

GOLDER RANCH FIRE DISTRICT

2021-2024 Strategic Plan

PROGRESSIVE ♦ PROFESSIONAL ♦ FISCALLY RESPONSIBLE ♦ CUSTOMER CENTERED



Facilitated by
Lincoln Public Safety Management



Table of Contents

MESSAGE FROM THE CHIEF	3
SECTION 1. INTRODUCTION	4
SECTION 2. ORGANIZATION AND MANAGEMENT	6
SECTION 3. PROJECT SCOPE AND METHODOLOGY	10
SECTION 4. STAKEHOLDER SURVEYS	13
SECTION 5. STRATEGIC TRENDS AND OPPORTUNITIES	15
SECTION 6. WORK PLAN GOALS AND OBJECTIVES	18
CONCLUSION	20
APPENDICES	21
APPENDIX 1. GRFD WORK PLAN – Step 1	22
APPENDIX 2. STAKEHOLDER OBJECTIVE PRIORITIES	30
Golder Ranch Fire District • Priority Objectives Exercise	30



MESSAGE FROM THE CHIEF

It gives me great pride to present the Golder Ranch Fire District strategic plan for 2021-2024. The Golder Ranch Fire District has engaged the employees and outside stakeholders in a strategic planning process to allow for an open and transparent planning environment. In doing so, we recognize the great benefit each employee provides to the District and the community we serve. This plan is a living document that will receive regular review, will evolve, and will be modified as necessary during the planning period.

Over the past few years, the Golder Ranch Fire District has seen several significant changes and accomplishments in all areas of the organization. Most recently is the expansion of the long-standing automatic aid agreement with Northwest Fire District to include the Tucson Fire Department. Additionally, a successful bond initiative was approved by the voters by a healthy margin to address infrastructure improvements to ensure employee safety, technology upgrades to improve public safety, and to solve the needed expansion and storage solutions. Of course, one of the most important accomplishments was the successful consolidation with Mountain Vista Fire District that improved the service level to the area. These changes have addressed difficult challenges that the COVID – 19 pandemic has presented in the delivery of services and programs to the community. Like many fire districts in our region, we continue to experience steadily increasing call loads with declining revenues, which challenge our core program service delivery expectations.

In response, the Golder Ranch Fire District must reassess its priorities through this strategic planning process with valuable input from the community, as well as members of the organization. Collaborative participation is more important than ever as we set strategic goals for the next three years.

This plan contains strategic goals that I am confident we will be able to attain. These goals focus on improving our organization through the implementation of enhanced training programs, increasing efficiency through the use of technology, promoting greater collaboration with our neighbors, and better preparing future leaders to manage the organization.

The idea that the men and women of the Golder Ranch Fire District are actively engaged in an ongoing process for improvement is very exciting to me. Our members' commitment to this strategic planning process clearly shows their dedication to our organization. Golder Ranch Fire is known for our customer centered approach to service, ability to be adaptive, innovative, and to overcome difficulty. This plan serves as a roadmap for our organization through the most difficult economic times and will guide us through the next three years, as we continue to provide essential services to our customers.

I would like to thank our Board of Directors and the IAFF Local 3832 for committing their time to participate in our strategic planning process. I would also like to thank our internal team for their ongoing commitment to improve the Golder Ranch Fire District. We would not be able to grow without the dedicated and committed efforts of our outstanding workforce.

Randy Karrer Fire

Chief



SECTION 1. INTRODUCTION

The Golder Ranch Fire District (GRFD) is a well-resourced and managed organization, led by a committed District Board and a leadership team that cares as much about the future as it does the day-to-day operations. Notwithstanding the limitations associated with facilitating a strategic plan (plan) during a generational epidemic, it appears that GRFD incorporates most of the markers that are indicative of a forward-thinking fire district. The initial Zoom interviews with Chief Karrer and his staff were open, honest, and decisive in their interest to draft a plan that will both develop and provide a tangible guide to their understudies over the next several years.

The tools used in forming this plan were designed as more than a convenience to navigate the inherent limitations associated with COVID-19. Instead, they complement each other to benchmark GRFD against industry laws, standards, and best practices. Perhaps equally important, this process considers the intangible aspects necessary to remain cohesive, such as communication, accountability, resilience, and an ability to guard against complacency. Lincoln Public Safety Management (LPSM) believes that these are the intangibles where the District may make the longest strides.

Over the course of several months, LPSM coordinated with Chief Karrer and his staff to deploy three mechanisms to determine where GRFD should focus its energy: employee surveys, a GAP analysis, and an onsite interview with each of the key stakeholder groups. The final product generated eight goals and a long list of objectives from which a framework was built for the District's work plan.



Goals

1. Embrace the foundational principles, plans, policies, and performance standards from which a safe, efficient, innovative, and highly functioning fire district may succeed.
2. Use industry standards and best practices to respond to fire, rescue, special operations, and emergency medical calls for service.
3. Ensure workforce readiness and leadership development by providing innovative education and training programs.
4. Safeguard the community through proactive prevention, enforcement, engineering, and preparedness programs.
5. Prepare for natural or man-made disasters through aggressive leadership, planning, and resourcing of emergency management.
6. Enhance external safety, communications, and relationships through a comprehensive community education, preparedness, and marketing plan.
7. Provide an enhanced wellness, safety, fitness, and injury prevention program for all personnel.
8. Provide for proper design, development, and maintenance of the Fire District's fleet, equipment, and facilities.

Ultimately, the success of an organization is less dependent upon a handful of goals as it is subject to the trust and commitment attached to the process. A work plan is little more than a tool. It can provide focus, enhance efficiency, and even broker confidence, but in the end, only the players can determine a district's identity as servant leaders within the community.



SECTION 2. ORGANIZATION AND MANAGEMENT

The Golder Ranch Fire District is a progressive fire agency in Southern Arizona, north of Tucson, between Interstate 10 and Hwy 77. GRFD was founded in 1977 and has grown to serve 120,000 residents over roughly 250 square miles. The District's namesake - Lloyd Golder III - moved from Joliet, Illinois to Arizona in 1956 where he became a successful rancher and real estate developer. As the territory began to prosper, Mr. Golder partnered with Fire Chief H.D. Bob Murray, to establish the first response agency in the region.



GRFD is governed by a five-person board who serve staggered 4-year terms. They are elected to establish policy, set tax rates, approve the budget, manage annexation, and appoint the Fire Chief as Chief Administrator of the District. As a full-service fire and EMS provider, GRFD derives its primary funding for its \$72,798,998 budget through a combination of property taxes, bonds, and ambulance transport revenue. The total budget includes \$30,115,150 in Certificate of Participation (COP) bonds to fund the Public Safety Personnel Retirement System (PSPRS) unfunded liability.

Despite its status as Arizona's Sun Belt, GRFD's jurisdiction is a geographically diverse region.

- **Oro Valley's** population exceeds 45,000 and has grown more than 30% over the last decade. The community is in Pima County, 14 miles north of Tucson. It is a favorite place for senior living and is considered by SafeWise as the second safest city in the state.
- **Catalina** is a quaint, unincorporated town in Pima County that has been experiencing some fluctuation in its 7,600 population. The community is located between the Town of Oro Valley and SaddleBrooke and borders the Coronado National Forrest.
- **SaddleBrooke** is in Pinal County, and is considered a suburb of Tucson with a population over 9,600. At 3,200 feet, its higher elevation provides for slightly cooler temperatures and more comfortable living.

GRFD is a well-structured career department comprised of approximately 270 personnel, 236 of which are uniformed first responders and 34 are non-uniform support staff. The District is led by a fire chief, who has overall responsibility for managing the District's day-to-day operations and administrative oversight. The fire chief is assisted by three assistant chiefs: one oversees Planning Logistics and Fire Life Safety. The second oversees all the essential services including; Finance, Communications, IT, Board Services, record keeping and Human Resources. The third manages Fire and Emergency Response, Professional Development, Community Relations and Health & Safety. The District also engages 2 Deputy Chiefs; one for Operations, and the other managing the Division Chiefs of EMS, Fire and Life Safety, Training, and Health & Safety.

The fire marshal is supported by two deputy fire marshals and four fire inspectors. In addition, the division chief of Professional Development utilizes a staff captain and an engineer to coordinate



the District's training responsibilities. The EMS Division is supported by a registered nurse and an EMS captain assigned to the Community Paramedic Program.

The Fire and Emergency Response Division is the largest and responsible for providing the operational functions to the community for a wide array of fire, rescue, and emergency medical incidents. Calls for service in 2019-2020 were 16,572; that represents a 226% increase from just ten years before (7,338). During that time, Emergency Medical Services (EMS) equated to 54%, Assists 38%, Good Intent 7%, and Fires 1% of calls for service, respectively.

