

Strategic Plan



Table of Contents

Message from the Fire Chief
Organizational Overview
Scottsdale Values
Organizational Values
Strategic Goals
Strategic Goal 1:
Strategic Goal 2:
Strategic Goal 3:8
Strategic Goal 4:
Strategic Goal 5:



A Message from Fire Chief Tom Shannon

Please accept this Strategic Plan as a course indicator of Scottsdale Fire Department for the next 3 years. Since its foundational day of July 1, 2005, your Scottsdale Fire Department has responded to well over 300,000 calls for service. Its seems only fit-



ting that the first call run by the municipally-based Scottsdale Fire Department would be to serve the community of Tempe, highlighting what is representative of our response system known as Automatic Aid. This system assures that the closest appropriate resource response to emergencies regardless of jurisdiction. Scottsdale receives twice as much assistance as we provide to the system resulting in over 1.75 more fire trucks in Scottsdale on a daily basis.

As we reflect, so much has been accomplished by a diverse and talented fire department staff. Our employees have answered the challenge to find new and innovative ways to deliver the quality services and programs the citizens have come to expect from

the City of Scottsdale. This Strategic Plan represents a collaborative approach between key stakeholders from within the city and our industry.

We employ a contemporary labor/management process that emphasizes the TEAM approach to program and project management. This process improves communication and collaboration. The changing health care environment has provided new opportunities to contact frequent users of our services before they require help through our Mobile Integrated Healthcare Program (MIHP) and will remain an integral part of our service delivery efforts.

As we look ahead to the coming years, we remain optimistic about the state of the economy, and remain committed to seeking new and innovative ways to improve and enhance our services and programs. We will rely on the guidance of our strategic planning objectives to assure we remain true to our mission.

Please accept this document with special thanks to our employees and elected officials for their continued support and dedication to public safety. It is a great pleasure and privilege to serve our residents and visitors.

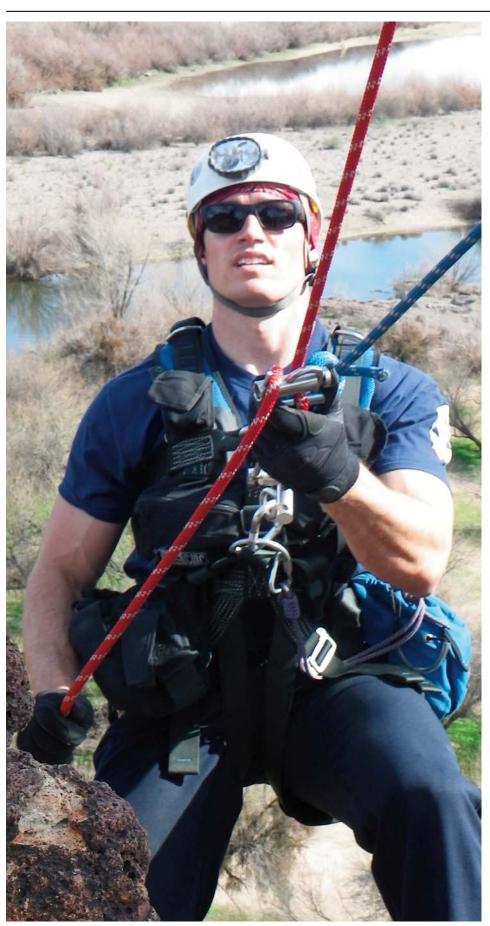
As always, we welcome your feedback as it pertains to the operation of the organization. Please e-mail your comments to fire@ScottsdaleAZ.gov or call 480-312-8000.







We Care for You.



ORGANIZATIONAL OVERVIEW

Scottsdale Fire Department provides fire and emergency medical services within an "all-hazards" approach. Each of the city's 236,839 residents and 8.9 million annual visitors are provided the highest quality prevention, education, response and recovery services possible. Scottsdale Fire employs 278 highly trained professionals whose primary goal is to provide relevant and responsive services to their customers. SFD proudly provides fire, medical and all-hazards response capabilities for Scottsdale and the region as a key member in the Phoenix Regional Dispatch and Deployment system known as Automatic Aid.

