



# TUCSON FIRE DEPARTMENT

## 2019-2024 *STRATEGIC PLAN*



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## Introduction

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The Tucson Fire Department (TFD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of Tucson, Arizona. TFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual* 9<sup>th</sup> Ed. and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and future plan execution.

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## STRATEGIC PLAN

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### Organizational Background

The City of Tucson was formally incorporated in 1877, making it the oldest incorporated city in the state of Arizona. Today, the city is a thriving metropolitan area with a variety of occupancies, businesses, and industry. The city is home to the University of Arizona, Raytheon Missile Systems, and Davis Monthan Air Force Base among many notable mentions. The city's population of about 537,000 resides within approximately 237 square miles.



The Tucson Fire Department's genesis dates to approximately June 1881, when it was known as the Tucson Fire Association. The department was further chartered by the city and renamed the Tucson Volunteer Fire Company in May 1883. As the city grew, the department advanced into a paid, career department meeting the ever-changing demands of the community. Throughout its history, the department evolved with the industry to provide the best for its citizens and to meet the growing demands

created by change.

The department currently provides its services from 22 stations, located strategically throughout the city to ensure quality response to all hazards and risks encountered by virtue of such diverse area. Staffed with 632 uniformed and 45 civilian professionals, the Tucson Fire Department provides its various services and programs to support a safe community for the residents, businesses, and visitors to the city. The department embraces excellence in all that it does and continues to be dedicated to those it serves.



Technical  
Advisor  
Program



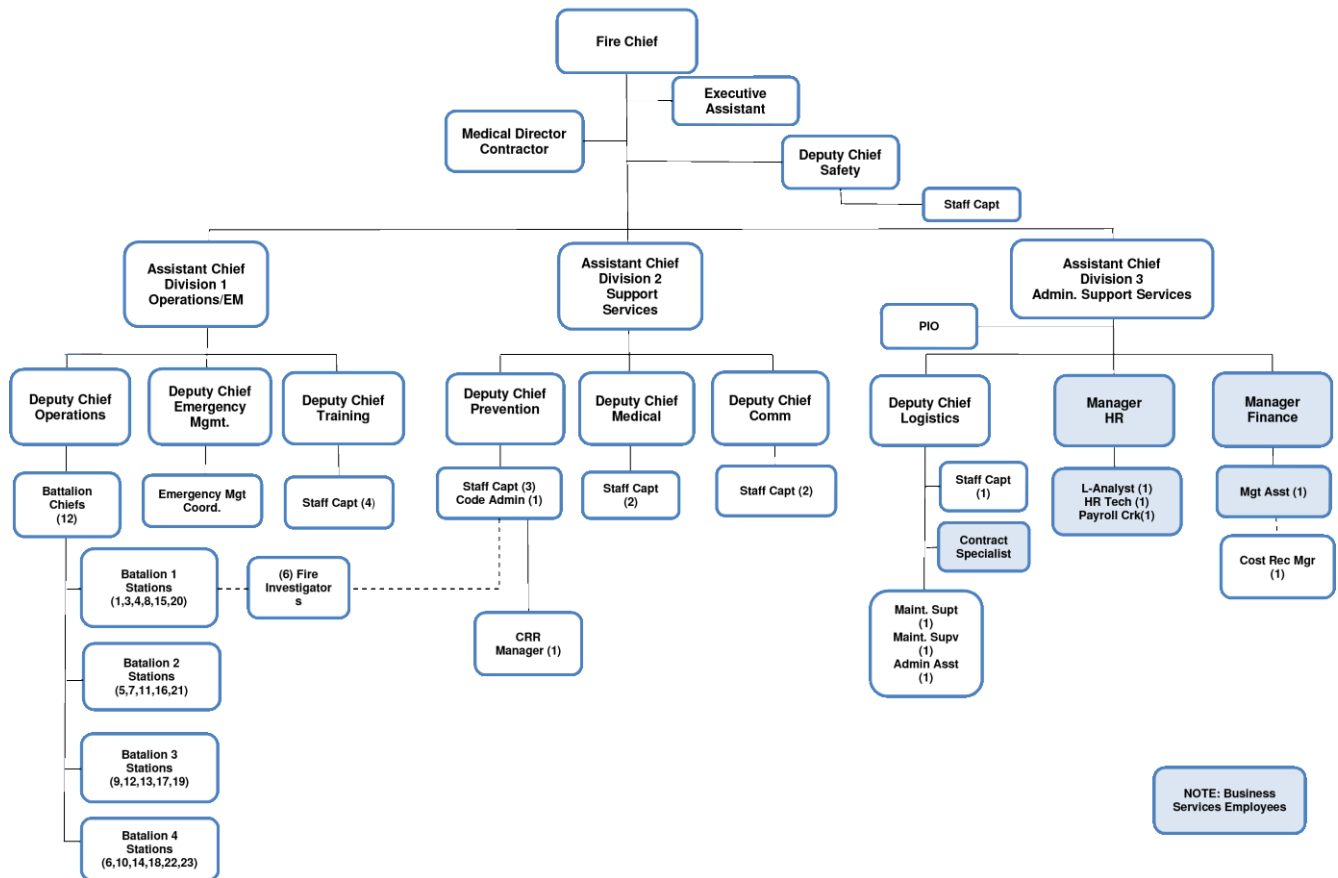


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### Organizational Structure

Tucson Fire Department  
Organizational Chart  
Current







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### Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of the Tucson Fire Department's direction, a community driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. The process of strategic planning can be defined as "a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why."<sup>1</sup>

*Effective* strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no defined end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.



Community Stakeholders Work Session

### The Community-Driven Strategic Planning Process Outline

<sup>1</sup> See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)



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1. Define the programs currently provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



Community Stakeholders Work Session

## Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and





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department stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Interim Fire Chief Joe Gulotta and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan took place in October and November 2018, beginning with meetings hosted by a representative from the CPSE for members of the community (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the Tucson Fire Department's coverage area, and some who were recipients of TFD's service(s).

**Tucson Fire Department Community Stakeholders**

Amanda Abers	Cathie Batbie-Loucks	Cynthia Carsten	Alex Cataudella
Donna Collister	Fred Coy	Karen Critchley	Scott Cummings
W. Mark Day	Joe Ferguson	Brian Flagg	Terry Flores
Michael Gutmon	Nancy Heiser	Christopher Irvin	Mark Irvin
Randy Karrer	Lynn Kastella	Eric Kazmierczak	Jeff Kiewel
Dot Kret	Maya Luria	Daniel Matlick	Ted Maxwell
Mary Belle McCorkle	Jonathan Mosher	Grant Pieper	Larry Pieper
Mitch Pisik	Michael Schwartz	John Voorhees	Debbie Wagner
Herb Wagner	Kelly Watters	Zac Yentzer	



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### Community Group Findings

A key element of the Tucson Fire Department's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



Community Stakeholders Work Session



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### Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Tucson Fire Department needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Fire Suppression	1	202
Emergency Medical Services	1	202
Technical Rescue	3	158
Hazardous Materials Mitigation	4	124
Community Risk Reduction	5	82
Domestic Preparedness Planning and Response	6	81
Fire Investigation	7	61
Public Fire and Life Safety Education	8	42

*See Appendix 1 for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.*



Community Stakeholders Work Session





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### Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization's approach to community-driven strategic planning, focusing on the department's mission, values, core programs and support services. Additionally, focus was given to the organization's perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group that represented a broad cross-section of the department, as named below and pictured on the following page.