GRFD operates from ten strategically located stations throughout their response area. The District staffs a four-person ALS engine in each station, has two ladder trucks, and an additional ALS engine is designated as a peak-hour unit. Daily shift strength staffing is 65 with a minimum drawdown provision of 50. These units are operational 24 hours per day, seven days a week. Engine 378 operates with three personnel until a new station is built, and six ALS fire ambulances are cross-staffed throughout the District. GRFD has its own Certificate of Necessity (CON) allowing them to transport patients to the hospital. They also have agreements in place with AMR and Rural Metro to provide interfacility transports.

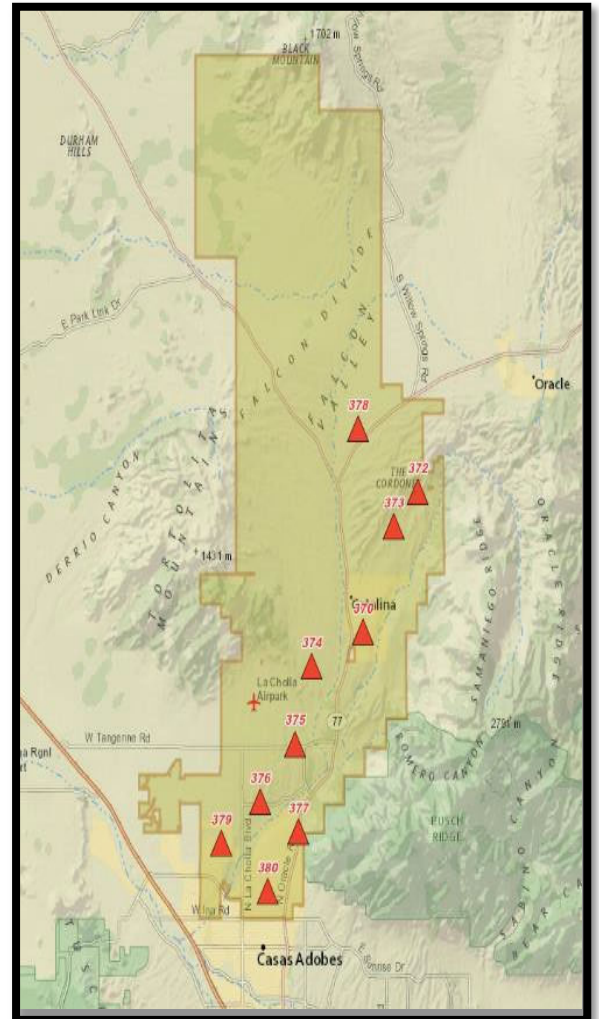
In addition to their response duties, the engine/truck companies also provide a wide range of customer service and community outreach efforts, including CPR classes, child car seat installations, tours of fire stations and apparatus, smoke detector installations, and fire and life safety presentations. While life safety inspections are managed through the fire marshal's office, responders do conduct prefire plan walk-throughs.

Operations personnel work a three-platoon system, each supervised by two (24-hour) battalion chiefs. They are on duty for three alternating 24-hour shifts, followed by 96 hours off. Typically, a work schedule of this type equates to a 56-hour work week if averaged throughout the year.



GRFD stands ready to deploy fire, EMS, hazardous materials, technical rescue, and wildland response from the following locations:

1. **Station 370** houses an ALS engine, ambulance, the north battalion chief, and the District's wildland response team. The campus is also home to the District's administration, fleet maintenance, and training.
2. **Station 372** serves the SaddleBrooke community and State Highways 77 and 79 with a single ALS engine.
3. **Station 373** serves the heart of the SaddleBrooke community with an ALS engine and ambulance.
4. **Station 374** serves the Sun City community, along Rancho Vistoso Boulevard from Oracle to the Splendido community with an ALS engine and ambulance.
5. **Station 375** serves the Rancho Vistoso community, from Catalina State Park to Tangerine and La Canada. The station houses an ALS ladder company and an ambulance.
6. **Station 376** serves from Tangerine to the CDO wash and east from Oracle to Shannon. The station houses an ALS engine and a BLS ambulance.
7. **Station 377** serves from Pusch Ridge south to Hardy and from the Catalina mountains east to La Canada. The station supports an ALS engine, ambulance, hazardous materials and technical rescue teams, and the EMS captain.
8. **Station 378** houses an ALS engine and was built as a temporary station to serve the emerging SaddleBrooke Ranch community. Construction of a permanent facility is in the planning stages.
9. **Station 379** serves between Shannon Road and Thornydale and Eastern Marana. It houses an ALS engine and the air power and light support truck.
10. **Station 380** serves between Oracle and La Canada south to Ina Road. The station supports an ALS ladder, ALS engine and the south battalion chief.



MISSION, MOTTO, AND VISION

Mission

"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."

Motto

"Community First" & "Serving with strong hands and caring hearts."

Vision

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

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 is 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.



SECTION 3. PROJECT SCOPE AND METHODOLOGY

Late in 2020, LPSM was contracted by GRFD to coordinate the drafting of a strategic plan designed to cover the next three years. The scope of the project included a particular emphasis on executive staff development, in preparation for the anticipated retirement of the fire chief sometime within the next 24-36 months. The project team's methodology involved working with various internal and external stakeholders, including the GRFD Fire Board, line officers and firefighters, administrative staff, support services, and other local government agencies.

As the impact of the Coronavirus Disease 2019 (COVID-19) became more widely understood, GRFD took appropriate precautions to limit a threat of exposure, including any proximity contact with the LPSM partners. While the initial efforts were slowed, it did not deter the team from completing its quest. Instead, the stakeholders made good use of teleconferencing, texts, and email to produce a practical and user-friendly organizational roadmap to the future. As vaccines became more readily available, an abbreviated, on-site meeting was scheduled in early April (2021) to share conclusions and make adjustments before the final draft was submitted to the fire chief for consideration.

The plan should not be interpreted as a report card. Instead, it ought to be regarded as an opportunity undertaken by a progressive agency unafraid to take a fresh look at all its lines of business. GRFD has nothing to prove, and yet has committed to exceed industry standards in the service of its citizens, partners, and guests.

Planning Elements: To provide focus and strengthen accountability, GRFD agreed to build upon the previous 2016-2020 planning document, rather than duplicate the groundwork that had already been laid. Thus, the final deliverable made good use of the existing momentum, while integrating those lessons learned within the previous term.



ORGANIZATION'S 2016-2020 KEY ACCOMPLISHMENTS

- Expanded Auto Aid to Tucson Fire
- Passed bond initiative
- Bonds sold at a competitive rate
- Station 375 remodel
- Station 374 addition
- Strengthened relationship with Town of Oro Valley
- Expanded the Wildland Program
- Installed "No Smoke" exhaust systems
- Combined TRT and Haz Mat programs
- Improved internal communications

Additionally, as part of a value-added effort, LPSM produced a quarterly work plan (Appendix 1) and GANTI chart to be used as practical tools from which to ensure a more efficient application of the strategic plan. With this in hand, LPSM has agreed to continue providing support as the tools are exercised over the next 12 months.

The components of the final strategic plan include the following elements:

- **GAP Analysis:** As the first element in the process, a GAP analysis measures an agency's existing relationships and resources against various laws, industry standards, and best practices. Within this context, it is not an instrument intended to dictate priorities or evaluate effectiveness, as much as it is a snapshot which narrows a department's focus.
- **Strategic Initiatives:** These are one-to-three-word group headings used to compartmentalize strategic areas of responsibility, or lines of business. GRFD's include the following eight:
 1. Agency Governance and Administration
 2. Professional Development
 3. Operations
 4. Life Safety Services/Community Risk Reduction
 5. Emergency Management
 6. Public Education
 7. Health and Wellness
 8. Logistics: Fleet, Equipment, and Facilities
- **Goals:** These are broad statements that translate the organization's vision statement into specific themes. Because goals typically represent a line of business within each strategic initiative, they will remain fairly static, unless a new area of responsibility is added or withdrawn from the mission. "SMART GOALS" are said to be Specific, Measurable, Attainable, Relevant, and Time-bound. When combined



with clear objectives and specific tasks, well-written goals should reduce ambiguity and promote accountability.

- **Objectives:** Objectives provide tangible paths towards achieving a specific goal. These may be fixed or transient, depending on if an effort has a programmed sunset date.
- **Critical Tasks:** Critical tasks (or, tasks) are specific steps or milestones used to measure the effectiveness of an agency's ability to achieve each objective. These become key deliverables that are further facilitated by attaching names, dates, and performance measures within a companion document called a work plan. This step is essential to ensure organizational accountability, trust, and credibility.