MISSION STATEMENT

Our mission statement clearly and simply states: "We Care for You."

This embodies our philosophy of providing emergency services in an all-hazards approach regardless of circumstances.

VISION OF THE FUTURE

Scottsdale Fire Department is dedicated to providing their customers essential fire and life safety services thereby enhancing the public safety experience in Scottsdale.



OUR COMMITMENT

The members of the Scottsdale Fire Department are dedicated to public service. We adhere to the basic tenets of mutual respect, active collaboration and being relevant in our customers' lives. As public safety providers, we view our responsibilities as essential to ensuring a safer community. Our approach is inclusive, with each member of the organization playing their role and position, while contributing at the highest levels of leadership. We view individual accomplishments as organizational success and encourage each member to seek opportunities to serve.

The Scottsdale Fire Department Strategic Plan is a three-year plan that guides the department's efforts and identifies the framework under which subsequent actions and planning activities will be developed. This plan considers current and future economic trending and contrasts those trends against the all-hazards response nature of the fire service.

Management and Labor are committed to a collaborative and cooperative approach to problem solving. We believe the greatest assets impacting public safety are our employees and as such we look for ways to find innovation in everything we do.



Scottsdale Values

PLAN AND INNOVATE FOR THE FUTURE

We continuously explore new possibilities and develop unique solutions to common challenges. We take appropriate risks and strive to be innovative in planning for our changing environment and preparing for the future. We consider how our work will be sustained by future generations.

FOCUS ON QUALITY CUSTOMER SERVICE

We provide quality service and strive to exceed the expectations of our customers.

LISTEN, COMMUNICATE, TAKE ACTION

At all levels of the organization, we listen to what our customers, our citizens, and our fellow employees have to say. We communicate to ensure we understand what is being said. We take appropriate action to address and resolve issues or concerns.

COLLABORATE AS A TEAM

We effectively collaborate in formal or informal teams, within and across departments, and with citizens, to accomplish organizational goals and to identify and resolve problems.

LEARN & GROW CONTINUOUSLY

We encourage the learning and applications of new skills and information for improved performance, business results and career growth.

RESPECT THE INDIVIDUAL

We believe in the integrity of others and in creating an

environment of mutual respect. We value one another, regardless of who we are, what we do, where we work, where we live, where we are from, our ethnicity, age, or gender, because we bring unique perspectives to our jobs and personal lives.

BE ACCOUNTABLE & ACT WITH INTEGRITY

We are accountable for our actions and decisions. We have uncompromising integrity. We are responsible for the stewardship of public funds and organizational resources.

SHOW CARING & COMPASSION FOR OTHERS

We care and show compassion for others (citizens, customers and other employees) in times of need. We believe in helping.



SFD Values

Scottsdale Fire Department is comprised of men and women with a strong desire to serve the community. Our collective values reflect our view that no matter what the reason is for a request for service that we will respond quickly, effectively and with the highest level of integrity for our mission. Scottsdale Fire Department employees simply care for you.

CARING FOR YOU

We desire to serve you regardless of circumstance. As advocates for your safety, we have a highly-trained, professional and well-equipped workforce dedicated to meeting your needs in a timely manner. We value proper staffing with a rapid response and quality training, all of which is needed to provide our core services, while maintaining stewardship of our resources.

RESPONSIVE TO YOU

We seek to understand your needs and expectations. We value community involvement and partnerships. We strive to identify future community vulnerabilities and mitigate those threats before they occur.

EXCEEDING YOUR EXPECTATIONS

Every day, we work to provide the highest level of service. The current emergency services climate requires an all-hazards approach. We value innovative and proactive service delivery that is focused on your needs and delivered in a manner you expect.

COMMUNITY RELEVANCE

We will be visibly present in the community. Our focus is comprehensive delivery of public safety services regardless of circumstances. The Scottsdale Fire Department's knowledgeable and professional work force, proudly assumes the role of emergency care provider in the community.

ORGANIZATIONAL SPIRIT

Your Fire Department is a product of our appreciation for the opportunity to serve. Our members are part of a family that values compassionate service, respectful behavior, strong character, dependability, and integrity. We are accountable to you for our actions and our core values in every interaction with you. Expect nothing less from your Fire Department.