Tucson Fire Department Stakeholders			
Arturo Acosta <i>Firefighter</i>	JoAnn Acosta <i>HR Manager</i>	Jeff Backherms <i>Captain</i>	Laura Baker <i>Assistant Chief</i>
Brian Barrett <i>Engineer</i>	Pat Bunker <i>Captain</i>	Hector Carpio <i>Captain</i>	Mike Carsten <i>Deputy Chief</i>
Mario Carrasco <i>Firefighter</i>	Mike Garcia <i>Assistant Chief</i>	Gianna Garry <i>Engineer</i>	Joe Gulotta <i>Interim Fire Chief</i>
Lewis Harris <i>Deputy Chief</i>	Sharon Hollingsworth <i>Firefighter/Paramedic</i>	Mike Kerwin <i>Captain</i>	Marc Lewis <i>Fire Inspector</i>
Troy Long-Atondo <i>Firefighter</i>	Sharon McDonough <i>Interim Assistant Chief</i>	Paul Moore <i>Deputy Chief</i>	Clint Moss <i>Captain</i>
Sam Netherton <i>Firefighter/Paramedic</i>	Jessica Nolte <i>Public Information</i>	Jonathan North <i>Captain</i>	Cyprian Ortiz <i>Engineer</i>
Jennifer Peel-Davis <i>Fire Prevention Systems</i>	David Richter <i>Firefighter/Paramedic</i>	Echo Roberts <i>Firefighter</i>	Raul Rodriguez <i>Firefighter/Paramedic</i>
Steve Ruetz <i>Captain</i>	Andy Skaggs <i>Captain</i>	Anthony Smith <i>Fire Inspector</i>	Brittney Spangle
Lyle Steffens <i>Captain</i>	Brian Stevens <i>Battalion Chief</i>	Amaris Vasquez <i>Public Educator</i>	Robert Vasquez <i>Captain</i>
Vera Wuerfel <i>Deputy Chief</i>			



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**Department Stakeholders**

### **Mission**

The purpose of the mission is to answer the questions:

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

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

**To be excellent public safety professionals,  
compassionately providing our community an all-hazards response with integrity  
and courage through innovative prevention, education, and active intervention.**





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### Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

**Integrity** to do what's right.

**Courage** to act.

**Excellence** in all we do.



**Department Stakeholders Work Session**

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Tucson Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.





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### Programs and Services

The department stakeholders identified the core programs provided to the community, as well as many of the services that enable the organization to deliver those programs. The department's core programs are provided below, while supporting services are provided in [Appendix 2](#).

Core Programs of the Tucson Fire Department			
Fire Suppression	Emergency Medical Services	Technical Rescue	Fire Investigation
Hazardous Materials Mitigation	Domestic Preparedness Planning and Response	Community Risk Reduction	Public Fire and Life Safety Education



Department Stakeholders Work Session

### SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize, as well as those that pose a danger. Department stakeholders participated in this activity to record TFD's strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

*[Appendix 3](#) consists of the SWOT data and analysis collected by the department stakeholders.*

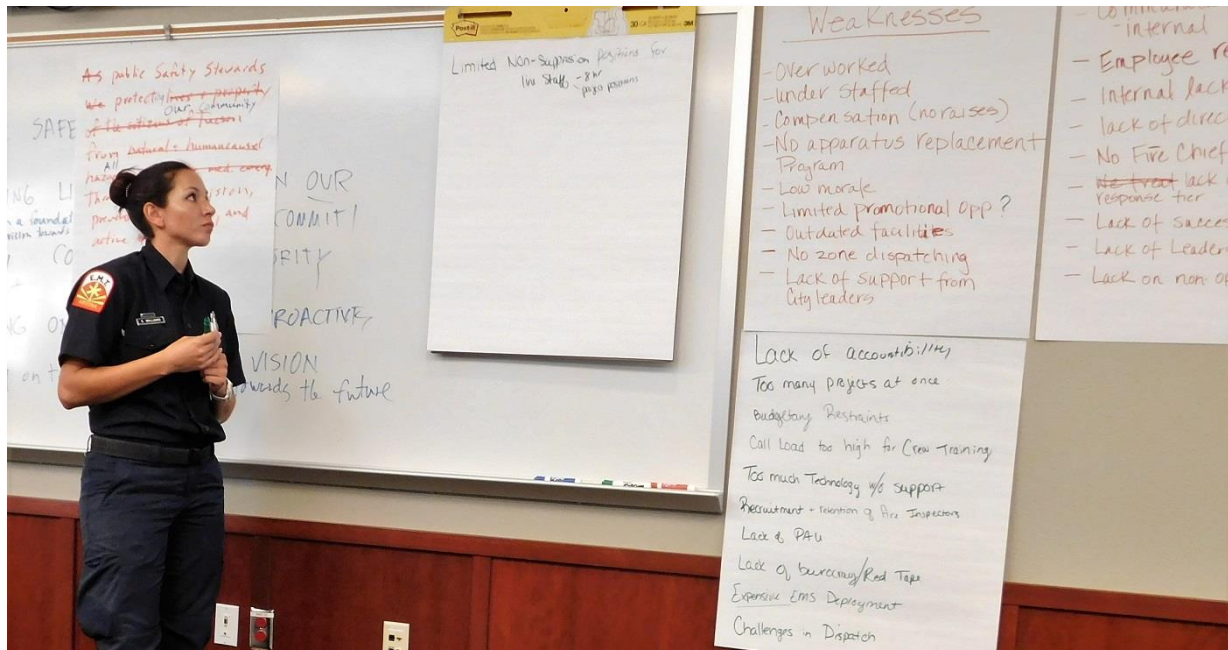


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### Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in [Appendix 4](#)). The critical issues and services gaps identified by the stakeholders provides further guidance toward identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.



Department Stakeholders Work Session

### Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Tucson Fire Department's Strategic Initiatives		
Staffing	Internal Communication	Professional Development
External Relationships	Health, Safety, and Wellness	Technology
Accreditation		



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### Goals and Objectives

To continuously achieve the mission of the Tucson Fire Department, realistic goals and objectives with timelines for completion must be established. These will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the TFD's leadership.

<b>Goal 1</b>	<b>Develop an appropriate staffing model to effectively provide relevant services to our customers.</b>	
<b>Objective 1A</b>	<b>Perform a systematic analysis of all staffing levels, department-wide.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify the team or individual that is going to gather data.</li> <li>Identify what data points are relevant (response times, call load, building inspections, etc.).</li> <li>Identify the source from which to gather the identified data.</li> <li>Identify the parameters for mining the data (who, what, date, units, etc.).</li> <li>Determine the form in which the data will be delivered (spreadsheet, .PDF, pie chart, hard copy, etc.).</li> <li>Deliver the data to the requester for future decision-making.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1B</b>	<b>Identify all relevant industry standards for staffing levels.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify established industry standards for staffing levels.</li> <li>Identify the team or individual who will collect benchmarking data.</li> <li>Identify data points that align with the previous objective.</li> <li>Collect relevant data from like communities.</li> <li>Identify benchmarks from industry standards.</li> <li>Filter out relevant data for better alignment.</li> <li>Delver the data to the requester for future decision-making.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Objective 1C</b>	<b>Compare data from the previous objectives to determine what gaps exist in the staffing levels.</b>	
<b>Timeframe</b>	2 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify a team or individual to compare data.</li> <li>• Provide internal and external data.</li> <li>• Provide parameters for data comparison.</li> <li>• Identify and remove potential biases and blind spots in the data.</li> <li>• Compare data points between internal and external sources.</li> <li>• Identify alignment and/or gaps in staffing levels.</li> <li>• Produce a final report with findings.</li> <li>• Delivery the report to the leadership team for future decisions.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1D</b>	<b>Establish the desired staffing levels for each division to meet service demands.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify a team or individual to determine the staffing needs throughout the entire department.</li> <li>• Review the data report to establish the desired staffing levels.</li> <li>• Create a report including methodology, justification, benefits, and consequences.</li> <li>• Present the report to the leadership team for future decision.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1E</b>	<b>Establish processes for recruitment, hiring, and on-boarding.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify a group of individuals who will develop, implement, and manage the processes.</li> <li>• Identify qualifications and experience needed for each position.</li> <li>• Develop job descriptions based on the determined qualifications and experience.</li> <li>• Post the job descriptions internally and/or externally.</li> <li>• Develop and complete the selection process.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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<b>Objective 1F</b>	<b>Identify all relevant training requirements.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify a team or individual to manage the training programs.</li> <li>Identify all minimum training requirements based on the job descriptions.</li> <li>Identify the training methodology to be used, including professional development.</li> <li>Identify the training staff with appropriate skillsets.</li> <li>Identify the training process to include appropriate delivery method(s).</li> <li>Provide the training to meet the standards of the position.</li> <li>Re-evaluate the training process regularly to ensure relevance.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1G</b>	<b>Deploy individuals into the new positions to fulfill service needs.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify the work location for the employee.</li> <li>Identify the supervisory chain of command.</li> <li>Provide expectations to the employee, including probationary period.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1H</b>	<b>Re-evaluate the plan annually and adjust accordingly.</b>	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify a team or individual who will conduct the re-evaluation.</li> <li>Determine if the process is meeting or has met the overall goal.</li> <li>Identify any possible needs or shortcomings and begin the process again.</li> <li>Make the needed adjustments to align with the goal.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Department Stakeholders Work Session

<b>Goal 2</b>	<b>Improve internal communications to better inform all TFD members and to meet our mission.</b>
<b>Objective 2A</b>	<b>Identify and evaluate the employee engagement in current communication</b>



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platforms, procedures, and policies to determine the level of effective communication.

