cox-Golder, Chairperson (2014—2018)

Steve Brady, Vice-Chair (2016—2020)

David Dahl, Clerk (2016—2020)

Mark Clark, Board Member (2014—2018)

Richard Hudgins, Board Member (2016—2020)

Executive Staff

Randy Karrer, Fire Chief

Patrick Abel, Assistant Chief – Administration

Tom Brandhuber, Assistant Chief – Operations

Dave Christian, Finance Manager

Herman Rascon, IT Manager

Sharron Lovemore, Human Resources Manager

Anne-Marie Braswell, Community Relations Manager

Brooke Painter, Board Services Manager

Professional Association

Steve Lunde, President, NTFFA

Bill Howe, Vice President, NTFFA

Colin Port, Secretary, NTFFA

Randall Watts, Treasurer, NTFFA

Kris Croddy, Trustee, NTFFA

Tobin Johnson, Trustee, NTFFA

Dean Stevens, Political Liaison, NTFFA



Mission and 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 Pillars

Building our Future

We have elected to adopt a simple diagram to serve as our organizational principles and goals for the next four 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 to strengthen trust and accountability within our organization and the community that we serve.

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



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 employees. 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?

Extremely Low= 0.75% Moderately Low= 3.76% Moderate= 3.76%

Moderately High= 54.14% Extremely High= 37.59%

2. Speaking of trust, how would you rate your trust level with your direct supervisor?

Extremely Low= 5.26% Moderately Low= 8.27% Moderate= 12.03%

Moderately High= 31.58% Extremely High= 42.86%

3. How would you rate your level of trust with the people that you work with?

Extremely Low= 1.50% Moderately Low= 13.53% Moderate= 18.05%

Moderately High= 42.86% Extremely High= 24.06%

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 GRFD as an organization?

Extremely Low= 6.02% Moderately Low= 15.04% Moderate= 39.10%

Moderately High= 32.33% Extremely High= 7.52%

5. How would you rate your supervisor's level of accountability?

Extremely Low= 3.01% Moderately Low= 7.52% Moderate= 18.80%

Moderately High= 33.83% Extremely High= 36.84%

6. How would you rate your personal level of accountability?

Extremely Low= 0.00% Moderately Low= 0.00% Moderate= 6.02%

Moderately High= 54.89% Extremely High= 39.10%

7. How would you rate GRFD's ability to provide for the overall safety of the community that we serve?
Extremely Low= 0.00% Moderately Low= 2.26% Moderate= 10.53%
Moderately High= 53.38% Extremely High= 33.83%
8. How would you rate GRFD's ability to provide for the safety of its employees?
Extremely Low= 0.75% Moderately Low= 4.51% Moderate= 24.06%
Moderately High= 48.87% Extremely High= 21.80%
9. When compared to neighboring fire jurisdictions, do you believe that GRFD is progressive and a leader?
Extremely Low= 4.51% Moderately Low= 9.02% Moderate= 25.56%
Moderately High= 29.32% Extremely High= 31.58%
10. When compared to neighboring fire jurisdictions, do you believe that GRFD is professional?
Extremely Low= 1.50% Moderately Low= 1.50% Moderate= 12.03%
Moderately High= 40.60% Extremely High= 44.36%
11. When compared to neighboring fire jurisdictions, do you believe that GRFD is fiscally responsible?
Extremely Low= 0.00% Moderately Low= 0.75% Moderate= 15.04%
Moderately High= 35.34% Extremely High= 48.87%
12. I am satisfied with my opportunities for professional growth at GRFD.
Strongly Disagree= 3.76% Disagree= 9.02% Neutral= 12.03% Agree= 42.11% Strongly Agree= 33.08%
13. My supervisor and I have a good working relationship.
Strongly Disagree= 0.75% Disagree= 5.26% Neutral= 8.27% Agree= 31.58% Strongly Agree= 54.14%
14. There is effective communication between senior leaders and GRFD's members.
Strongly Disagree= 22.56% Disagree= 23.31% Neutral= 24.81% Agree= 25.56% Strongly Agree= 3.76%
15. The GRFD work environment inspires me to meet my professional goals.
Strongly Disagree= 7.52% Disagree= 15.04% Neutral= 18.80% Agree= 39.85% Strongly Agree= 18.80%
16. I am satisfied with the culture at GRFD.
Strongly Disagree= 12.03% Disagree= 18.05% Neutral= 28.57% Agree= 33.83% Strongly Agree= 7.52%
17. Management within my organization recognizes strong job performance.
Strongly Disagree= 14.29% Disagree= 18.80% Neutral= 21.80% Agree= 40.60% Strongly Agree= 4.51%
18. I am satisfied with my overall job security.
Strongly Disagree= 3.76% Disagree= 9.02% Neutral= 12.03% Agree= 42.11% Strongly Agree= 33.08%