Strategic Goals

A Changing Role – Firefighters to Community Responders Emerging Community Risk Levels

Current Workforce Vitality

Strategic Resourcing Placement and Currency

Future Workforce Sustainability

Strategic Initiative 1:

EMERGING COMMUNITY RISK LEVELS

Scottsdale is changing. Our assessment of community risk suggests that there are new community risk areas emerging that we must prepare for and that the level of community risk in the future exceeds what our risk was in the past. Some of these are simply changes to Scottsdale: Increased use of the McDowell Sonoran Preserve. A populated and active downtown with an especially a vibrant entertainment district. Spectacular and important special events – many that pack people into small areas. More traffic and congestion, which impacts accident rates and also response rates. Increased density in our development and more building heights. Add to this the back-story of national risk trends around domestic terrorism, active shooter incidents and social divide. This suggests the requirement for a new level of preparation, planning and community engagement for the future.

Strategic Objective 1.1:

Formally Inventory Emerging Risks and Current Readiness Profile

Strategy 1.1.1

Utilize definitions commensurate with the Center for Public Safety Excellence (CPSE) and the Scottsdale Fire Department's (SFD) 2015 Standards of Coverage to update the Risk Hazard Assessment Inventory.

Strategy 1.1.2

Utilize the updated Risk Hazard Assessment Inventory and information compiled by the Community Risk Reduction Team to complete a risk analysis for each station's first due.

Strategic Objective 1.2:

Coordinate Scenario Based Risk Response Exercises with City/Regional Resources

Strategy 1.2.

Identify and confirm the City of Scottsdale's vulnerabilities based on the updated SFD Standards of Coverage community risk assessment to develop a Greatest Risk Hazard List to plan scenario-based exercises.

Strategy 1.2.2

Develop an ongoing and cyclical two exercises per year training plan incorporating the Greatest Risk Hazard List with one exercise geared toward an SFD-centric learning opportunity and the other with internal/external stakeholder involvement.



Strategic Objective 1.3:

<u>Create a Higher Level of Community Awareness/Engagement on Future Risks</u>

Strategy 1.3.1

Incorporate the key components of the Fire Adapted Communities approach by adopting the Firewise Communities/USA Recognition Program for at risk neighborhoods in the City of Scottsdale.

Strategy 1.3.2

Partner with key internal/external information technology experts to identify or develop an app that notifies the community of public safety centric information.

Strategic Objective 1.4:

After Action Reviews Following all Major Special Events in Scottsdale

Strategy 1.4.1

Identify and confirm the reimbursable Key Special Events staffed with off-duty SFD resources requiring a formal After Action.

Strategy 1.4.2

Develop an after action process and policy specific to identified Key Special Events.

Strategic Objective 1.5:

Assess Communications Readiness for Risk Incidents

Strategy 1.5.1

Develop and implement a process that annually ensures the stability and reliability of the fire department's radio infrastructure

Strategy 1.5.2

Develop and implement a process that ensures the ability to call-back sworn employees to their work assignments in case of a catastrophic situation.

Strategic Initiative 2:

CURRENT WORKFORCE VITALITY

Scottsdale Fire Department has developed a strong team environment and level of professionalism with its "We Care" approach and focus on delivery critical services to the Scottsdale community. The workforce culture, communications, values and expertise are viewed as critical success factors in the operational processes and contribute to the ability to attract, develop and retain skilled employees. This creates a *reputational asset* that will be recognized at the City, within Arizona, and even nationally. This workforce vitality sets the stage for the ability to adapt to changing requirements, new equipment and technologies, the development of new service delivery models and the level of needed community interaction/engagement.

Strategic Objective 2.1:

Best in Class Training/Professional Development

Strategy 2.1.1

Conduct a comprehensive training needs analysis based on the tenets of the Fire and Emergency Services Higher Education (FESHE) model.

Strategy 2.1.2

Design and implement a rank specific continuing education and career advancement program grounded in current but forward-thinking industry trends.