<b>Timeframe</b>	8 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish a focus group consisting of all levels of the organization.</li> <li>• Develop a list of all current forms of internal communications.</li> <li>• Develop ways to measure user interaction and consistent messaging.</li> <li>• Identify all policies related to each form of communication.</li> <li>• Categorize each form of communication used.</li> <li>• Define the entire study parameters to include staffing and status (off duty).</li> <li>• Categorize the types of information in all platforms.</li> <li>• Categorize the frequency of all types of information.</li> <li>• Develop surveys and delivery methods to ensure delivery to each rank and user group.</li> <li>• Determine the effective versus non-effective forms of communication used.</li> <li>• Eliminate non-effective forms of communication.</li> <li>• Research and re-evaluate effective forms in comparison to new research.</li> <li>• Report all findings to the leadership team for additional consideration and further action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2B</b>	<b>Research, identify, and rank the most progressive and practical communications systems to achieve 100% user interaction and consistent messaging.</b>	
<b>Timeframe</b>	8 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Research the forms and styles of each identified platforms.</li> <li>• Research different uses available.</li> <li>• Re-categorize by the delivery message and create a list.</li> <li>• Assess the viability of each new and old platform.</li> <li>• Break down each platform into cost, implementation, and support components.</li> <li>• Interview all outside users of new platforms to gather further information.</li> <li>• Create and implement an assessment tool for all platforms being considered.</li> <li>• Report all findings to the leadership team for additional consideration and further action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Objective 2C</b>			<b>Based on the testing results and use feedback, select the most effective system(s) to be implemented.</b>		
<b>Timeframe</b>	6 months		<b>Assigned to:</b>		
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a testing process.</li> <li>• Select the test subjects.</li> <li>• Train the subjects.</li> <li>• Conduct outreach within the department to provide better clarity as to why the process is happening.</li> <li>• Initiate the testing process.</li> <li>• Conduct a survey using measurability through a detailed questionnaire to gather feedback.</li> <li>• Based on the feedback, narrow down the selection of the top new systems and compare to the effective old systems.</li> <li>• Rank the top systems.</li> <li>• Conduct additionally detailed testing of the top five systems on each platform.</li> <li>• Conduct testing to determine which system is the most user-friendly.</li> <li>• Report all findings to the leadership team for additional consideration and further action.</li> </ul>				
<b>Funding Estimate</b>	Capital Costs:		Consumable Costs:		
	Personnel Costs:		Contract Services Costs:		
<b>Objective 2D</b>			<b>Develop policies, procedures, and best practices regarding the use of the selected communications system(s).</b>		
<b>Timeframe</b>	4 months		<b>Assigned to:</b>		
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• List each system to be used.</li> <li>• List the types of communication for which they will be used.</li> <li>• Create individual policies and procedures for each system.</li> <li>• Define accountability for the systems.</li> <li>• Identify the super users.</li> <li>• Report all findings to the leadership team for additional consideration and further action.</li> </ul>				
<b>Funding Estimate</b>	Capital Costs:		Consumable Costs:		
	Personnel Costs:		Contract Services Costs:		



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<b>Objective 2E</b>	<b>Conduct training for all users and implement the selected platform, procedures, and policies.</b>	
<b>Timeframe</b>	4 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify a training platform.</li> <li>• Develop the training schedule.</li> <li>• Identify the delivery methods.</li> <li>• Identify a way to measure the effectiveness of training.</li> <li>• Create supplemental support information and a user guide.</li> <li>• Conduct the training.</li> <li>• Use a tool to measure the effectiveness of the training.</li> <li>• Set the date for implementation.</li> <li>• Conduct the implementation.</li> <li>• Monitor the implementation and conduct any adjustments.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2F</b>	<b>Conduct quality assurance on the new product use to re-evaluate user interaction and consistent messaging.</b>	
<b>Timeframe</b>	6 months, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Build a quality assurance group consisting of new and old members.</li> <li>• Develop measurement procedures.</li> <li>• Re-identify measurable survey parameters.</li> <li>• Conduct the survey.</li> <li>• Compile the results from the survey.</li> <li>• Based on the results, identify action areas.</li> <li>• Categorize the action areas.</li> <li>• Make corrective measures in all areas as needed.</li> <li>• Provide feedback to the end-users of changes occurring.</li> <li>• Conduct any additional training as needed.</li> <li>• Set the date for the next quality assurance cycle.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Goal 3</b>	<b>Provide comprehensive professional development programs across all positions to ensure excellent service through highly-trained and qualified personnel.</b>	
<b>Objective 3A</b>	<b>Conduct an analysis of TFD's current professional development plan with input from all ranks in a committee format.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify and establish a position specific committee with a chairperson, inclusive of training staff and labor.</li> <li>• Schedule a set number of committee meetings over a specific timeline.</li> <li>• Conduct research inclusive of history, surveys, and current curricula to assure common understanding.</li> <li>• Collate the findings into a collaborative report.</li> <li>• Report all findings to the leadership team for additional consideration and further</li> </ul>	



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	action.	
<b>Funding</b>	Capital Costs:	Consumable Costs:
<b>Estimate</b>	Personnel Costs:	Contract Services Costs:
<b>Objective 3B</b>	<b>Simultaneously analyze all relevant national standards along with input from regional leaders.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Gather a sampling of 10 comparable departments to understand the pros and cons, and what they are doing right and wrong.</li><li>• Define which standards to apply including and not limited to:<ul style="list-style-type: none"><li>○ NFPA</li><li>○ IFSAC</li><li>○ Pro-Board</li><li>○ ICC</li><li>○ Medicare</li><li>○ Mentorship</li><li>○ NREMT</li><li>○ AZ DHS</li></ul></li><li>• Meet with regional leaders to gather input on industry best practices.</li><li>• Collate the findings into a collaborative report.</li><li>• Report all findings to the leadership team for additional consideration and further action.</li></ul>	
<b>Funding</b>	Capital Costs:	Consumable Costs:
<b>Estimate</b>	Personnel Costs:	Contract Services Costs:





# TUCSON FIRE DEPARTMENT

## 2019-2024 STRATEGIC PLAN

<b>Objective 3C</b>	<b>Perform a gap analysis to identify deficiencies and opportunities.</b>	
<b>Timeframe</b>	2 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Collect all information from the committees and subject matter experts.</li> <li>• Perform a side-by-side comparison of what the department has and what it wants or should have.</li> <li>• Prioritize the gaps for overall impact.</li> <li>• Establish a continuous gap analysis review process.</li> <li>• Prepare and publish a gap report problem statement to determine funding and plan needs.</li> <li>• Identify any opportunities realized during this process.</li> <li>• Report all findings to the leadership team for additional consideration and further action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3D</b>	<b>Establish departmental professional development training for all positions.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Define the minimum department requirements versus growth opportunities.</li> <li>• Write a policy as it relates to each position.</li> <li>• Develop the training curricula.</li> <li>• Present the final draft to leadership for approval, inclusive of needed resources (instructors, materials, props, etc.).</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3E</b>	<b>Implement departmental professional development training for all positions.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish timelines to complete the training.</li> <li>• Inform the department of the revised and enhanced training.</li> <li>• Begin position-specific training and tracking of all hours.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3F</b>	<b>Evaluate and validate the department recognized professional development training for all positions.</b>	
<b>Timeframe</b>	1 year, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop performance measures.</li> <li>• Identify the tools/mechanisms the department will use to evaluate.</li> <li>• Use the identified evaluation tools to capture data.</li> <li>• Establish needed evaluation timelines to develop an effective matrix.</li> <li>• Perform ongoing evaluation to ensure competency and currency.</li> <li>• Make adjustments based on evaluation of the gathered data.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# TUCSON FIRE DEPARTMENT

## 2019-2024 STRATEGIC PLAN

<b>Goal 4</b>	<b>Enhance relationships and communication with agencies and resources in our community to better coordinate our partnerships.</b>	
<b>Objective 4A</b>	<b>Identify the current TFD programs and partners.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a list of TFD core services.</li> <li>• Assign a point of contact from current subject matter experts for each core service.</li> <li>• Each point of contact will make a list of programs they provide.</li> <li>• Each point of contact will make a list of partners they work with and resources needed to provide said programs.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4B</b>	<b>Identify the needs of our community stakeholders based upon the findings.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a questionnaire for stakeholders to identify their needs.</li> <li>• Set up a meeting with the identified stakeholders.</li> <li>• Deliver the questionnaire to the stakeholders at the designated meeting.</li> <li>• Conduct a question and answer session to provide feedback and information.</li> <li>• Compile all data.</li> <li>• Create a list of needs based on the community feedback.</li> <li>• Report all findings to the leadership team for additional consideration and further action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4C</b>	<b>Analyze and evaluate the processes that are currently in place and their efficacy.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Categorize all stakeholder data.</li> <li>• Compare who the data aligns with current TFD programs.</li> <li>• Evaluate the efficiency of the current programs.</li> <li>• Evaluate the ability to provide resources.</li> <li>• Identify any gaps in services.</li> <li>• Create reports of gaps identified.</li> <li>• Report all findings to the leadership team for additional consideration and further action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# TUCSON FIRE DEPARTMENT