19. I am satisfied with the job-related training GRFD offers.

Strongly Disagree= 5.26% Disagree= 13.53% Neutral= 23.31% Agree= 39.85%

Strongly Agree= 18.05%

20. I am satisfied with GRFD's internal customer service provided to its members.

Strongly Disagree= 12.03% Disagree= 19.55% Neutral= 23.31% Agree= 36.84%

Strongly Agree= 8.27%

21. My supervisor models the behavior they expect of me.

Strongly Disagree= 2.26% Disagree= 11.28% Neutral= 15.79% Agree= 44.36%

Strongly Agree= 26.32%



Process

The strategic plan process was facilitated by Frank Dickens of Phoenix, Arizona.

The session convened for two days in early November, 2015. The goal was to create a 3 – 5 year strategic plan to guide the fire district.

Day one of the planning session included members of the public, stakeholders, community leaders, senior staff and the Governing Board of Directors of the Golder Ranch Fire District.

Day two included a cross section of staff with firefighters, administrative staff, union representation, senior staff and the Governing Board of Directors.

On day one participants were asked to brainstorm on successes and achievements of the department. Participants were also asked to brainstorm challenges and opportunities as we enter the next three years.

Participants were then asked two questions:

1. If I knew it could not fail what objective would I advance for the fire district?
2. What outside influence could endanger the works of the fire district?

Participants presented their ideas on a master board and then each received four stars to rank the ideas presented. The highest ranking ideas were then presented to teams to create steps for the best strategies to accomplish the ideals.

In one additional step we asked only members of the public and community leaders to list what services could the fire district create to provide the best solutions to their needs.

On day two, with only staff members and the board of directors present, participants were asked essentially the same questions in successes, challenges and opportunities. Participants were broken into teams to rank the two days of strategic ideas and given the task of brainstorming the initiatives into actions for the next three years.

Participants were asked to list any thoughts no matter how trivial they felt it would be.

Strategic ideas were then assigned to the particular categories within the operations, for an additional layer of strategic initiatives for development of the district's business plan.



Participants were asked to list programs, services and general operations they felt were successful in maintaining a sound fire district.

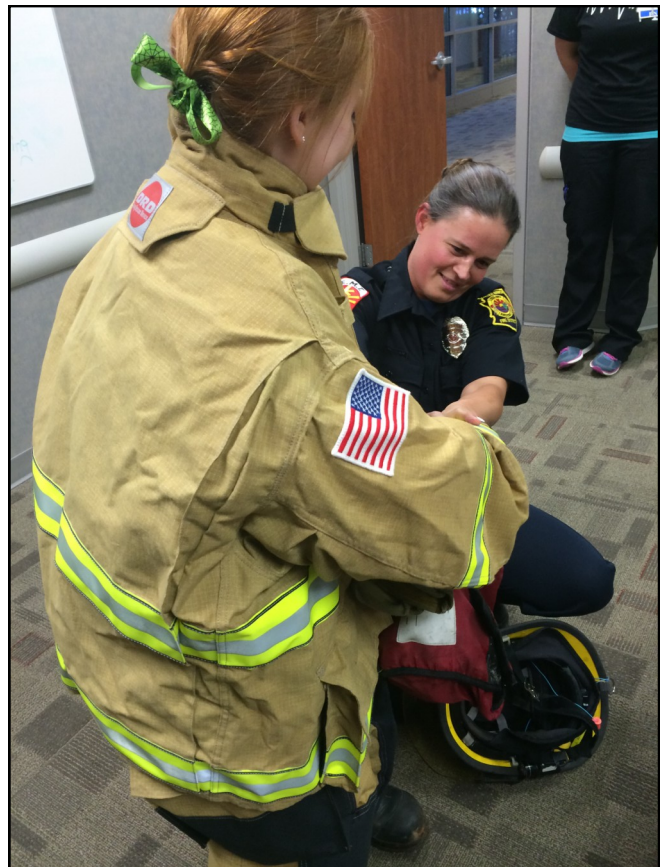
Organizational Successes:

Day One: Public Stakeholders

- Fiscally responsible and sound
- A knowledgeable Governing Board of Directors who are cohesive in attitude, transparency, professionalism and organization.
- Strong relationships with community agencies and elected officials
- Professional innovative and progressive staff
- Strong relationship with labor group
- Pilot program for Community Integrated Para-medicine program
- Customer service
- Community education and training

Day 2: Department Personnel

- Good people with strong values
- Succession planning
- Low fire loss record
- Technologically advanced
- Community involvement
- Motivated workforce
- Professional development positions (training and EMS BC)



Participants were asked to list possible challenges the department may face in the next three years in assuring a sound continuum of operations.