Strategic Objective 2.2:

Review and Address Any Current Staff Shortages Affecting Workload Process

Strategy 2.2.1

Complete a workload analysis for the six core divisions of Scottsdale Fire Department: Operations – Field & Administration, Emergency Medical Services, Training, Fire and Life Safety, and Professional Standards.

Strategy 2.2.2

Use the workload analysis data to develop recommendations for efficiency in process and or hiring solutions.

Strategic Objective 2.3:

Increased Staff Exposure to Senior Leadership

Strategy 2.3.1

Develop and implement an Executive Mentoring Program.

Strategy 2.3.2

Create and memorialize opportunities for direct one-on-one interactions with Senior Leadership at the fire stations.

Strategic Objective 2.4:

Emphasize and Support Healthy/Fit Workforce

Strategy 2.4.1

Ensure a holistic approach to employee health to include all aspects of wellness and connectivity to all the resources the City of Scottsdale offers.

Strategy 2.4.2

Reinforce the current wellness program of the organization with industry subject matter experts.

Strategic Objective 2.5:

Live the 'We Care' Culture That Has Been Developed

Strategy 2.5.1

Construct a "We Care" opportunity for Scottsdale Fire Department members and their family members.

Strategy 2.5.2

Partner with City of Scottsdale internal stakeholders to develop a multimedia-based forum to communicate and market the Scottsdale Fire Department "We Care for You" mission.



Strategic Initiative 3:

FUTURE WORKFORCE SUSTAINABILITY

While still a relatively new organization, there will be a significant loss of skills and expertise as retirement windows close in and affect a core level of the workforce team. While this is an inevitable future event, it does not mean that we cannot prepare for it well ahead of time. Through workforce capacity modeling, we can determine the needed timing for new professionals to enter the department. But this is not just a "numbers game." There must be a clear and supported strategy for the attraction of the needed resources, the mentoring/coaching to transfer knowledge, skills and culture, and accelerated leadership development of younger professionals now to prepare them for new roles in the future.

Strategic Objective 3.1:

<u>Develop a 'Strategic Workforce Resource Model' for 2017 through 2025</u>

Strategy 3.1.1

Conduct a promotional eligibility and opportunity interest analysis of current employees.

Strategy 3.1.2

Research, create and implement a Workforce Mentoring Team.



Strategic Objective 3.2:

Review and Enhance Our Recruiting Process/Model for Hiring

Strategy 3.2.1

Expand the scope of the conceptualized Cadet program.

Strategy 3.2.2

Formulate an expanded marketing, recruiting and testing strategy to attract new employees.

Strategic Objective 3.3:

Accelerate Emerging Leadership Program for Your Professionals

Strategy 3.3.1

Standardize career advancement tracks for the various employee opportunities available within Scottsdale Fire Department.

Strategy 3.3.2

Garner organizational support for regular employee attendance to industry-sponsored development programs.

Strategic Objective 3.4:

Leverage Community Partnerships and Volunteers

Strategy 3.4.1

Identify and establish promotional mentoring opportunities with partnering municipal fire departments and local businesses.

Strategy 3.4.2

Assess the current use of SFD volunteers and identify areas for increased utilization.

Strategic Objective 3.5:

<u>Develop an Early Hiring Process to Manage Experienced Workforce Retirement</u>

Strategy 3.5.1

Analyze hiring and attrition data to identify the pros and cons for implementing an early hiring process.

Strategy 3.5.2

Create an Early Hiring Task Force with internal and external stakeholders to provide recommendations based on workforce attrition scenario.



Strategic Initiative 4:

A CHANGING ROLE FIREFIGHTERS TO COMMUNITY RESPONDERS

The risk of fire for homes, businesses and open spaces is always in play, and a fundamental role of our department is that we are the best-trained and best-equipped force to respond to fire incidents and protect our people and our property. The needs of the community are changing and we have an opportunity to change with it. Already we have become a valued component of the healthcare delivery system with our paramedics and ability to respond to emergency 911 medical situations. But the need for community healthcare goes well beyond emergency incidents. Our pilot work in the MIHP program suggests that we can be a vital link in a wide variety of community healthcare issues and should look to further our strategic role in creating and maintaining a safe and healthy Scottsdale community.