## 2019-2024 STRATEGIC PLAN

<b>Objective 4D</b>	<b>Develop strategies to bridge gaps and modify current processes in order to meet community needs.</b>	
<b>Timeframe</b>	2 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Conduct a brainstorming session with points of contact to develop solutions to bridge the identified gaps from the report.</li> <li>• Collect ideas from the brainstorming.</li> <li>• List all pros and cons of the ideas.</li> <li>• Identify any final strategies.</li> <li>• Prioritize the final strategies for implementation.</li> <li>• Report all findings to the leadership team for additional consideration and further action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4E</b>	<b>Deliver the plan to each individual core service for implementation and dissemination.</b>	
<b>Timeframe</b>	2 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Communicate the plan to all TFD core service points of contact.</li> <li>• Restructure the current communication processes to align with the findings from the plan.</li> <li>• Advise outside stakeholders of solutions.</li> <li>• Advise internal stakeholders of the changes to procedures.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4F</b>	<b>Analyze and evaluate the effectiveness of new programs and make needed modifications.</b>	
<b>Timeframe</b>	6 months, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a survey for both internal and external stakeholders to determine the effectiveness of program changes.</li> <li>• Deliver surveys to the TFD core service points of contact.</li> <li>• Deliver the survey by the TFD core service points of contact to external stakeholders.</li> <li>• Provide a survey to TFD internal stakeholders.</li> <li>• Compile the data from all surveys.</li> <li>• Analyze the data.</li> <li>• Determine areas that are ineffective.</li> <li>• Make any authorized and necessary changes.</li> <li>• Establish a plan for re-evaluation of effectiveness.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# TUCSON FIRE DEPARTMENT

## 2019-2024 STRATEGIC PLAN

<b>Goal 5</b>	Develop an appropriate health, safety, and wellness program that needs or exceeds established industry standards for employee well-being.	
<b>Objective 5A</b>	Perform a comprehensive analysis of the department's current health, safety, and wellness programs to get a baseline.	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify who is involved in the current health, safety, and wellness programs.</li> <li>• Identify the components to the health, safety, and wellness programs and they are doing.</li> <li>• Identify data points used to determine program effectiveness.</li> <li>• Create a report that outlines the components of the current programs as well as overall program effectiveness.</li> <li>• Deliver the report to the program managers.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5B</b>	Perform an analysis of the department's current personnel as it pertains to health, safety, and wellness.	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify a team or individual to perform an analysis.</li> <li>• Identify the data points to determine employees' health, safety and wellness to include subjective data.</li> <li>• Create a report that outlines the employees' current states of health, safety, and wellness.</li> <li>• Deliver the report to the requester for future decisions.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5C</b>	Identify established industry standards as they pertain to health, safety, and wellness for all employees.	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify a team or individual to collect benchmarks.</li> <li>• Collect data from industries, departments and other stakeholders that have information relevant to health, safety, and wellness.</li> <li>• Filter out relevant data to align with objective 5A.</li> <li>• Deliver the date to the requester for future decisions.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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<b>Objective 5D</b>	<b>Compare internal and external data to determine if there are any gaps or shortcomings in the health, safety, and wellness program.</b>	
<b>Timeframe</b>	2 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify a team or individual to compare data.</li> <li>• Provide internal and external data.</li> <li>• Provide parameters for data comparison.</li> <li>• Identify and remove potential biases and blind spots in the data.</li> <li>• Compare the data points between internal and external sources.</li> <li>• Identify alignment and/or gaps in the data.</li> <li>• Produce a final report with findings and deliver it to the requestor for future decisions.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5E</b>	<b>Develop and implement a program, which meets/exceeds the needs/demands of as identified in the analysis.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify a team or individual to develop and manage the health, safety, and wellness programs.</li> <li>• Analyze the data previously collected.</li> <li>• Create a report that identifies needs and demands pertaining to health, safety, and wellness.</li> <li>• Develop a program that addresses the needs and demands.</li> <li>• Develop an implementation plan, which includes training and timelines.</li> <li>• Implement the plan and monitor the implementation.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5F</b>	<b>Evaluate individual components of the program to determine if the goals are being met and redirect as needed.</b>	
<b>Timeframe</b>	1 year, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify a team or individual who will conduct the re-evaluation process.</li> <li>• Determine if the process is meeting or exceeding the program expectation.</li> <li>• Determine any possible needs for improvement of the program.</li> <li>• Make any needed adjustments to re-align with the goals.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# TUCSON FIRE DEPARTMENT

## 2019-2024 STRATEGIC PLAN

<b>Goal 6</b>	<b>Utilize streamlined technological solutions through integrated systems that progressively meet the mission of TFD.</b>	
<b>Objective 6A</b>	<b>Identify and evaluate the current technological systems/interfaced used by the department.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish a focus group.</li> <li>• Identify the purpose and goals of the data collection.</li> <li>• Categorize groups of data by type.</li> <li>• Identify the quality of data to include completeness, accuracy, and relevancy.</li> <li>• Identify deficiencies.</li> <li>• Create a report of the findings.</li> <li>• Identify how the department will use the data.</li> <li>• Disseminate the findings to a research team.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6B</b>	<b>Research, identify, and rank the most progressive and practical systems to streamline productivity and manage data.</b>	
<b>Timeframe</b>	8 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Collect information on the collected data.</li> <li>• Ensure the data and information are relevant.</li> <li>• Determine the data and information desired.</li> <li>• Identify the hardware and software required.</li> <li>• Solicit information from outside users.</li> <li>• Report all findings to the leadership team for additional consideration and further action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6C</b>	<b>Select the most practical, streamlined systems for productivity and data management.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Ensure the ease of use.</li> <li>• Ensure interoperability.</li> <li>• Develop a grading system based on cost, efficiency, data management, and interoperability.</li> <li>• Pick the most desirable system.</li> <li>• Make recommendations to the leadership team for future decision-making.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# TUCSON FIRE DEPARTMENT

## 2019-2024 *STRATEGIC PLAN*

<b>Objective 6D</b>	<b>Establish and implement a comprehensive plan for integration of the system.</b>	
<b>Timeframe</b>	8 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop any relevant training for IT groups.</li> <li>• Develop specific IT groups per system.</li> <li>• Provide any additional required training.</li> <li>• Develop policy and procedures for each system.</li> <li>• Establish a training schedule for the department.</li> <li>• Identify the delivery method of personnel training.</li> <li>• Implement the plan and monitor the implementation for any challenges.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6E</b>	<b>Establish an internal IT support system.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a question and answer process.</li> <li>• Evaluate the need for dedicated staff.</li> <li>• Identify how the department would use the support.</li> <li>• Establish a budget.</li> <li>• Complete the personnel and equipment acquisition as approved.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



**Department Stakeholders Work Session**



# TUCSON FIRE DEPARTMENT

## 2019-2024 STRATEGIC PLAN

<b>Goal 7</b>	<b>Achieve and maintain international accreditation to better serve our community and to embrace excellence.</b>	
<b>Objective 7A</b>	<b>Form team or committee structures with management components as needed to pursue and maintain accreditation.</b>	
<b>Timeframe</b>	30 days	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify the needed team or committee structure(s) for the various components of the accreditation process.</li> <li>Create the management oversight positions to lead the teams or committees, as well as the process overall.</li> <li>Establish team or committee member criteria.</li> <li>Determine the composition of the teams or committees.</li> <li>Solicit participation to meet the composition of the teams or committees.</li> <li>Develop and complete the selection process.</li> <li>Provide for the needed educational components provided through the Commission on Fire Accreditation International to ensure the relevant members have the needed training.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7B</b>	<b>Prepare a community-driven strategic plan.</b>	
<b>Timeframe</b>	3 months and on-going	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns and strengths perceived about AFD.</li> <li>Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision and values; determine internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps, determine goals and objectives to achieve over five years.</li> <li>Determine a work plan for the accomplishment of each goal and implement the plan.</li> <li>Annually evaluate objectives accomplished with the plan.</li> <li>Report annual plan progress to internal and external stakeholders.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7C</b>	<b>Conduct a community hazards and risk assessment and publish a Community Risk Assessment - Standards of Cover document.</b>	
<b>Timeframe</b>	6 – 12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Obtain instruction on hazard and risk assessment, and standards of cover preparation.</li> <li>Perform community hazards and risk assessment.</li> <li>Evaluate historical community emergency response performance and coverage.</li> <li>Establish benchmark and baseline emergency response performance objectives.</li> <li>Establish and publish the Community Risk Assessment - Standards of Cover.</li> <li>Maintain, and annually update the Standards of Cover document.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7D</b>	<b>Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Obtain instruction on writing a CFAI self-assessment manual.</li> <li>Assign self-assessment manual category and criterion writing to the department</li> </ul>	