Organizational Challenges:

- Expansion goals within the district as community growth continues
- Funding
- Health care legislation and effects on Emergency Medical Service revenues
- Retaining the progressive culture of the department
- Assuring coverage and operations for two distinct and separate counties
- Assuring resources and apparatus are adequate to continue excellent service
- Maintaining and expanding service levels to keep up with growth and needs
- Educating the public on availability of services
- Increasing public awareness of the good works of the department
- Assuring a cohesive relationship with labor and avoiding disruptions
- Assuring collaboration with outside agencies
- Branding and marketing
- Continuing funding for the Community Paramedic Training Program
- Political changes in the counties
- Succession planning in assuring a continuum of management staffing
- Assuring a cohesive culture within the department
- Technology and enhancements



Participants were asked to list opportunities for the department for the next 3 years.

Organizational Opportunities:

- Emergency disaster response and training
- Coordination with law enforcement for mass emergency responses
- Coordination with schools for mass emergency responses
- Mass communications and reverse 9-1-1 calls
- Coordination with agencies governing wildfire suppression
- As growth continues within the district revenues will grow
- Assure diversification of the organization to expand service delivery
- Collaboration with neighboring districts to enhance delivery of services
- Technology growth
- Business, government and community partnerships and relationships
- Partnerships with districts and authorities with collaboration in training
- Succession planning and leadership development, mentoring, and promotion opportunities
- Providing service in outlying and remote areas within the district
- Sharing of services and resources with other agencies such as technology
- Maintaining sound relationships with neighboring fire districts
- Expanding the Capital Improvement Plan to deliver non-emergency in home services
- Build and refine our culture
- Be progressive and enact services that will enhance the community



Strategic Plan

The following strategic initiatives were developed through discussion and consensus during the strategic planning process. The initiatives developed were taken from the lists of challenges and opportunities provided by the participants. The initiatives as well as the complete list of opportunities and challenges will be used in the development of a business plan for a sound continuum of the Golder Ranch Fire District.

AREA 1: COMMUNITY LIFE SAFETY AND RISK REDUCTION

Purpose: Trust and accountability will be the foundation on which relationships are developed, services delivered and organizational decisions rendered. We will develop and implement an aggressive community risk-reduction model for the communities we service.

Objective: Maintain a proactive approach to community members and stakeholders to assure transparency in all operations

- ⇒ Action: Promote community awareness
- ⇒ Action: Promote district awareness with neighborhood and community programs to address unique needs
- ⇒ Action: Promote risk reduction to enhance public safety

Objective: We will analyze our community to assess vulnerability and identify potential interventions.

- ⇒ Action: Develop a vision of a community risk reduction plan
- ⇒ Action: Conduct analysis of the community
- ⇒ Action: Identify potential interventions to reduce community risk
- ⇒ Action: Conduct cost/outcome analysis
- ⇒ Action: Develop implementation/evaluation plan
- ⇒ Action: Market and pilot test plan
- ⇒ Action: Monitor and collect data of plan
- ⇒ Action: Track long-term effects, analyze results and continually evaluate sustainability



Objective: To assure sound services as the community continues to grow

- ⇒ Action: Solicit honest and open feedback with polling and surveys to determine community needs. (Assure concerns and needs are communicated with social media, promotions and marketing)
- ⇒ Action: Strengthen and enhance positive relationships with providers
- ⇒ Action: Increase branding, marketing and education with the public to reach strategic goals
- ⇒ Action: Evaluate needs in all areas to determine the best response models
- ⇒ Action: Collaborate with public/private services to master plan growth models
- ⇒ Action: Enhance support from public/private organizations and labor groups
- ⇒ Action: Assure appropriate agreements are reached and maintained for labor

AREA 2: ORGANIZATIONAL HEALTH AND SAFETY

Purpose: Safety for our members and the community will be our focus-no exceptions.

Objective: Promote an environment that recognizes safety as an unconditional priority.

- ⇒ Action: Review, revise and develop policies and procedures that encourage safety through industry standards and best practices

Objective: Promote safety within the community through the development of programs, education and preparedness.