Managing the elements of a strategic plan can be a struggle for a service built on tradition and a belief that business practices are impersonal, and therefore have no place in the firehouse. It takes patience, flexibility, accountability, and above all, excellent communication. While it is true GRFD cannot escape the restraints of a budget, or the changing tide of the political landscape, its leaders must be careful not to measure success and failure based entirely on the elements of a static work plan.

Change requires a broad vision, one that goes well beyond the immediacy of the next goal. Understanding a district's culture, experience, and willingness to engage takes on a rhythm and pace unique to each agency. Thus, the goals should serve as checkpoints that may require adjustments along the way.



SECTION 4. STAKEHOLDER SURVEYS



As part of the 2016-2020 strategic planning process, GRFD engaged in an internal employee satisfaction survey. In all, 21 questions were asked, offering a range of responses from strongly disagree to strongly agree. While there can be value in this type of survey, it is important to note that the results are often subjective and can be easily influenced by several factors both in and out of an organization's control. These may include staffing shortages, fatigue, contract issues, a dramatic incident, corrective action, local and national politics, and the economy. Thus, it is important to look at the big picture, realizing that sustainable growth occurs incrementally over a few years. Surveys should be considered as only one instrument to be used in conjunction with many other tangible ways of measuring the health of an organization.

With that said, surveys can be an excellent tool to gauge morale, communication, and organizational culture. If offered annually, each snapshot can be effectively benchmarked against the previous year and trended against the life of each strategic plan.

In February of 2021, LPSM provided GRFD with a refreshed survey that included facets from the eight Strategic Initiatives (Appendix 2). Each of the target groups were asked to respond on a scale of one to five: "How true are the following statements?"

- 1 – No or Never
- 2 – Seldom
- 3 – On Occasion
- 4 – Usually
- 5 – Frequently or Always

While the responses remain opinions and therefore somewhat subjective, an effort was made to align the inquiries with the same elements explored within the GAP analysis, thereby allowing for another mechanism to measure the congruence between perception and implied reality.



Additional questions were added to gauge the organization's ability to work closely together as a team. Finally, the Oro Valley Town Manager and GRFD's District Board, Command Staff, Essential Services staff, Operations, Support Services, Fire & Life Safety Services, 911 Dispatchers, and Labor were each provided a slightly different bank of questions. The intent here was to minimize the outliers and expose any possible contrasting perspectives between each of the stakeholders. Chief Karrer responded to a short supplemental questionnaire (Appendix 3) to provide even more clarity prior to the site visits.

GRFD Division Chief Fred Pearce acted as a liaison between the District and LPSM. His efforts to facilitate both the completion of the GAP analysis and the survey instruments were completed in March. The following is representative of the rate of response from within each targeted division:

Division	Total Personnel	Number of Responses	Percentage of Surveys Returned
Oro Valley Town Manager	5	1	Included other OV stakeholders.
District Board	5	4	80%
Command Staff	3	3	100%
Civilian Administration	36	18	50%
Fire & Life Safety Services	7	6	86%
Support Services	13	7	54%
Operations*	220	79	34%
Labor Group	220	69	31%
Dispatch**	1	Unknown	Unknown

Validity: The range of responses from each of these key stakeholder groups varied widely. Most notably, only a third of the Operations/Labor Group participated in the survey. Technically, this could call in question the validity of the query; however, the instrument did establish useful trends within each of the strategic initiatives.

*LPSM intended to query the Union Board separately; however, a miscommunication led to all operations personnel being included in the survey. However, the Board members were interviewed onsite in April.

**GRFD contracts with the Pima County Public Safety Communications and Operations Center for 911 dispatching. A targeted survey was provided to a supervisor for distribution, however only one dispatcher responded.



SECTION 5. STRATEGIC TRENDS AND OPPORTUNITIES

With both the survey instrument and GAP analysis (Appendix 4) complete, LPSM documented several trends or “observations” within each of the strategic initiatives. Responses from the survey were captured within a graph; an “x” indicated the mean within the 5-point scale (Appendix 5).

Armed with these new assumptions, LPSM was able to work within COVID guidelines to conduct an onsite visit with several GRFD stakeholder groups. The interviews were held on April 8, 2021, during which the trends were either confirmed, adjusted, or eliminated from consideration. The final conclusions were consolidated into a picklist illustrating each of the objectives most closely related to the GRFD strategic initiatives and goals. These were then sent to the fire chief and his staff for prioritization (Appendix 6).

A raw summary of the GRFD priority one selections is provided here:

1. Complete the GRFD Standard of Cover as part of an effort to engage in the CFAI Accreditation process.
2. Develop metrics, communication tools, and a visitation schedule to provide more education, coordination, and buy-in with internal and external stakeholders. Use this opportunity to clarify and celebrate the role of those engaged in enhancing the mission of the District.
 - a. Coordinate with Oro Valley and the District Governing Board to identify meaningful reporting metrics, including the format and distribution timeframes. Considerations may include trend updates on permits, plan review, inspections.
 - b. Build on existing communication channels (videos, blog, and podcast) to share pertinent information with internal and external stakeholders. Consider using a newsletter as one mechanism to communicate key data, upcoming events, celebrate employee accomplishments, and provide relevant articles.
 - c. Use the District's vision statement as inspiration to reinforce its identity and organizational priorities.
 - i. Explore the options relating to a rebranding process, including the existing mission, symbols, and messaging.
 - d. Use the strategic plan to encourage interest to grow, adapt, and support the District's mission and vision.
 - i. Provide regular follow-up, inclusion, and accountability with strategic planning.
 - e. Explore fresh opportunities to include Labor as part of the collaborative



process in advancing the District's mission forward.

- f. Address the perceived breaks in organizational communication between the chief and his battalion chiefs, and the battalion chiefs and the captains. The implication is that some news, updates, and other key organizational information does not always flow smoothly up and down the chain-of-command.
 - g. Create a sense of value to avoid the feeling of being an outsider; reinforce the value/importance of all divisions within the District, not just Operations.
 - h. Create a standing open "brown bag" forum that would allow civilian staff to meet with the fire chief to address various District programs, projects, and opportunities. Ensure that the environment is safe for difficult, but constructive discussions. Consider many of the elements addressed within this strategic plan as viable topics, particularly those related to communication, disaster planning/safety, training, and career development.
 - i. Institute some form of accountability to ensure understanding and compliance.
3. Refresh performance appraisal process to provide meaningful feedback and discourage a "cut-and-paste" mindset. Consider an additional mechanism for rewarding effective performance.
 - a. Strengthen the use of District planning objectives within the employee performance evaluation process.
4. Improve functional relationship with 911 contract agency to enhance safety, communication, and job satisfaction. (Tucson Fire, and the Pima/Pinal County Communications Centers).
 - a. Coordinate with contracted 911 dispatchers to provide training in ICS, fire ground communication, and deployment strategies to become stronger response partners.
5. Visit with Oro Valley leadership to determine the best mechanism for maintaining reporting and ensuring budget transparency.
6. Continue efforts to strengthen relationships with Oro Valley and county law enforcement agencies.
7. Obtain a Certificate of Participation (COP) to address Public Safety Personnel Retirement System (PSPRS) liability.
8. Coordinate to pass Arizona Firefighter Cancer Bill.
9. Coordinate to develop a Workers' Compensation Pool.



10. Revisit building security tools and procedures, including the operation of the front office "panic button."
11. Develop a comprehensive policy, procedure(s), and career development plan, for all sworn and civilian personnel. Build a career ladder using the existing taskbooks, courses, mentor programs, the National Fire Academy with new opportunities for those not previously served.
 - a. Build on the existing career development plan to include advanced decision-making skills and exposure to the administrative, training, and supervisory aspects of the job necessary to promote. Teach "How to become a thinking firefighter (officer)..."
 - b. Provide more external training perspectives, people, conferences, National Fire Academy (NFA).
12. Coordinate with other public and private utility companies to train and acquire/share props/resources.
13. Prioritize training before introducing new technology.
14. Complete and integrate the Emergency Operations Plan (EOP).
15. Conduct a comprehensive internal or contracted assessment of GRFD's readiness to respond to natural and manmade disasters.
16. Prioritize, fund, coordinate, and schedule a plan for resourcing, coordinating with stakeholders, and disaster preparedness training.
17. Coordinate with the County and mutual aid partners to identify cooperative opportunities to train.
18. Complete the District's Hazard Mitigation Plan (HMP).
19. Explore additional opportunities to provide outreach for seniors, including a seasonal focus on "snowbirds."
20. Provide relevant training in the value, methods, and opportunities related to maintaining resilience against work related stress.
21. The software system "Operative IQ" is not as intuitive for fleet/facility maintenance as it is for Operations: consider additional training or investing in another system. (Note: it was acknowledged that the program is better than Manager's Plus.)
22. Employ a semi-annual customer service survey for shop.
23. Track, trend, and report on vehicle out-of-service time.
24. Formalize system for ensuring a safe and efficient work environment.