# TUCSON FIRE DEPARTMENT

## 2019-2024 STRATEGIC PLAN

	accreditation committee/team members as appropriate.	
	• Review self-assessment and ensure all reference items are in order.	
<b>Funding Estimate</b>	Capital Costs:	Consumable Costs:
	Personnel Costs:	Contract Services Costs:
<b>Objective 7E</b>	<b>Achieve agency accreditation by the CFAI.</b>	
<b>Timeframe</b>	4 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Apply for “Candidate Agency” status with the CFAI.</li><li>• Prepare for CFAI Peer Assessor Team visit.</li><li>• Upload Strategic Plan, Standards of Cover, and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team.</li><li>• Host CFAI Peer Team site visit for accreditation review.</li><li>• Receive CFAI Peer Team recommendation to CFAI for Accredited status.</li><li>• Receive vote during the CFAI hearings in favor of Accredited status.</li></ul>	
<b>Funding Estimate</b>	Capital Costs:	Consumable Costs:
	Personnel Costs:	Contract Services Costs:
<b>Objective 7F</b>	<b>Maintain accreditation with the CFAI.</b>	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Submit required Annual Compliance Reports.</li><li>• Attend CFAI “Dayroom Discussion” web-meetings for continued education.</li><li>• Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices.</li><li>• Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies.</li><li>• Submit Annual Compliance Reports as required by CFAI policies.</li><li>• Establish succession development of internal accreditation team in preparation for next accreditation cycle.</li></ul>	
<b>Funding Estimate</b>	Capital Costs:	Consumable Costs:
	Personnel Costs:	Contract Services Costs:





# TUCSON FIRE DEPARTMENT

## 2019-2024 *STRATEGIC PLAN*

### Vision

On the final day of the process, the CPSE presented a vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision, but rather, to confirm the futurity of the work that was designed by the department stakeholders. This vision is intended as a target of excellence to strive toward, and provides a basis for its goals and objectives.

#### **Tucson Fire Department's 2024 Vision**

is to be widely known as an enthusiastic mission-focused group of public safety professionals that performs with integrity, courage and excellence.

To ensure effective, efficient services to those that we serve. Through greater external relationships, we will create greater synergy toward the common good in the city. Our emphasis on the use of critical technology will help us become more resourceful in all that we do. The efficacy of all of this will be realized and brought together further by our bolstered internal communications pursuits.

For us to embrace courage, we will invest in our greatest assets, our members, with a significant concentration on their health, safety, and wellness. Additionally, our improved professional development will nurture our own to meet their greatest potential. Together, these will guarantee longevity and growth, which will provide a return to all who hold an investment in our organization.

Dedicated to the people of Tucson, we will always pursue excellence by honoring our history and living this image of the future. We will unite in our passion for who we are and what we do, as we hold each other accountable for fulfilling our mission, living our values, accomplishing our goals, and making this vision a reality.



# TUCSON FIRE DEPARTMENT

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### Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."<sup>2</sup> Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government  
David Osborn and Ted Gaebler

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<sup>2</sup> Collins Good to Great and the Social Sectors. Boulder, 2009



# TUCSON FIRE DEPARTMENT

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A “family of measures” typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the “why” of providing a service.

### The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

**“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”**

Good to Great and the Social Sectors  
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.<sup>3</sup>

### Glossary of Terms, Acronyms, and Initialisms

**ACA** Affordable Care Act

**Accreditation** A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs

<sup>3</sup> Matthews (2005). *Strategic Planning and Management for Library Managers*





# TUCSON FIRE DEPARTMENT

## 2019-2024 *STRATEGIC PLAN*

	of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
<b>ALS</b>	Advanced Life Support
<b>ACLS</b>	Advanced Cardiac Life Support
<b>AMR</b>	American Medical Response
<b>AZ DHS</b>	Arizona Department of Health Services
<b>BLS</b>	Basic Life Support
<b>CERT</b>	Community Emergency Response Team
<b>CFAI</b>	Commission on Fire Accreditation International
<b>CPR</b>	Cardio Pulmonary Resuscitation
<b>CPSE</b>	Center for Public Safety Excellence
<b>Customer(s)</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
<b>ED</b>	Emergency Department
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>EMS</b>	Emergency Medical Services
<b>Environment</b>	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
<b>ePCR</b>	Electronic Patient Care Report
<b>HazMat</b>	Hazardous Materials Mitigation
<b>HIPAA</b>	Health Insurance Portability and Accountability Act
<b>HR</b>	Human Resources
<b>IAFF</b>	International Association of Fire Fighters
<b>ICC</b>	International Code Council
<b>IFSAC</b>	International Fire Service Accreditation Congress
<b>ISO</b>	Insurance Services Office
<b>IT</b>	Information Technology
<b>Input</b>	A performance indication where the value of resources is used to produce an output.
<b>MDT</b>	Mobile Data Terminal
<b>Mission</b>	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.



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<b>NFPA</b>	National Fire Protection Association
<b>NIMS</b>	National Incident Management System
<b>NIST</b>	National Institute of Standards and Technology
<b>NREMT</b>	National Registry of Emergency Medical Technicians
<b>OT</b>	Overtime
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
<b>Output</b>	A performance indication where a quality or number of units produced is identified.
<b>PA</b>	Physician's Assistant
<b>PFT</b>	Personal Fitness Trainer
<b>PM</b>	Paramedic
<b>Q/A</b>	Quality Assurance
<b>RN</b>	Registered Nurse
<b>SDOH</b>	Social Determinants of Health
<b>Stakeholder</b>	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategic Plan</b>	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
<b>Strategic Planning</b>	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
<b>Strategy</b>	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats.
<b>TC3</b>	Tucson Collaborative Community Care
<b>TFD</b>	Tucson Fire Department
<b>TPD</b>	Tucson Police Department
<b>TRT</b>	Technical Rescue Team



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### Vision

An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

### WMD

Weapons of Mass Destruction







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### Appendix 1

#### Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the Tucson Fire Department. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

#### Community Expectations of the Tucson Fire Department (in priority order)

1. Rapid emergency response. To respond quickly to the fires. Rapid response. Prompt response times. (87)
2. To respond appropriately - a school or hotel / apartments will require more engines, etc. Resources to support readiness. Staffing to respond quickly and efficiently. (65)
3. Continuous training of personnel. Readiness to act. Well trained staff. (58)
4. Loss prevention and public education. Provide educational/helpful services to the entire community. Educate the public regarding all fire prevention areas. (40)
5. To serve all the community with empathy regardless of background or socio-economic standing. Ability to respond to human emergencies with a whole-person perspective/awareness. Respect for patients and other community team members. (24)
6. Effective community outreach. Strong community involvement/knowledge. Community outreach programs. Community involvement. (24)
7. That anyone with emergent medical needs be quickly attended to and transported as necessary. Delivery to the patient the right services at the right time with the right level of care providers (i.e. BLS vs. ALS). (13)
8. Keep up with technology improvements. Keep up to date on the latest technologies and methods. Keep up with the latest technology to be more efficient and effective. (13)



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9. Ongoing coordination with other emergency organizations. Working collaboratively with other public safety agencies as a team. (13)
10. To save lives threatened by the fire. Keep us safe. (12)
11. State-of-the-art equipment and associated training. Well equipped, functioning equipment. (12)
12. Save property. Risk Reduction. (8)
13. Maintain a professional attitude. Represent the best of Tucson. (7)
14. Personnel safety. Staff fulfills service requirements safety (crews). (6)
15. Cost control. Stewards of their funding, sustainable. Utilize taxpayer resources effectively. (6)
16. Life safety - non-jurisdictional in terms deciding who and when deserves care. (5)
17. That my home is standing when I return to it. (5)
18. Standardize emergency management processes. NIMS and best regional practices. (5)
19. The 911 system works effectively, without delays. (4)
20. Proactive and effective programs at the regional level. (4)
21. Good treatment of the union. (4)
22. Response to WMD/terrorism. (3)
23. Culture/firewomen don't get harassed etc. (3)
24. Retention of top talent. (3)
25. Support all TFD personnel via wages and education. (2)
26. Closed loop communications with receiving facilities for real-time resolution. (2)
27. Build relationships. (2)
28. Lead regional effort to standardize training and equipping amongst fire community to the maximum extent possible. (2)
29. Structure shifts in a manner that reduces fatigue / increases ability to respond. (2)
30. Ability to adapt to changing situations (2)
31. To offer snake (poisonous) removal. (1)
32. Goodwill amongst leaders to recognize and care about all personnel. (1)
33. Innovative (1)