- ⇒ Action: Expand youth programs in community safety and awareness
- ⇒ Action: Promote and educate citizens on the benefits of creating a “fire wise” environment in their homes and properties
- ⇒ Action: Evaluate and implement an “all hazard response” (anything that requires a ladder) program for citizens
- ⇒ Action: Evaluate and implement Fire Life Safety consultations for citizens
- ⇒ Action: Continue to provide current programs such as building plan reviews and inspections, predator removal, property lockouts, mobile health services, while expanding services to the community

Objective: Promote a healthy citizenry with current and expanded programs

- ⇒ Action: Monitor, evaluate and expand on emerging health care delivery opportunities
- ⇒ Action: Promote and collaborate with stakeholders on the Veteran’s Initiative
- ⇒ Action: Evaluate and implement proactive community fitness programs provided by personnel to enhance the general awareness and wellbeing of the citizens
- ⇒ Action: Evaluate and expand opportunities for home services and wellness checks
 - * Continue to develop the pilot program for post hospital discharge patients to assure in home recuperation which will decrease the number of readmissions
- ⇒ Action: Evaluate and enhance EMS reimbursement models to assure financial sustainability of the emergency medical care
- ⇒ Action: Evaluate and expand home health services and wellness checks



AREA 3: PROFESSIONAL DEVELOPMENT

Purpose: To provide professional development throughout the organization to ensure best practices and innovative/efficient services are provided to the community.

Objective: To continue and enhance succession plan development for personnel to ensure an uninterrupted continuum of leadership from the current environment.

- ⇒ Action: Assess current environment of skill sets, interests, and leadership opportunities for a five to ten year plan of training and development.
- ⇒ Action: Evaluate a mentoring program with training and professional development for all personnel.
- ⇒ Action: Review current organizational ranking to enhance multiple advancement opportunities with the department.

Objective: To continue personal and professional development of all personnel within the department.

- ⇒ Action: Evaluate and enhance the Position Task Book with minimum qualifications while matching skill sets for personnel.
- ⇒ Action: Continue professional development that will maintain NFPA standards.
- ⇒ Action: Develop a collaborative relationship with a state university to enhance professional and personal development opportunities.

Objective: To continue professional development and education in technology and communications with emphasis in changing trends and programs.

- ⇒ Action: Collaborate with the IT department to facilitate educational opportunities for technology and training.



AREA 4: OPERATIONAL DEPLOYMENT

Purpose: Exceptional Customer service will be encouraged both internally and externally and best practices will be continually sought to enhance operations and fiscal soundness.

Objective: To maximize fiscal resources GRFD will evaluate and consider Adaptive Response Models for the varying levels and degree of calls received.

- ⇒ Action: Analyze current types of calls and resources activated in responding to varying degrees of severity and urgency.
 - * Evaluate data for number and types of calls.
 - * Evaluate funds to operate current equipment in responding to calls on record.
 - * Analyze true staffing and equipment needs for calls on record.
 - * Ensure that personnel and public safety is at the forefront in any considerations of adaptive response calls.
- ⇒ Action: Evaluate and implement special duty response equipment and personnel for non-emergency calls such as desert pest removal and home health needs.
- ⇒ Action: Evaluate and implement personnel cross training to assure efficient use of resources while assuring personnel safety and labor requests.



Objective: Continue to maintain and evaluate expansion or remodeling of District facilities.

- ⇒ Action: Continue to evaluate and proactively address facility needs and conditions.
- ⇒ Action: On going evaluation on funding capabilities and opportunities.

Objective: Continue and enhance the current cohesive culture within the District and personnel.

- ⇒ Action: Continue to emphasize communications and trust are at the forefront of the internal operations of the department.
- ⇒ Action: Retain the current family culture and engage spouses and families as an integral part of the operations of the department.
- ⇒ Action: Identify wants and needs with an internal survey of personnel.
- ⇒ Action: Evaluate the interest to implement a GRFD Alumni Association.
- ⇒ Action: Ensure a cohesive relationship between labor and leadership in the District.



AREA 5: ORGANIZATIONAL ACCOUNTABILITY

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

Objective: Review and adapt fiscal policies that promote industry best practices and alternative revenue models.

- ⇒ Action: Be awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers' Association of the United States and Canada (GFOA) for our Comprehensive Annual Financial Report (CAFR).
- ⇒ Action: Continue to follow and update the adopted Principals of Sound Financial Management (PSFM).

Objective: Promote an engaged citizenry through polling, town halls, social media and publication of financial statements and materials.

- ⇒ Action: Implement a customer feedback and survey option on the District's website in order to receive tangible feedback.
- ⇒ Action: Continue usage of social media and news media to interact with the public to ensure our brand and message are widely distributed.

Objective: Implement multi-year budgeting and forecasting within the allowable limits of the law.

- ⇒ Action: Continued implementation of the Capital Improvement Plan and develop a forecasting tool for future years.
- ⇒ Action: Conduct a needs assessment for a potential bonding program.

Objective: Promote open and transparent communications with local officials, neighboring districts and elected officials to ensure the fire district meets the needs of our customers.

- ⇒ Action: Continue to meet with and collaborate with the Town of Oro Valley and neighboring public safety partners on training efforts, public safety messages and routine information sharing.