SECTION 6. WORK PLAN GOALS AND OBJECTIVES

Once the GRFD stakeholders had completed their prioritization, the composite initiatives, goals, and objectives, were populated within the GRFD Work Plan and GANTT (Appendix 7). An example of how strategic initiatives are formatted to flow into the final critical tasks is demonstrated here:

It is important to note that the work plan should not reflect a desire to calendar all the objectives at once. In fact, an agency is setting itself up to fail if it is not careful to first lay a proper foundation and then refine the process each quarter to fit its evolving needs. This required that GRFD commit to five important steps in developing the program:

Goal 1	Embrace the foundational principles, plans, policies, and performance standards from which a safe, efficient, innovative, and highly functioning fire district may succeed.	
Obj	Establish a clear auto and mutual aid policy with neighboring response agencies.	
1.1	Tasks	<ul style="list-style-type: none"> • Use other industry models as a framework from which to draft an agreement • Establish clear criteria for auto versus mutual aid <ul style="list-style-type: none"> ◦ Determine "like-for-like" criteria for fire and medical response • Establish measurable benchmarks from which to analyze/report the effectiveness of the relationship and ensure accountability of the underwritten parties • Identify those aspects of special operations that may require a subsidy <ul style="list-style-type: none"> ◦ Coordinate with legal to formalize any possible fee schedule • Staffing and overtime policies
	Notes	<ul style="list-style-type: none"> • Chief Karrer: Topic discussed in closed session on Aug 2, 2021 • Chief Smith: Agenized topic for next regional Ops meeting on Sept 3, 2021
	Lead: Chief Smith	Team: Captain Fredricks, Attorney Jacobs
	Target Date: Q3, 2022	Key Partnerships: HR, Legal

1. **Seek consensus from stakeholders.** Regardless of its merit or the sincerity of its facilitators, any new plan or process will have its critics. Thus, it is prudent to meet with key influencers to discuss the strategy, listen for understanding, and request that they take a share in ownership. There is simply no way for Command Staff to be at every kitchen table, tailboard, or conference room when a question about the plan comes up. Hence the need for a dedicated and diversified crowd of supporters. Use this time to agree on a few meaningful but achievable objectives, or "low-hanging fruit" from which to build momentum and a sense of confidence in the process.
2. **Schedule meetings.** Emails and policy briefings are not enough. Unless it is heard from the horse's mouth, the message will inherently evolve to weaken its intent. It takes time on the front end, but it will save time and grief on the back.
3. **Hold the organization accountable.** It is an easy concept, but one violated at a frequency and magnitude that too often weakens trust and credibility. Practically, this means bringing the work plan or GANTT to stakeholder meetings with an expectation that lead program/project managers will provide an update. This is not to say that GRFD should remain inflexible. Circumstances tend to change; the best leaders often must zig when the plan dictated a zag. That is normal. Adapt.
4. **Measure the impact and market the results.** Craft a clean and concise message and take it on the road to board meetings, contracted stakeholders, stations, labor meetings, and civic groups. This may be quantitative, as measured in the budget or on a chart/graph; or, qualitative, as best told in a story of change, working conditions, or customer service. Remain transparent at each step so that when



you return, any growth will have both a practical and emotional impact, thus adding to the organization's bank of trust and credibility.

5. **Celebrate, reset, and reengage.** Be prepared: claims of fatigue, unwanted change, fear of reprisal, and an assortment of other mixed messages are on the horizon. Again, that is normal, but it will require GRFD to read the tea leaves (check with those in whom their opinion and motives are valued) to determine if this is simple resistance, or if leadership needs to reassess the pace and take an unscheduled breather.

Build in mechanisms to celebrate those that have engaged to make a difference in the efficacy of the organization. Then, start the process all over again: reset the objectives and assign the next layer of tasks.



CONCLUSION

The ebb and flow of finance, local politics, attrition, labor relations and major fire/medical incidents all translate into one inescapable fact: managing a fire district is an extremely difficult, dynamic, and an often-underappreciated process. With that said, it is apparent that GRFD's future is on solid ground. The District is well resourced, well led, and has considerable talent from which to draw in the years to come. It has also effectively developed the more tangible elements necessary to expand its service levels, recruit good people, and remain resilient during challenging times.

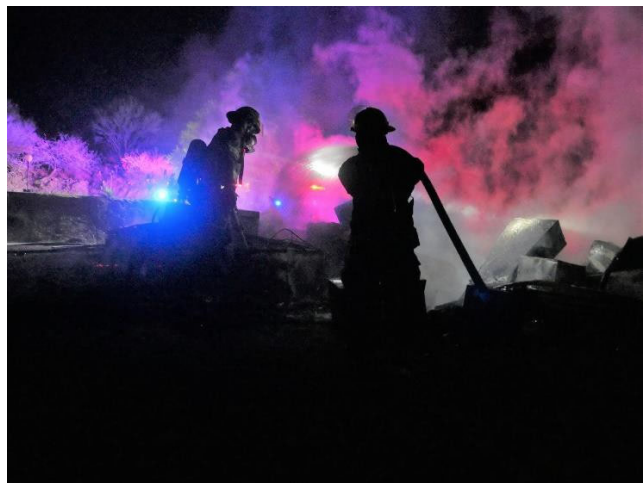
While there will always be objectives to complete, GRFD's most pressing challenge (gap) will be to enhance its communication and accountability. The LPSM interviews reinforced a strong sense of pride and job satisfaction between stakeholders. However, the effort also revealed that more could be done to dismantle a few lingering communication silos.

While the work plan is only a tool, its components can open doors to improved information sharing and follow-through. It is believed that, should these channels be widened, more could be done to cultivate an environment of inclusion and professional development. This may require GRFD to take a few more risks, adapt, and even fail in its efforts to further define itself as progressive response agency. It is a challenge that GRFD has proven itself ready to add to its impressive list of achievements.

LPSM applauds each of the GRFD stakeholders for their openness and willingness to do what it takes to continue to excel in its service to their community.



APPENDICES



APPENDIX 1. GRFD WORK PLAN – Step 1

Agency Governance & Administration		
Goal 1	Embrace the foundational principles, plans, policies, and performance standards from which a safe, efficient, innovative, and highly functioning fire district may succeed.	
Obj 1.1	Develop metrics, communication tools, and a visitation schedule to provide more education, coordination, and buy-in with internal and external stakeholders. Use this opportunity to clarify and celebrate the role of those engaged in enhancing the mission of the district.	
	Tasks	<ul style="list-style-type: none"> Coordinate with Oro Valley and the District Governing Board to identify meaningful reporting metrics, including the format and distribution timeframes. Considerations may include trend updates on permits, budget, plan review, inspections. COMPLETED Use the district's vision statement as inspiration to reinforce its identity and organizational priorities. Explore the options relating to a rebranding process, including the existing mission, symbols, and messaging. <ul style="list-style-type: none"> Establish a work group to explore the possibility of changing/aligning badges, names, motto, paint schemes, logos, with GRFD's commitment to remain progressive. SIGNIFICANT PROGRESS TOWARDS COMPLETION Use the strategic plan to encourage interest to grow, adapt, and support the District mission. Provide regular follow up, inclusion, and accountability with strategic planning. <ul style="list-style-type: none"> Meet with Labor to explore fresh opportunities on how to include them in advancing the District's mission forward. ONGOING Reference relevant assignments outlined within the plan during station visits and employee brown bag sessions. ONGOING Develop a program/project charter format that includes team, objectives, milestones, a reporting mechanism, and a schedule for completion (See LPSM format). IN PROCESS FOR STRATEGIC PLAN ANNUAL UPDATE Create a standing open "SHARK TANK" forum that would allow all staff to address various District programs, projects, and opportunities. Ensure that the environment is safe for difficult, but constructive discussions. Consider many of the elements addressed within this strategic plan as viable topics, particularly those related to communication, disaster planning/safety, training, and career development. COMPLETED <ul style="list-style-type: none"> Create a sense of value to avoid the feeling of being an outsider; reinforce the value/importance of all divisions within the District, not just Operations. Opportunity to introduce new programs and kick-off training for new programs and technology that may have a collateral impact on civilian employees.
	Notes	<ul style="list-style-type: none"> High Priority