Strategic Objective 4.1:

Conduct a National Best Practices Review of FD Community Responder Roles

Strategy 4.1.1

Design a Firefighter as Community Responder survey and distribute to fire departments throughout the nation.

Strategy 4.1.2

Identify the best practices gleaned from the Firefighter as Community Responder survey to create an organizational definition and service opportunities.

Strategic Objective 4.2:

Create a Community Responders Task Force with Community Leaders

Strategy 4.2.1

Identify a Top Ten list of potential community leaders to request participation in a Community Responder Task Force.

Strategy 4.2.2

Review the findings, definition and opportunities identified in the Firefighter as Community Responder survey to set the mission and scope of the Community Responders Task Force.

Strategic Objective 4.3:

Evaluate Expansion of Services Provided by SFD

Strategy 4.3.1

Complete a comprehensive assessment of all the services, clearly defined, and provided by SFD to both our internal and external customers.

Strategy 4.3.2

Create a Top Ten list of gaps in current service provision with recommendations articulating opportunities for value added enhancement and or expansion.

Strategic Objective 4.4:

Create Innovative Partnerships with Private Sector

Strategy 4.4.1

Leverage both common and uncommon external relationships to create partnership opportunities to enhance service provision.

Strategy 4.4.2

Identify new opportunities for relationships with internal parties or departments at the City of Scottsdale.

Strategic Objective 4.5:

Develop a Clear Future Vision of SFD Role as a Community Responder

Strategy 4.5.1

Create a guiding document articulating the findings of the Community Responder Task Force

Strategy 4.5.2

Create and implement a communication/marketing plan to educate internal and external customers on the fire department's expanding role as a community responder.



Strategic Initiative 5:

STRATEGIC RESOURCING PLACEMENT AND CURRENCY

A municipal fire department is a blend of outstanding professionals combined with resources/equipment that leverage their skills in a wide range of situations. Part of our strategic plan will be the continued modeling and optimization of core resources (locations and number of fire stations, personnel and organizational command structure) with the most current/proven equipment available. We must ensure that our teams have the right equipment, training and processes to respond to the level of current need, but also the level of emerging community risk areas that we see. We will always be good financial stewards, and we will strive to be a balanced voice in the City in term of overall priorities, but we must ensure our teams have what they need to do what they are uniquely called upon to do *every day* in our community.

Strategic Objective 5.1: Evaluate Need/Time for 3rd Battalion

Strategy 5.1.1

Complete a comprehensive needs analysis on the workload, span of control, and geography of the Scottsdale Fire Department 56-hour Battalion Chief.

Strategy 5.1.2

Collaborate with the Budget Office to identify a potential timeline, cost, and hiring strategy for a 3rd Battalion.

Strategic Objective 5.2:

Evaluate Fleet Improvements for Apparatus Readiness

Strategy 5.2.1

Encourage and memorialize the collaborative efforts between the Scottsdale Fire Department and the Fleet Department.

Strategy 5.2.2

Analyze the current fire department Fleet data and review the current replacement plan to ensure response sustainability.

Strategic Objective 5.3:

Strategic Resource Placement Aligned with Emerging Community Risks

Strategy 5.3.1

Champion the ongoing use of the findings and recommendations in the Standards of Coverage document.

Strategy 5.3.2

Utilize the updated Risk Hazard Assessment Inventory to complete a comprehensive review of current operational deployment.

Strategic Objective 5.4:

Standardization of Scottsdale FD Equipment and Resources

Strategy 5.4.1

Review and ensure a level of standardization in the equipment purchased, issued and assigned within Scottsdale Fire Department.

Strategy 5.4.2

Engage a process allowing for the ability to access and test contemporary and forward-thinking fire industry equipment.

Strategic Objective 5.5:

Anticipate Future Call Volume Growth

Strategy 5.5.1

Establish and memorialize a process and trigger mechanisms for the building of new fire stations and addition of response units.

Strategy 5.5.2

Develop a process that more closely connects the Scottsdale Fire Department with future City planning and developments.



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