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- 34. Conduct business and operation in a transparent and community-focused manner. (1)
- 35. Accuracy when recording information when on scene. (1)
- 36. Transparency of operations/response. (1)
- 37. Functionality testing of all fire hydrants - inspection program. (1)



Community Stakeholders Work Session

### Areas of Community Concern

The planning process would be incomplete without expression from the community stakeholders regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the



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parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

### Areas of Community Concern about the Tucson Fire Department (verbatim, in priority order)

1. Funding levels. Adequate funding for all services. Funding - technology and firefighter compensation. (62)
2. Staffing levels. Adequately measured staffing. Adequate / appropriate staffing levels. (54)
3. Equipment and technology upgrades. Equipment kept in good order and replaced in a cyclical manner. Equipment maintenance. (29)
4. Health and safety training of personnel. Firefighter health and safety. Ability to protect department members health/wellness/safety. Safety of crews. (24)
5. Burnout for firefighters - not being able to perform their duties because of being stretched too thin. Fatigue in fire staff serving as first responders to issues of homelessness, mental health crisis, substance abuse. (22)
6. Training programs for fire personnel must be up to date. Training appropriate for community needs; mental health, drug abuse, resources available in the community. Training of personnel. (20)
7. Ability to recruit ready and able future workforce. New recruits are there enough people trying to become tomorrow's firefighters. (18)
8. Salaries of fire personnel must be competitive. Wages paid and benefits to match risk involved in firefighting. (14)
9. Dispatch / communications system that is state of the art. The 911 system isn't where it needs to be to answer emergency calls quickly and efficiently. (13)
10. That the department culture may still be hazing its recruits as in the past, and that this undue stress may be affecting service/safety/sanity of staff, and degrading service to the community. Treatment of women in the department. (13)
11. Is the fire department being utilized in a way that is beneficial for responding to all emergency events? Appropriate response. Fastest response times in accordance with industry best practices. (11)
12. Pensions underfunded. Pension system modification due to lack of foresight in the past. The impact of the Public Safety Retirement System on our community financial stability. (11)



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13. Separation of safety from politics. Politics of Tucson and Tucson Fire. (10)
14. Training/awareness continuously offered (especially school students – University of Arizona also). Training of public. (9)
15. Cooperation with surrounding jurisdictions. Tucson and Pima County are years behind as related to emergency preparedness and collaboration. (9)
16. Some dated facilities and equipment. (9)
17. Reduction/loss of experienced firefighting personnel. It seems there has been an above normal amount of turnover in the position of fire chief. Hopefully the current chief will remain and create a sense of stability. (8)
18. Traffic, it is difficult for trucks to move during rush hour. It is common to see a fire truck be delayed by poor drivers/traffic. (8)
19. Response times especially with city growth. (7)
20. Mission creep - TFD being asked to perform functions not normally in the scope of work. (7)
21. Diversity must be increased and kept on par with the general population. (6)
22. Shrinking tax base to support fire jobs/infrastructure. (5)
23. Never attempt to make TFD like a business, show respect so they can concentrate on saving lives and not money. (5)
24. As the hospital hires medics from the field, we get feedback about the medic's comfort levels with skills and scope and it sounds like the common theme we hear is "it is an expedited program." (5)
25. Call volume. (5)
26. Reporting hydrants that are out of service or need maintenance to Tucson Water. (5)
27. Know what they all do, and stress involved - provide help. (4)
28. How will the fire department deal with increased emergency events related to school violence / climate disasters/community violence? (4)
29. The hospitals are not always getting concerns escalated in a timely manner leading to frustration between the crews and the receiving frontline staff. (4)
30. Ego of Tucson Fire stuck in tradition. (4)
31. Inefficient EMS response model. (4)





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- 32. Community outreach and communications. Department can do a better job of with community outreach education and services, they may have a robust program, but it doesn't feel widely used/publicized. (4)
- 33. Reporting to Tucson Water the amount of unmetered water taken through hydrants - both emergency and non-emergency use. (4)
- 34. Failure to involve communities in planning for services. (3)
- 35. Continue to fund all fire prevention. (3)
- 36. Reimbursement strategies to recover funds from insurance companies. (3)
- 37. Feedback is not always getting back to the crews causing them to bypass their chain of command to address concerns. (3)
- 38. Lack of leadership - appoint a chief to lead TFD, interim is fine for short term, but it's been a year. (3)
- 39. Impact on department and community of autonomous vehicles. (3)
- 40. Inspections of high risk or potential risk facilities and companies. (2)
- 41. Front-line behavior - lack of respect when interacting with other agencies. (2)
- 42. That all our services in the community are heavily dependent on having uninterrupted electrical power - which is brittle! (2)
- 43. Leadership is not working with the hospital leadership to communicate needs / expectations. Frontline staff has taken the initiative to address global issues, but solutions are not shared with the whole department. (2)
- 44. Increase in need of innovative programs. (2)
- 45. Risk to department personnel with increasing gun violence. (2)
- 46. Too few hospitals with trauma centers - too long to transport critical persons to full medical care. (2)
- 47. Appropriate cultural training and education provided in order to serve the most vulnerable in the community readiness for more relevant threats posed by climate change, school violence and national terrorism. (1)
- 48. Don't rely on private transport, use your system. (1)



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Community Stakeholders Work Session

### Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

#### Positive Community Comments about the Tucson Fire Department (verbatim, in no particular order)

- Diversified capabilities.
- Positive reputation.
- Cancer study to help defend/protect firefighters.
- Community smoke detector program.
- New community outreach.
- Publicity is positive (news, TV, online).
- Admiration for fire personnel continues after 9/11.
- Diversity (gender, race, etc.) of personnel is observable.
- Prevention must be considered a priority.
- Willingness to work with the community.



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- Special event staffing/support.
- Professional attitude of the firefighters.
- Commitment to assist/serve.
- They are quick to respond.
- They help fellow law enforcement/medical personnel.
- Thank you!
- Firefighters are often the first responders (EMS) to mental health, domestic and substance abuse emergencies – thank you!!
- Good cooperation with other public safety agencies and entities.
- Professionalism, courtesy, and helpful attitude on the part of all TFD members I have come into contact with.
- Thank you, TFD, for saving my husband's life (and those of so many Tucsonans)!
- Excellent reputation of the department in the community.
- Experience and continuity.
- Good community presence on the media.
- The department is well-respected throughout the community.
- The relationship the department has with South Tucson Fire Department is admirable.
- I like that TFD teaches classes in local high schools, i.e. Rincon.
- General reputation of individual members of the department is strong.
- Immediate response times appear solid.
- Community outreach and safety education programs – highly visible.
- Rare issues of improper interaction between fire personnel and the community they serve.
- TFD has a strong reputation in the community.
- Excellence of leadership.
- I've never met an impolite or inattentive firefighter when I've called for help (Broadway/Campbell crews).
- I've always watched as TFD crews have attended to my aged mom in response to a 911 call, and felt she was safe in their hands.
- Wicked-fast response times, usually under 3 – 5 minutes.
- Strength in leadership level.
- Decent diversity, not including gender. Okay for other markers (age, body/size, ethnicity).





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- Training – the size and capabilities of TFD afford the department the ability and opportunity to provide continual state-of-the-art training.
- The fire department, through programming and action, demonstrates a meaningful concern for the health and safety of its staff.
- Regional partnerships with public safety organizations.
- Part of the local community.
- Commitment of the workforce.
- Experienced leadership.
- Community support.
- Leadership has always been strong and professional.
- Very rarely hear concerns of not responding in a timely manner.
- Fire stations are strategically located and serve the community in an efficient manner.
- Firefighters are continually seen throughout the community at events and gatherings.
- Over time, a strong fire union is a positive.
- Joe Gulotta.
- TC3 – they are on to something.
- Response to SDOH – this is where we fix things.
- Compassionate care.
- Willingness to think outside the box.
- Strong female leadership – recognizing for their contribution and insight.
- Well-respected in the community.
- Excited to see higher commitment on community outreach and education.
- Close collaborative relationship with Pima Community College.
- Strong relationship with the community.
- Good working relationship with other fire districts in the area.
- Excellent training facility.
- TC3 program to reduce unnecessary 911 calls.
- Been able to think outside the box to serve the public.
- The compassion and patience that the team provides when responding to a call.
- Ability to collaborate with other agencies to fill gaps in the system.