	Lead: Karrer		Team/Committee: TBD	
	Target Date: Ongoing		Key Partnerships: Labor, Legal, Contract Agencies, Finance	
Obj 1.2	Recruit highly qualified employees to fill promotional vacancies within the organization.			
	Tasks	<ul style="list-style-type: none">Develop a list of anticipated engineer and officer vacancies over the next three years. COMPLETEDCoordinate examination timelines with other resource intensive priority objectives and prerequisites (GANTT). COMPLETEDEnsure eligibility lists and labor contracts remain congruent with planning cycles. ONGOING		
	Notes	• High Priority		
	Lead: Delong		Team/Committee: TBD	
	Target Date: Q2 2022		Key Partnerships: Labor, Human Resources	
Obj 1.3	Refresh the performance appraisal process to provide meaningful feedback and discourage a "cut-and-paste" mindset. INCLUDED IN STRATEGIC PLAN ANNUAL UPDATE AS AN OBJECTIVE			
	Tasks	<ul style="list-style-type: none">Coordinate with Human Resources to convene a work group whose task is to:<ul style="list-style-type: none">Develop a mechanism for recognizing employee engagement in work plan programs, projects, and assignments.Build a tool that practically acknowledges the similarities and differences between operations and civilian personnel.Incorporate (define) the District values as a component of the evaluation.Consider meaningful, non-monetary options for rewarding effective performance.		
	Notes	• Medium Priority		
	Lead: Delong		Team/Committee: TBD	
	Target Date: TBD		Key Partnerships: Labor, Human Resources, Division Representatives	
Obj 1.4	Embrace the principles of continuous improvement, as identified within the Center for Public Safety Excellence (CPSE) Accreditation Process.			
	Tasks	<ul style="list-style-type: none">Interview agencies/representatives that have gone through the accreditation process to gain a better understanding of the time and resources needed to be successful. COMPLETEDEngage the strategic plan/work plan and GANTT as tools to ensure District accountability (notes, assignments, and dates). COMPLETED		



		<ul style="list-style-type: none"> Complete a draft Standard of Cover prior to officially starting the clock on becoming a candidate agency (1-year window). COMPLETED Determine the timeliness of becoming a registered agency (3-year window), in preparation for becoming a candidate agency. COMPLETED Consider the advantages of Technical Advisor Program. COMPLETED Build the adopted schedule into the GRFD strategic plan. COMPLETED Stringently monitor alarm handling, turnout and travel times, identify and report positive outcomes, and consider opportunities for further enhancements that would reduce these times. ONGOING
	Notes	<ul style="list-style-type: none"> High Priority
	Lead: Robb	Team/Committee: TBD
	Target Date: TBD	Key Partnerships:
Obj 1.5	Engage in the legislative process to gain support for important State of Arizona fire service initiatives.	
	Tasks	<ul style="list-style-type: none"> Obtain a Certificate of Participation (COP) to address Public Safety Personnel Retirement System (PSPRS) liability. COMPLETED Pass Arizona Firefighter Cancer Bill. COMPLETED Develop a Workers Compensation Pool. COMPLETED
	Notes	<ul style="list-style-type: none"> All tasks completed Q1, task now requires maintenance and or monitoring
	Lead: Karrer	Team/Committee:
	Target Date: Q1, 2021	Key Partnerships:



Professional Development			
Goal 2	Ensure workforce readiness and leadership development by providing innovative education and training programs.		
Obj 2.1	Develop a comprehensive policy, procedure(s), and career development plan, for all sworn and civilian personnel.		
	Tasks	<ul style="list-style-type: none">Develop a career path matrix that covers all fire district sworn and civilian employees. SIGNIFICANT PROGRESS MADEBuild on the existing career development plan to include advanced decision-making skills and exposure to the administrative, training, and supervisory aspects of the job necessary to promote. ONGOING<ul style="list-style-type: none">Audit the existing task books, courses, programs, and other outreach efforts for all positions to identify the gaps. ONGOINGReview established programs employed by other agencies. ONGOINGDevelop a succession plan for executive officer development.<ul style="list-style-type: none">Review established programs employed by other agencies. ONGOINGFormal education. ONGOINGExternal training perspectives, people, conferences, National fire academy. ONGOINGInterviews with key external stakeholders. ONGOING	
	Notes	<ul style="list-style-type: none">High Priority, new org chart addresses professional development	
	Lead: Robb	Team/Committee: Grissom, North, Painter, Hilderbrand	
	Target Date: Q2 start	Key Partnerships: Pima College, NWFD, TFD, GCU.	
Obj 2.2	Coordinate with other public and private utility companies to train and acquire/share props/resources (some have a mandate for training and/or are dependent on local response agencies to provide services without subsidies).		
	Tasks	<ul style="list-style-type: none">Audit existing local and regional training efforts. ONGOINGReview programs from other agencies that have established resource sharing to offset costs, including community colleges and utility companies. ONGOING<ul style="list-style-type: none">Technical rescue props: USAR, confined space, hazmat/railcar ONGOINGADOSH safety training courses ONGOING	
	Notes	<ul style="list-style-type: none">	
	Lead: TBD	Team/Committee:	
	Target Date: Ongoing	Key Partnerships:	



Operations			
Goal 3	Use industry standards and best practices to respond to fire, rescue, special operations, and emergency medical calls for service.		
Obj 3.1	Continue efforts to strengthen relationships with Oro Valley and county law enforcement agencies.		
	Tasks	<ul style="list-style-type: none">Formalize a bilateral regional fire and law enforcement committee whose mission is to improve communication, enhance training, and refine response protocol.	
	Notes	<ul style="list-style-type: none">Low Priority	
	Lead: TBD	Team/Committee:	
	Target Date: Ongoing	Key Partnerships:	
Obj 3.2	Improve functional relationships with 911 contract agencies to enhance safety, communication, and job satisfaction.		
	Tasks	<ul style="list-style-type: none">Reach out to other contract 911 centers to determine best practices, including training, software, reporting mechanisms, and how to build strong relationships. ONGOINGFacilitate a meeting with key users of the system; agendaize findings from research.Coordinate with contracted 911 dispatchers to provide training in ICS, fire ground communication, and deployment strategies to become stronger response partners. ONGOING<ul style="list-style-type: none">Develop a dispatch academy that provides practical training and resilience options (resource: Murietta Fire & Rescue).	
	Notes	<ul style="list-style-type: none">High Priority	
	Lead: Brandhuber	Team/Committee: Tucson Fire, Pinal and Pima County 911 Centers	
	Target Date: Q1, 2022	Key Partnerships: Legal	



Life Safety Services/Community Risk Reduction			
Goal 4	Safeguard the community through proactive prevention, enforcement, engineering, and preparedness programs.		
Obj 4.1	Enhance internal and external communication within Life Safety Services.		
	Tasks	<ul style="list-style-type: none"> Standardize District updates and ensure accountability for sharing/participating as appropriate. ONGOING Community Risk Reduction and Standards of Cover COMPLETE 	
	Notes	<ul style="list-style-type: none"> FEMA Grant funded project 	
	Lead: Perry	Team/Committee: TBD	
	Target Date: 8/2022	Key Partnerships:	

Emergency Management			
Goal 5	Prepare for natural or man made disasters through aggressive leadership, planning, and resourcing of emergency management.		
Obj 5.1	Meet minimum emergency management regulatory standards.		
	Tasks	<ul style="list-style-type: none">Complete and integrate the Emergency Operations Plan (EOP) ONGOINGComplete the District's Hazard Mitigation Plan (HMP)	
	Notes	<ul style="list-style-type: none">High Priority, New Org chart helps to address this area	
	Lead: Robb		Team/Committee: Pearce, Ryan, Lunde
	Target Date: Q2 Start		Key Partnerships: Pima and Pinal County EOC, OV EOC
Obj 5.2	Prioritize, fund, coordinate, and schedule a plan for resourcing, coordinating with stakeholders, and disaster preparedness training.		
	Tasks	<ul style="list-style-type: none">Conduct a comprehensive internal or contracted assessment of GRFD's readiness to respond to natural and manmade disasters. ONGOINGCoordinate with the county and mutual aid partners to identify cooperative opportunities to train. ONGOING	
	Notes	<ul style="list-style-type: none">This will start after 5.1 is complete	
	Lead: Lunde		Team/Committee:
	Target Date: Ongoing		Key Partnerships:



Public Education			
Goal 6	Enhance external safety, communications, and relationships through a comprehensive community education, preparedness, and marketing plan.		
Obj 6.1	Build on existing communication channels to share pertinent information with internal and external stakeholders.		
	Tasks	<ul style="list-style-type: none">Audit existing outreach efforts (written, videos, blog, and podcast). ONGOINGInterview other agencies for progressive ideas. ONGOINGEvaluate the use of a newsletter as one mechanism to communicate key data, upcoming events, celebrate employee accomplishments, and provide relevant articles. ONGOING	
	Notes	<ul style="list-style-type: none">High Priority	
	Lead: Braswell	Team/Committee:	
	Target Date: Q2, 2022	Key Partnerships:	
Obj 6.2	Target strategies to support senior, youth and public education.		
	Tasks	<ul style="list-style-type: none">Explore additional opportunities to provide outreach for seniors, including a seasonal focus on "snowbirds." (noted from Oro Valley TM) ADDRESSED IN ANNUAL ADJUSTMENT	
	Notes	<ul style="list-style-type: none">Low Priority, AMB will reach out to community partners to explore this idea	
	Lead: Braswell	Team/Committee:	
	Target Date: TBD	Key Partnerships:	



Health and Wellness			
Goal 7	Provide an enhanced wellness, safety, fitness, and injury prevention program for all personnel.		
Obj 7.1	Build upon the existing mental health, safety, and wellness options to develop a more comprehensive program.		
	Tasks	<ul style="list-style-type: none"> • Provide relevant training in the value, methods, and opportunities related to maintaining resilience against work related stress. ONGOING <ul style="list-style-type: none"> ◦ Research existing programs, training, and software available for educating response personnel about the sources and impact of stress at work and at home. ONGOING ◦ Build model into recruit and promotional academies. ONGOING ◦ Destigmatize asking for help by normalizing the conversation through studies, EAP sessions, and peer review. ONGOING ◦ Research the Resilience First application called "Driven" as a confidential option. 	
	Notes	• High Priority, New Org chart helping to address	
	Lead: Grissom	Team/Committee:	
	Target Date: Q2 Start	Key Partnerships:	

Logistics			
Goal 8	Provide for proper design, development, and maintenance of the Fire District's fleet, equipment, and facilities.		
Obj 8.1	Take a fresh look at the elements necessary to ensure safety and efficiency within the fleet maintenance shop.		
	Tasks	<ul style="list-style-type: none"> • The software system "Operative IQ" is not as intuitive for fleet/facility maintenance as it is with Operations; consider additional training or investing in another system. (Note: it was acknowledged that the program is better than Manager's Plus.) • Employ a semi-annual customer service survey for shop. COMPLETED • Track, trend, and report on vehicle out-of-service time. ONGOING • Formalize system for ensuring a safe and efficient work environment. ONGOING <ul style="list-style-type: none"> ◦ Conduct an initial safety audit of the shop, and budget enhancements as needed. OSHA has a free assessment option. ◦ Establish/document regular safety inspections COMPLETED 	
	Notes	• Low Priority	
	Lead: Abel	Team/Committee:	



APPENDIX 2. STAKEHOLDER OBJECTIVE PRIORITIES

The following is the document provided to GRFD, from which the chief and his stakeholders chose the District's priority objectives.

Golder Ranch Fire District • Priority Objectives Exercise

With the GAP Analysis, employee surveys, and site visit complete, the next phase in the strategic planning process involves the selection and prioritization of objectives. Identifying the strategic initiatives and goals may be the initial step in supplying nourishment to the vision and mission, but it is the objectives that represent the first tangible milestones in delivering critical focus to the organization.

These objectives are born of the trends collected from the feedback received by key GRFD stakeholders. Once prioritized, LPSM will format the results onto a workplan and provide a few recommended critical tasks before returning the document back to the fire chief for final review, staff assignments, and scheduling.

Four things should be considered when contemplating where and when to place your initial efforts.

1. **Ensure the cart is behind the horse.** Select those objectives that may serve as a foundation or building block to a successive step. Resist falling into a trap of choosing several objectives that require too much time and planning to implement; it may lead to impatience and an eventual loss of trust.
2. **Pick the low hanging fruit.** Seek to build momentum by finding a few quick, but meaningful successes. Nearly all organizations have their cynics, but a few wins can go a long way towards lending credibility to the process.
3. **Engage the stakeholders, but resist being held hostage.** It is critical that an agency gain a measure of buy-in and cooperation from those who have a vested interest in the outcome. So, share your intentions, listen well, develop a delivery plan, and adapt. However, do not get hung up on trying to please everybody all the time. Instead, remain inclusive, but share that it is a learning process that may require a few tough decisions along the way.
4. **Fail brilliantly.** There is clearly an art to crashing with grace and dignity. A strategic plan is an effort wherein success is dependent on several fluid factors that are not always predictable and therefore hardly preventable (Mr. Graham). This is not to imply that an organization should not take a few calculated risks. The process is every bit about identity as it is accountability, thus taking healthy risks for the sake of growth should become an expectation.

While working through this exercise, consider that the number of objectives listed within each strategic initiative are weighted equally. The trends found within the surveys, GAP, and site



visits were extrapolated and placed according to their subject. A summary of the results of this segment will be condensed within Section 5 (Strategic Trends and Opportunities) of the master strategic planning document, and the working document will be included within Appendix 6.

Directions: Review the objective options listed beneath each of the goals and prioritize them as 1, 2, or 3. Those listed as priority one will be considered first for scheduling, and documented within the workplan and GANTT, beginning in July of 2021. By design, the workplan is scheduled to be updated quarterly; LPSM will provide further assistance to the Fire Chief to plot the start dates accordingly.

Agency Governance & Administration		
Goal 1	Embrace the foundational principles, plans, policies, and performance standards from which a safe, efficient, innovative, and highly functioning fire district may succeed.	
Objectives		Priority 1, 2, or 3
1.1	Engaging stakeholder groups in the strategic planning process, including the establishment of priorities, assignments, scheduling, and accountability.	2
1.2	Complete the CFFD Standard of Cover as part of an effort to engage in the CFAA Accreditation process.	1
1.3	Develop communication tools and a visitation schedule to provide more education, coordination, and buy-in with suppression personnel. Use this opportunity to clarify, engage, and celebrate the role of those engaged in enhancing the mission of the department.	1
1.4	Develop a system for enhancing, educating, and celebrating the role of responders within the District's mission.	1
1.5	Improve functional relationship with 911 contract agency to enhance safety, communication, and job satisfaction. (Tucson Fire and Pima Pinal County Communications Centers)	1
1.6	Revisit the mutual/aid agreements to ensure equity, performance measures, and a collaborative form of accountability.	3
	Oro Valley	
1.7	Visit with Oro Valley leadership to determine the best mechanism for maintaining reporting and ensuring budget transparency.	1
1.8	Coordinate to identify meaningful reporting metrics, including the format and distribution timeframes. Considerations may include trend updates on permits, plan review, inspections.	1
1.9	Consider broadening the context of budget discussions to include possible collaborative efforts, mitigating redundancy, and opportunities for advocacy.	2



1.10	Expand on existing preparedness and training opportunities.	2
1.11	Explore additional opportunities to provide outreach for seniors, including a seasonal focus on "snowbirds."	3
	District Governing Board	
1.12	Using comparative data, establish, standardize, adopt, and report on relative response times within each fire station's primary response area.	2
1.13	Expand efforts to improve functional relationship with 911 dispatch center.	1
1.14	Expand efforts to provide the community with annexation data and service information.	2
1.15	Continue solid efforts to strengthen relationships with Oro Valley and County law enforcement agencies.	1
	Fire Chief	
1.16	Obtain a Certificate of Participation (COP) to address Public Safety Personnel Retirement System (PSPRS) liability.	1
1.17	Coordinate to pass Arizona Firefighter Cancer Bill.	1
1.18	Coordinate to develop a Workers Compensation Pool.	1
1.19	Explore the opportunities related to Ground Emergency Medical Transport (GEMT) funding.	2
1.20	Conduct a community/population growth analysis.	2
	Command/Executive Staff	
1.21	Provide regular follow-up, inclusion, and accountability with strategic planning.	1
1.22	Strengthen the use of department planning objectives within the employee performance evaluation process.	1
1.23	Continue efforts to build stronger communication channels and institute some form of accountability to ensure understanding and compliance.	1
1.24	Use the strategic plan to encourage interest to grow, adapt, and support the Mission and Vision of the Department.	1
1.25	Use the department's Vision statement as inspiration to reinforce its identity and organizational priorities.	1
1.26	Prioritize/reduce organizational objectives to reduce the number of "irons in the fire..."	1
1.27	Use the Plan to reinforce priorities, limitations, resource allocations, and political influences to reduce a growing feeling of "what is in it for me?"	1