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- Best in Arizona – one of the top in the nation. Having worked with them 20 years – they are so loving and care-driven.
- Educational attributes to know how to protect and serve.
- Great leadership making one-second decisions.
- Respond quickly to all manners of horrible incidents and provide lifesaving efforts (heroism!).
- Somehow manage this within budgetary constraints.
- I have been particularly impressed by fire responders, and their efforts as observed in my criminal prosecutions – their lifesaving efforts have been noteworthy (and their expertise).
- Very happy with emergency medical services – staff exhibit concern and compassion.
- Firefighters provide good information to caregivers regarding decision to transport.
- Do a good job in fire inspections at St. Joseph and process helps make buildings safer.
- CPR training and safety education.
- A big focus on maintaining physical conditioning – see at Udall Park working out.
- Sufficient community engagement process.
- Adequate regional communications platform (PCWIN) – need more engagement in governance.
- Excellent training academy.
- Good special operations teams.
- Solid internal leadership team.
- Professional.
- Responsive.
- Fire suppression response and function.
- EMS care when transporting patients.
- Community outreach.
- Fire prevention and ISO rating.
- Fire department training and education to department personnel.
- TFD has quality people and capable leaders.
- TFD has foundational relationships and has recently begun to enhance them significantly.
- Strong support from community and partners.
- Enhance and grow the TC3 program in collaboration with our local hospitals to help reduce unnecessary ED visits.



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- TFD is attending meetings with the hospitals to ask for feedback about what opportunities there are to improve!
- Response times.
- More community outreach programs with community partners to support community needs.
- More visibility in the community.
- Community relations programs. Public safety campaigns.
- Well-maintained equipment/apparatus.
- Strong (home-grown) leadership staff.
- Fire stations visiting Boys & Girls Club to inspire/motivate youth.
- News: quick responses, issues contained and not compounded.
- Safety: low accidents and mortality.
- I cherish the department's community involvement. I think being out in the public is not only positive for the department, but also the general public's opinion and trust in the overall city government.
- This weekend Engine 3 was at a local preschool and allowed kids and parents time to view the equipment and interact with the firefighters. The remarks from the participants was great. Being a son of a firefighter, it was very enlightening and gave me great sense of pride in our fire department.
- Media communication is very good. The Tucson Fire Department has always been responsive to getting information out to the public in a timely manner.
- The fire department is always out in the community and is highly involved in efforts to educate residents in lifesaving training.
- Education programs in schools.
- Good community outreach – today is a good example.
- Chili cookoff.
- Boys & Girls Club – adoption of a club by the closest fire station.
- Good leadership – Gulotta is a great example.
- Excellent training.
- Excellent responses and on-scene tactics.
- Community support – sandbag distribution/Safe Place.
- When it comes to emergency services, TFD has a better reputation than TPD. Local foundation to work from.



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- General service appears to be excellent – with high-level of confidence and trust.



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### Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

#### Other Community Comments about the Tucson Fire Department (verbatim, in no particular order)

- Maintaining firefighter proficiency – safely while experiencing less structure fires.
- I am proud of Tucson Fire.
- I found this to be very helpful and was glad to be involved. I do think that when hosting a strategic planning meeting, all members of the community that are being served should be involved, and there seemed to be a lack of diversity at this meeting.
- Local procurement affects our local tax base! Make sure we are hiring local for secondary jobs, i.e. office suppliers, printers, grocers, fire house supplies, website, IT and email support, cleaning services, etc.
- TPD and Sheriff staff participate in CIT (crisis intervention training) re: behavioral health issues in the community and proper response mechanisms. If TFD does not send firefighters to this valuable training resource, you should!
- Does the fire department provide assistance with corporate safety manuals?
- Overall, I believe TFD is viewed by the community in a positive light!
- It would be good to see better gender diversity (more Laura Bakers have to be out there).
- It would be nice to know how communities can better support TFD and their local fire station (if allowed).
- The more TFD comes together with community groups to identify and put forth plans to combat community barriers to health/safety, the better all will be. Our department will be much more successful if they are partners in the discovery of health/safety barriers and who they can enlist to help – make use of strong partners.
- As a prosecutor, I have sometimes been disappointed by a reluctance on the part of TFD witnesses to give their time and effort to provide truthful testimony in criminal cases. This seems to be influenced by legal counsel, who at times have seemed downright opposed to cooperation with criminal cases. I don't encounter this with law enforcement first responders.
- Thank you for all you do.
- Wish you could expand into unincorporated Pima (foothills).
- TFD is a quality organization with great people they have been stuck in a rut and must open the organization to their vulnerability. Then they can move forward.





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- Great to see the process of strategic planning extended to include community stakeholders involvement.
- I think it is imperative that some flexibility is given for older structures that are being used in business, without having to conform to all new codes, but not to the degree it is an immediate danger to the public.
- Employee issues overshadow the great work that they department as a whole does – need to work on their reputation.
- People I know how work for TFD have commented on the workload being heavy.
- Could team up with groups such as Red Cross to teach life safety skills.
- The positives and challenges of TFD don't get a much press or concern as TPD in the community. Why is that? Awareness? Engagement? Community is happy with performance?
- I'm aware of severe hazing of a recruit whose situation was reported to the chief. Response was simply that's how we do it! A bad culture like those now in the headlines. This cannot be good for departmental function or personnel sanity!



Community Stakeholders Work Session

## Appendix 2

### Supporting Services of the Tucson Fire Department

Training	Emergency Communications	IAFF Local 479
City Administration	Finance	Human Resources



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Other city departments	Greater Tucson Fire Foundation	Law Enforcement
State Agencies	Federal Agencies	Department of Transportation
Civic Organizations	Red Cross	Vendors
Water Department	Electric Purveyor	Mutual Aid Partners
Logistics	Information Technology	Administration
Easter Seals Blake Foundation	Safe Kids Coalition	Pima College
Well America	Regional EMS agencies	Honor Guard
Pipe and Drum	Public Information Officer	AMR
Southwest Gas	Hospitals	Pima County Attorney
Pima County Emergency Management	Drowning Prevention Coalition of Arizona	Arizona Fire and Burn Educations Association
Tucson Medical Center Foundation	Arizona Department of Health Services	Pima Council on Aging
		School Districts
Media	Grant Funding Sources	TC3 Community Partners



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### Appendix 3

#### Strengths

It is important for any organization to identify its strengths to ensure the provision of community-requested services. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

Strengths of the Tucson Fire Department	
Experience – high volume, proficient, efficient, EMS	Efficient use of resources – ALS vs. BLS, rescue trucks
Highly-trained employees	High quality and diverse – workforce, EMS
Excellent CERT training programs (captain, engineer, medic, etc.)	Strong relationships with partner agencies and businesses – positive relationships
Viewed as a leader in the fire service	Strong organizational structure
Dedicated and committed employees	Regional collaboration
Specialty training – HazMat, TRT	Dual-medic ambulances
Multi-tiered system	Excellent customer service
Community outreach	Willingness to advance level of care with tech abilities
Aggressive interior attacks	Involved in community programs
Critical thinking – solve all the problems	Strong union – supportive
Great maintenance staff – mechanics, EVTs	Community/union involvement at charity events
Technological improvements – ePCR, MDT, Telestaff	Administrative support to projects – TRT (shift friendly, University of Arizona rescue truck
TFD family - support	Leaders in medical field
Very proactive	Standardized equipment on all fire apparatus
Good at doing more with less	Proposition 101 – dedicated funding
Rigorous selection process	Largest department in Southern Arizona
Power DMS – enhances communication	Some car seat technicians
ISO rating – best practices, lower insurance	Circle of Life program
Value our history and heritage	TFD family
Honor guard/Pipe and drum	Live phone support – not automated
Mario Carrasco – union support	Adaptable/flexible
Recognition program	Protecting patient privacy – HIPAA
Progressive innovations – NIST, Sarver, cancer study, fireground survival, PFTs, health and wellness, mental health, fitness	

#### Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not



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only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the department stakeholders as weaknesses:

Weaknesses of the Tucson Fire Department	
Overworked	Under-staffed
Compensation (no raises)	No apparatus replacement program
Low morale	Limited promotional opportunities
Outdated facilities	No zone dispatching
Recruitment and retention of fire inspectors	Communication – internal
Employee retention	Internal lack of trust
Lack of direction	No permanent fire chief
Lack of non-emergent response tier	Lack of succession planning
Lack of leadership continuing education	Lack of non-operations continuing education
Opposition to change – fear – resistance to change	Mental health stigma – afraid to ask for help
Cuts in existing programs	Lack of funding for new programs
Lack of resources to match the demand	Lack of authority to fix small problems
Lack of consistent accountability	Not enough resources for project demand
Budgeting restraints	Call load too high for crew training
Too much technology without support – hardware, software, technology	Lack of professional training/development due to funding
Lack of paramedic accessible unit resources	Too much bureaucracy/red tape
Expensive EMS deployment model	Challenges in dispatch
Limited non-suppression positions for line staff – 8-hour, project positions	Lack of support from city manager and council members
No department growth tied to city growth	Lack of clear policy and procedures – outdated
Lack of leadership in general – all levels	Lack of transparency
Lack of employee empowerment	Lack of employee recognition
Rumor mill	Face to face visits
Lack of a professional grant writer	Disenfranchised committees – leaders, participants
Payroll issues – errors – holiday, OT, vacation, sick	Subpar medical Q/A
Business run department	Favoritism
Doing more with less	Over-reliance on outside funding – Proposition 101
Suppression's perception of administration disconnect	Reduction in resourcing for preschool program and extinguisher training

### Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses





# TUCSON FIRE DEPARTMENT

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and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for the Tucson Fire Department	
Growing economy	Community partnerships
Proposition 101	Technology – use and acquisition
Social media	Partner agencies
Bilingual community – more outreach	Aging population – relations, public education
Opioid crisis awareness	Grants
Community risk reduction	Tourism
Annexations	People who vote
News media	Elected officials
Governments – city, county, state, federal	Union Pacific – railroad safety
Raytheon – largest employer in town	Mutual aid - expansion
Large corporations coming to Tucson – CAT, Amazon	Local events – gem/mineral show, rodeo, University of Arizona games, Tour de Tucson
More educated community	EMS prevention
BLS transport	Increased state certification
PM-RN/PA program	More involvement from retirees
Pima Community College – training, opportunities	Peak staffing
Roving training truck – mutual training across agencies	Progressing medical community – urgent care site training for call reduction
Outsource certain calls to other community services	Expanding TC3
Regional training collaboration	The only fire/EMS provider within the city limits
Firefighter exchange program - international	Improve customer misconception
Develop volunteer programs	Red Cross - education
Assessment for false alarms – fees/policy	Involvement in wildland deployments
Establish a 311 system	Federal wildland deployment – funding
Dispatching	Venomous reptile removal
University of Arizona – research, partnerships, opportunities	TIA – airport – annexation, partnerships, training, resources
Alternative revenue sources (treat and release) – bill for responses (gas leak, brush fire, care homes), urgent care, AMR – first responder fee	



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### Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

Potential Threats to the Tucson Fire Department	
City manager's relationship with the fire department	Denied workers' compensation claims
Growing population	Public perception of our service delivery
Sustainability of apparatus/equipment	Retention of our members
Loss of commissioned positions	Lack of professional development in upper ranks
Economic incentives dipping into public safety measures	City growth without fire department growth – matching deployment
Opioid crisis	Possibility of losing public support
Funding	Rural Metro
Public dependency on limited resources	City infrastructure – streets, water
Dependency on sales tax	Aging population
Possibility of losing ACA – more impact	Meeting customer expectations
City HR – changing policies, lack of support	Economy vulnerable to another downturn
City's lean approach – lack of city support	Relationship with city council members
Increased violence – possible firefighter injury	Unmanaged/poorly managed change process
Obesity	Treating all departments, the same – TFD different
Cuts to other city departments impacting the fire department	Other departments – better pay and benefits – TFD losing qualified people
Spiking pension costs	Lack of resources externally for mental health
Reduced code enforcement – increased structural safety hazards	State legislature – diminishment of benefits (affects morale), extended work age
Lack of promotional opportunities in the future	Lack of nonoperational positions
Restriction of revenue – legislation	Unstable leadership - interim
Potential litigation – large dollar loss	Potential economic crisis
Civilianization leading to privatization – ALS and BLS service provision	



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### Appendix 4

Critical and Service Gap Issues Identified by the Department Stakeholders	
Group 1	Group 2
<b>Staffing/Resources</b> <ul style="list-style-type: none"> <li>○ Decreased money</li> <li>○ Decreased personnel</li> <li>○ Decreased political support</li> <li>○ Increased stress</li> <li>○ Increased demand</li> <li>○ Increased cost</li> </ul>	<b>Staffing</b> <ul style="list-style-type: none"> <li>○ Low morale</li> <li>○ Increased call load and workload</li> <li>○ Shutting down trucks</li> <li>○ Stations</li> <li>○ Person – single point of failure</li> <li>○ Losing positions</li> <li>○ Losing personnel</li> <li>○ Employee retention</li> <li>○ Decreased service delivery</li> <li>○ Longer response time</li> <li>○ Safety</li> </ul>
<b>Internal Communication</b> <ul style="list-style-type: none"> <li>○ Rumor mill</li> <li>○ Lack of voice</li> <li>○ Public understanding of community services</li> <li>○ Expectations for the department</li> <li>○ Lack of resources</li> <li>○ Disenfranchised committees</li> <li>○ Negative attitudes</li> <li>○ Unclear values and vision</li> <li>○ Lack of direction</li> <li>○ Employee recognition</li> </ul>	<b>Internal Communications</b> <ul style="list-style-type: none"> <li>○ Check/read emails</li> <li>○ Face-to-face when content can be confused</li> <li>○ Every unit having communication devices</li> <li>○ Lack of section updates</li> <li>○ Lack of out of service briefing time</li> <li>○ Personalities/attitudes</li> <li>○ Personalities/filters</li> </ul>
<b>Professional development</b> <ul style="list-style-type: none"> <li>○ Lack of team</li> <li>○ “They” versus “us”</li> <li>○ Accountability</li> <li>○ Pride</li> <li>○ Employee recognition</li> <li>○ Lack of courage, funds, motivation, consistency of policy adherence, ownership, promotional opportunities</li> <li>○ Role ambiguity</li> <li>○ Expectations for the department</li> <li>○ Negative attitude</li> </ul>	<b>Leadership</b> <ul style="list-style-type: none"> <li>○ Training – rank-specific continuing education</li> <li>○ Process</li> <li>○ Mentoring</li> <li>○ Success</li> <li>○ Lack of a plan</li> <li>○ Lack of a permanent chief</li> <li>○ Lack of trust</li> <li>○ Values</li> </ul>



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### Critical and Service Gap Issues Identified by the Department Stakeholders (continued)

Group 1	Group 2
<b>External Communication</b> <ul style="list-style-type: none"> <li>Public understanding of community services</li> <li>Expectations for the department</li> <li>Bilingual community outreach</li> <li>Media</li> <li>Pub Ed growth</li> </ul>	<b>External Relationships</b> <ul style="list-style-type: none"> <li>Lack of training (dispatch)</li> <li>City manager's office</li> <li>Different expectations</li> <li>Trust</li> <li>Priorities</li> <li>TPD</li> <li>Public</li> </ul>
<b>Technology</b> <ul style="list-style-type: none"> <li>Lack of IT for the fire department</li> <li>Training on technology programs</li> <li>Bureaucracy</li> <li>Lack of integrated technology</li> <li>Equipment/software with many issues that makes the job harder</li> <li>Cumbersome</li> </ul>	<b>Support Services</b> <ul style="list-style-type: none"> <li>Trucks out of service</li> <li>Delays</li> <li>In-house repairs</li> </ul>
<b>Health and Safety</b> <ul style="list-style-type: none"> <li>Decreased sleep</li> <li>Increased substance abuse</li> <li>Increased work stress</li> <li>Decreased diet</li> <li>Decreased communication</li> <li>Increased call load</li> <li>Increased carcinogens</li> <li>Increased non-emergency calls</li> <li>Increased violence to crews</li> <li>Increased burnout</li> </ul>	<b>Employee Retention</b> <ul style="list-style-type: none"> <li>Pay</li> <li>Benefits</li> <li>Workload</li> <li>Steps</li> <li>Environment – cultural, image, physical</li> <li>Other department opportunities</li> <li>Education/promotional opportunities</li> <li>Other programs not offered</li> <li>Work schedule</li> <li>Lack of stability</li> <li>Stepping stone</li> </ul>