	Administrative Support Staff	
1.28	Take a fresh look at how performance measures, planning objectives, and other department activity is shared with the key stakeholders.	2
1.29	Revisit building security tools and procedures, including the operation of the front office "panic button."	1
1.30	Engage those that may be impacted by change on the peripheral, including Information Services, Human Resources, Logistics, and Life Safety Services.	3
1.31	Create a standing open "brown bag" forum that would allow civilian staff to meet with the Fire Chief to address various department programs, projects, and opportunities. Ensure that the environment is safe for difficult, but constructive discussions. Consider many of the elements addressed within this strategic plan as viable topics, particularly those related to communication, disaster planning/safety, training, and career development.	1
	Labor Management	
1.32	Explore opportunities to include Labor as part of the collaborative process in advancing the District's mission forward, without appearing to give up command authority or accountability.	1
1.33	Engage workforce in the completion of strategic planning objectives and critical tasks; hold stakeholders accountable for reporting and completion of assignments according to documented timelines.	3
1.34	Enhance communication by revisiting the terms/environment, opportunities, and scheduling for formal and informal communication between the Board and the department's Executive team.	2
1.35	Address perceived the breaks in organizational communication between the Chief and his Battalion Chiefs, and the Battalion Chiefs and the Captains. The implication is that some news, updates, and other key organizational information does not always flow smoothly up and down the chain of command.	1
	Life Safety Services	
1.36	Refresh performance appraisal process to provide meaningful feedback and discourage a "cut and paste" mindset. Consider an additional mechanism for rewarding effective performance. (Note: issue also identified by Logistics personnel; to avoid rewarding "busywork").	1
1.37	Create a sense of value to avoid the feeling of being an outsider; reinforce the value/importance of all divisions within the department, not just Operations.	1



Operations		
Goal 2	Ensure the continued delivery of fire, emergency medical services (EMS), hazardous materials, technical rescue, and other special operations at a level that exceeds community expectations.	
Objectives	Priority 1, 2, or 3	
2.1	Develop communication tools and a visitation schedule to provide more education, coordination, and buy-in with suppression personnel. Use this opportunity to clarify, engage, and celebrate the role of those engaged in enhancing the mission of the department.	1
2.2	Continue to strengthen auto and mutual aid training, response, and shared resources.	2
Training and Education		
Goal 3	Ensure workforce readiness and leadership development by providing innovative education and training programs.	
Objectives	Priority 1, 2, or 3	
3.1	Build on the existing career development plan to include advanced decision-making skills and exposure to the administrative, training, and supervisory aspects of the job necessary to promote. Teach "How to become a thinking firefighter (officer)..."	1
3.2	Formalize a defined succession plan for Command/Executive Fire Officers.	2
3.3	Create fresh/innovative civilian training opportunities, provide direction/clarification, and any pertinent limitations related to career development within the department. Consider that not all employees are interested in advancement but would find value in cross training and/or learning new tools for improving their performance.	3
3.4	Expand career advancement opportunities for Life Safety Service personnel to provide in-house candidates a strategic look at how to be successful within a promoted position. Include internal and external developmental tools, opportunities, and resources.	2
3.5	Provide leadership/personnel management training for fleet personnel.	2
3.6	Provide external training perspectives, people, conferences, national fire academy.	1
3.7	Coordinate with other public and private utility companies to train and acquire/share props/resources.	1
3.8	Develop a comprehensive policy, procedure(s), and career development plan, for all sworn and civilian personnel. Build a career ladder using the existing taskbooks, courses, mentor	1



	programs, the National Fire Academy along with new opportunities for those not previously served.	
3.9	Craft a policy and calendar that clearly identifies training opportunities, available funding, and selection process. Coordinate with labor to determine how these may/will be connected to the promotional process.	3
3.10	Coordinate with contracted 911 dispatchers to provide training in ICS, fire ground communication, and deployment strategies to become stronger response partners.	1
3.11	Prioritize training before introducing new technology.	1

Life Safety Services/Community Risk Reduction

Goal 4	Safeguard the community through proactive prevention, enforcement, engineering, and preparedness programs.	
Objectives		Priority 1, 2, or 3
4.1	Strengthen communication up and down the chain and laterally across the various divisions. Standardize updates and ensure accountability for sharing/participating as appropriate.	1
4.2	Reassess the existing importance/value placed on prefire plans, to include those structures and complexes that may enhance life safety, efficiency, and property conservation.	2
4.3	Refresh performance appraisal process to provide meaningful feedback and discourage a "cut and paste" mindset. Consider an additional mechanism for rewarding effective performance.	1
4.4	Adopt a metric for analyzing and reporting the value of property saved as an alternative or an addition to reporting property loss.	3

Emergency Management

Goal 5	Prepare for natural or man made disasters through aggressive leadership, planning, and resourcing of emergency management.	
Objectives		Priority 1, 2, or 3
5.1	Conduct a comprehensive internal or contracted assessment of GRFD's readiness to respond to natural and manmade disasters.	1
5.2	Prioritize, fund, coordinate, and schedule a plan for resourcing, coordinating with stakeholders, and disaster preparedness training.	1
5.3	Coordinate with the County and mutual aid partners to identify cooperative opportunities to train.	1
5.4	Complete and integrate the Emergency Operations Plan (EOP).	1
5.5	Complete the department's Hazard Mitigation Plan (HMP).	1
5.6	Investigate CERT and Citizen Corp opportunities to engage the community in emergency response, special events, and disaster preparedness.	3



Public Education		
Goal 6	Enhance external safety, communications, and relationships through a comprehensive community education, preparedness, and marketing plan.	
Objectives	Priority 1, 2, or 3	
6.1	Explore additional opportunities to provide outreach for seniors, including a seasonal focus on "snowbirds." (noted from Oro Valley TM)	1
6.2	Build on existing communication channels (videos, blog, and podcast) to share pertinent information with internal and external stakeholders. Consider using a newsletter as one mechanism to communicate key data, upcoming events, celebrate employee accomplishments, and provide relevant articles.	1
Health and Safety		
Goal 7	Provide an enhanced wellness, safety, fitness, and injury prevention program for all personnel.	
Objectives	Priority 1, 2, or 3	
7.1	Explore whether the Employee Assistance Program practitioners have a working knowledge of what makes a firefighter unique in his/her profession and care.	3
7.2	Coordinate with Labor to revisit department's approach to consecutive work hours.	2
7.3	Provide relevant training in the value, methods, and opportunities related to maintaining resilience against work-related stress.	1
Logistics: Fleet, Equipment, and Facilities		
Goal 8	Provide for proper design, development, and maintenance of the Fire Department's fleet, equipment, and facilities.	
Objectives	Priority 1, 2, or 3	
8.1	The software system "Operative IQ" is not as intuitive for fleet/facility maintenance as it is with Operations; consider additional training or investing in another system. (Note: it was acknowledged that the program is better than Manager's Plus.)	1
8.2	Improve channels of communication between line personnel and facilities crews.	2
8.3	Employ a semi-annual customer service survey for shop.	1
8.4	Track, trend, and report on vehicle out of service time.	1
8.5	Formalize system for ensuring a safe and efficient work environment.	1

This document was produced by Lincoln Public Safety Management (LPSM) and edited by Golder Ranch Fire – 2021.





GOLDER RANCH FIRE DISTRICT

www.grfdaz.gov

Appendix 3

GRFD 2023 Annual Adjustment of the Strategic Plan

One of the core elements of the Center for Public Safety Excellence Accreditation process is to embrace continuous improvement as an organization. As part of the Golder Ranch Fire District embracing this concept, an annual review of the strategic plan was conducted to ensure that the plan encompasses the current strategic issues the organization faces. In order to determine the current strategic issues facing the organization, a strategic plan workshop was held. This workshop was conducted by Gary West from Ironwood Strategic Solutions and Division Chief Eric Perry and was attended by all Division Heads, Department directors, Assistant Chiefs, and the Fire Chief. The following strategic issues were identified during the workshop:

- Health and Safety
- Succession planning/organizational and personnel development
- Decreasing revenue with increasing costs
- Lack of office and facilities space
- Recruitment/Retention/Staffing
- Growth planning – potential expansion opportunities, increasing call volume, increasing population
- Community risk reduction planning
- Emergency management, domestic preparedness
- External communication
- Diversity, equity, and inclusion
- New technologies and uses of data
- Risk management (liability, data protection, health, safety, etc.)
- Defining, maintaining, and creating consistency in our culture

These strategic issues were compared to the current strategic plan's goals and objectives. In addition, the progress on the strategic goals and objectives of the initial plan was reviewed. In review, it was determined that significant progress had been made on the prior plan's goals and objectives, with many being completed. In addition, it was determined that the goals no longer represented the organization's current strategic issues. Due to this review, the Fire Chief decided, upon staff recommendation, to develop new goals and objectives that met the district's current needs and were directly linked to the strategic issues faced.

In truth, all of the issues identified are appropriate and warrant their own goals and objectives; however, it was essential to recognize that as an annual adjustment to the strategic plan, the timeframe to address all issues would be prohibitive and would dilute the effort of moving the agency forward on the most important goals. In addition, the GRFD will be changing Fire Chiefs in March of 2023. This adjustment will allow the new Fire Chief time to familiarize themselves with the organization and its direction before developing a new strategic plan. With this in mind, the strategic issues were prioritized,



GOLDER RANCH FIRE DISTRICT

www.grfdaz.gov

and goals were developed that encompassed the top priority issues that could be handled in the one to one and a half years remaining in the current strategic plan. Seven goals and three overarching themes were developed and presented to the command staff for approval and assignment of Goal Leads.

Following the approval of the seven goals, Division Chief Perry met with each goal lead to determine the objectives for each. It was recognized that the entirety of each goal would likely not be accomplished in the remaining time, but the objectives selected were those that were felt to be realistically achievable and would have the most impact in moving GRFD closer to each goal. Each goal and associated objectives are shown below. The objectives were then compiled and reviewed by the command staff to ensure they were all aligned with the desired direction of the organization. Once developed, the entirety was presented to the Governing Board for their input and approval before moving forward.

Overarching themes to be taken into account with each goal:

- Growth
- Partnerships
- Data and Technology

Goals and Objectives:

1. Maintain and enhance financial resources to ensure the district meets its performance delivery goals and objectives (Goal Lead: Tom Brandhuber)
 - a. Evaluate and create a plan for sustainable service area growth potential.
 - b. Project anticipated revenue for the remaining period of the strategic plan and compare and contrast with anticipated costs.
2. Ensure qualified uniform, and nonuniform staffing is in place to meet current and forecasted needs. (Goal Lead: Scott Robb)
 - a. Assess and identify uniform and nonuniform staffing requirements for the remaining period of the strategic plan and beyond.
 - b. Evaluate alternative staffing models for all positions that maximize efficiency through decentralized decision-making and mentorship.
3. Ensure that diversity, equity, and inclusiveness are part of GRFD's culture, branding, marketing, hiring, and promotional efforts. (Goal Lead: Scott Robb/Tom Brandhuber)
 - a. Evaluate alternative recruitment methods for all positions that enhance and maximize exposure to a diverse audience.
 - b. Develop a plan for marketing and branding the agency that enhances and maximizes exposure to a diverse audience.
 - c. Enhance the current performance appraisal process to ensure equity and fairness.
4. Develop a formal, sustainable community risk reduction plan (CRR) that is reviewed and measured annually. (Goal Lead: Eric Perry)
 - a. Hire a community risk reduction manager.
 - b. Develop a community risk reduction plan that is based on best practices such as NFPA 1201 and Vision 20/20 and forecasts CRR needs for the near future.



GOLDER RANCH FIRE DISTRICT

www.grfdaz.gov

- c. Determine and obtain funding for additional staffing and operating costs of implementing the CRRP.
 - d. Obtain appropriate staffing to ensure the initial implementation of the CRRP.
5. Develop a risk management plan that includes all elements of risk at GRFD, including but not limited to financial, health, wellness, and safety of employees, service delivery liability, property, cybersecurity, and employment liabilities. (Goal Lead: Randy Karrer)
 - a. Develop a formal risk management plan in accordance with NFPA 1250 Fire and Emergency Service Organization Risk Management.
 - b. Determine priorities for risks identified in this process.
 - c. Develop an implementation plan.
6. Ensure an adequate inventory of supplies, equipment and apparatus is consistently in place to adequately and safely perform emergent and nonemergent services. (Goal Lead: Grant Cesarek)
 - a. Institute a comprehensive plan for a real-time inventory and asset accountability program.
 - b. Explore partnership opportunities with other fire/EMS agencies that may reduce the effect of current and possible supply chain issues.
 - c. Expand the current list of inventory suppliers to reduce costs through competition and reduce the effects of supply chain issues.
 - d. Develop a schedule to forecast vehicle replacements that combines district need, vehicle/chassis availability, delivery lead time, and appropriate timelines for placing such orders.
7. Evaluate and enhance the current health, wellness, and safety program utilizing industry best practices. (Goal Lead: Chris Grissom)
 - a. Conduct an assessment of the HWS program using NFPA 1500 as a guiding document.
 - b. Develop a comprehensive plan to reduce carcinogen exposures in apparatus, facilities, and PPE
 - c. Institute an annual mental health examination similar to the annual physical examination that provides feedback to employees on ways to maintain and improve their mental health

Strat Plan adjustment work plan

	Goals/Objectives	Assignment	Start	End	Column5
1	GRFD Strategic Plan Annual Adjustment				
2	2023 Fiscal Year Work Plan				
3	☐ Maintain and enhance financial resources to ensure the district meets its performance delivery goals and objectives.	Tom Brandhuber			
4	Evaluate and create a plan for sustainable service area growth potential.	Tom Brandhuber	07/01/23	09/30/23	
5	Project anticipated revenue for the remaining period of the strategic plan and compare and contrast with anticipated costs.	Tom Brandhuber	07/01/23	09/30/23	
6	☐ Ensure qualified uniformed and nonuniformed staffing is in place to meet both the current and forecasted needs.	Scott Robb			
7	Assess and identify uniform staffing requirements for the remaining period of the strategic plan and beyond.	Fred Pearce	03/01/23	12/31/24	Ongoing
8	Assess and identify non-uniform staffing requirements for the remaining period of the strategic plan and beyond.	Allison Delong	03/01/23	12/31/24	Ongoing
9	Evaluate alternative staffing models for all positions that maximize efficiency through decentralized decision-making and mentorship.	Scott Robb	03/01/23	12/31/24	Ongoing
10	☐ Ensure that diversity, equity and inclusiveness are part of GRFD culture,branding,marketing, hiring and promotional efforts.	Scott Robb, Tom Brandhuber			
11	Evaluate alternative recruitment methods for all positions that enhance and maximize exposure to a diverse audience.	Allison Delong, Chris Grissom	03/01/23	12/31/24	Ongoing
12	Develop a plan for marketing and branding the agency that enhances and maximizes exposure to a diverse audience.	Lydia Camarillo	03/01/23	12/31/24	Ongoing
13	Enhance the current performance appraisal process to ensure equity and fairness.	Allison Delong	10/01/23	12/31/23	
14	☐ Develop a formal, sustainable community risk reduction plan (CRR) that is reviewed and measured on an annual basis.	Eric Perry			
15	Hire a community risk reduction manager.	Eric Perry	04/01/23	06/30/23	
16	Develop a community risk reduction plan that is based on best practices such as NFPA 1201 and Vision 20/20 and forecasts CRR needs for the near future.	CRRM	03/01/23	12/31/24	Ongoing
17	Determine and obtain funding for additional staffing and operating costs of implementing the CRRP.	CRRM/Perry	10/01/23	12/31/23	
18	Obtain appropriate staffing to ensure implementation of the CRRP.	CRRM	04/01/23	06/30/23	
19	☐ Develop a risk management plan that includes all elements of risk at GRFD including but not limited to financial, health, wellness and safety of employees, service delivery liability, property, cybersecurity, and employment liabilities.	Fire Chief			
20	Develop a formal risk management plan in accordance with NFPA 1250 Fire and Emergency Service Organization Risk Management.	Fire Chief	07/01/23	09/30/23	
21	Determine priorities for risks identified in this process.	Fire Chief	10/01/23	12/31/23	

	Goals/Objectives	Assignment	Start	End	Column5
22	Develop an implementation plan.	Fire Chief	01/01/24	03/31/24	
23	[-] Ensure an adequate inventory of supplies, equipment and apparatus is consistently in place to adequately and safely perform emergent and nonemergent services.	Grant Cesarek			
24	Institute a comprehensive plan for a real-time inventory and asset accountability program.	Mike Price	07/01/23	09/30/23	
25	Explore partnership opportunities with other fire/EMS agencies that may reduce the effect of current and possible supply chain issues.	Grant Cesarek	03/01/23	12/31/24	Ongoing
26	Expand the current list of inventory suppliers to reduce costs through competition and reduce the effects of supply chain issues.	Grant Cesarek	03/01/23	12/31/24	Ongoing
27	Develop a schedule to forecast vehicle replacements that combines district need, vehicle/chassis availability, lead time for delivery and appropriate timelines for placing such orders.	Mike Price	10/01/23	12/31/23	
28	[-] Evaluate and enhance the current health, wellness and safety program utilizing industry best practices.	Chris Grissom			
29	Conduct an assessment of the HWS program using NFPA 1500 as a guiding document.	Chris Grissom	07/01/23	09/30/23	
30	Develop a comprehensive plan to reduce carcinogen exposures in apparatus, facilities, and from PPE.	Jeremy North	03/01/23	12/31/24	Ongoing
31	Institute an annual mental health examination similar to the annual physical examination that provides feedback to employees on ways to maintain and improve their mental health.	Chris Grissom	10/01/23	12/31/23	