

CITY OF BUCKEYE FIRE DEPARTMENT



STRATEGIC WORK PLAN

FY2016-FY2020/21



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DEPARTMENT OVERVIEW

The Buckeye Fire Medical Rescue Department was formed not long after the City was established. Department log books dating in the 1930's have been reviewed and describe an active volunteer organization with many of the founding families as members. The Department coexisted and functioned as a single department with the Buckeye Valley Fire District for many years. In the late 1990's the two separated and the City transitioned into a career organization. It was shortly after that transition the City experienced unprecedented growth followed by an equally unprecedented economic down turn.

Currently the Fire Department operates six fire stations, serving approximately 54,000 residents and responding to approximately 6,000 calls per year for service and serves a vast geographic area and diverse communities. The Buckeye Fire Medical Rescue Department is a member of the nationally recognized valley wide automatic aid consortium in which all participants are dispatched via computer through the use of an automatic vehicle locator system regardless of the jurisdiction. This ensures the closest appropriate unit and resources will respond and automatically access all of the fire resources of the greater Phoenix area. The automatic aid agreement calls for a level of service, staffing, equipment, and training that is now standard valley wide for fire departments.

Approximately a year ago, our organization had a slight facelift – changing our name from the Buckeye Fire Department to the Buckeye Fire Medical Rescue Department. This change was sought to better reflect the services we provide in our community.

The Buckeye Fire Medical Rescue Department (BFMRD) provides fire suppression, emergency medical services, fire prevention, technical rescue, hazardous materials response, domestic preparedness planning and response, fire investigation, terrorist liaison officers, and public fire/EMS safety education to the City of Buckeye. The BFMRD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of the community.



THE PLANNING PROCESS

Initially the Fire Department was going to undergo the standard approach to strategic planning that most organizations embark upon. However, as the process began, it was soon realized that we would be better served to approach it from a different angle. This approach would be to develop a short term strategic work plan; a process that is constantly being updated as the organization grows and changes.

The Fire Department initiated this strategic work planning process to set goals and priorities for its future. Department leadership decided that a strategic work planning process was particularly important during these economic times, since difficult choices had to be made to ensure that limited financial resources would be used most effectively. Through this strategic level planning process, the department has been able to assess its organization, create a blueprint for the future and develop a plan to accomplish new directions and goals. Additionally, this strategic work plan will identify the core values that embody how the department's members, individually and collectively, will carry out its short plan and define the process to develop the long-term strategic plan. In the following pages, the Buckeye Fire Department strategic work plan provides a frame work of goals, opportunities and a guide to develop the compressive strategic plan. This is a living document and needs to be recognized as such.

The idea that the men and women of the Buckeye Fire Medical Rescue Department are actively engaged in an ongoing process for improvement is exciting. Our members' commitment to this strategic planning process clearly shows their commitment to the community of Buckeye.



What is a strategic work plan?

- It is a living tool that:
 - Identifies items that may be corrected instantly and it identifies items that will require a longer process to develop corrective actions.
 - Identifies items that are quickly addressed or that by their nature require immediate action.
 - Provides a framework to identify other items and develops the long-term corrective process.

What is a Strategic Plan?

- It is a living management tool that:
 - Provides short-term and long-term direction
 - Builds a shared vision
 - Sets goals and objectives
 - Optimizes use of resources

The first goal of this plan is to review and possibly re-define the department's mission, values, and vision statements. Are we as an organization the same as we were or have there been changes that would cause the organization to revisit these statements?

MISSION

- The purpose of the Mission Statement is to answer the questions:
 - Who are we?
 - Why do we exist?
 - What do we do?
 - Why do we do it?
 - For whom?

Prevention, preparation and management of emergency incidents in our community.

VALUES

- Establishing values embraced by all members of an organization is extremely important. The BFMRD recognizes the features and considerations that make up the personality of the organization. BFMRD Internal Stakeholders developed value statements with emphasized key words as the core values terms.



HONOR

*Our members' commitment to character, integrity and traditions.
A right earned and not given.*

COURAGE

*The ability to overcome fear through training, fortitude, instinct and compassion
for others. The willingness to do the right thing in adversity.*

COMMITMENT

*The passionate and unwavering call to protect and serve the community through
the pursuit of excellence. We recognize the community is the reason for our
existence.*

TRUST

*The faith in each other and of those we serve through attitude, conduct and
accomplishments.*

VISION

- The next step in the process was to establish a vision of what the BFMRD should be in the future, building upon the framework and foundation of the Mission and Values. Our visions provide us targets of excellence that the organization will strive toward and provide a basis for its goals and objectives.

To be the Best and Build for the future.

CRITICAL ISSUES AND SERVICE GAPS

- Through an internal review process the primary critical issues and service gaps that faced the department were identified. Many of these are issues are routinely encountered and many more were obvious that they needed to be addressed. This will provided the initial foundation for the establishment of goals and objectives in order to provide stated levels of service and meet the future vision of the BFMRD.

GOALS

- The following goals were developed after establishing core programs, supporting services, strengths, weaknesses, opportunities, threats, critical issues and service gaps. Those essential steps in the process are



included to follow this section, as are the complete set of goals and objectives with critical tasks and timeframes.

STRATEGIC GOALS

- This plan contains five strategic goals. These goals focus on improving our organization through the implementation of enhanced training programs, increasing efficiency through the use of technology, promoting greater inter-departmental collaboration, and better preparing future leaders to manage the organization.

1) Effective Fire Suppression, Prevention and Emergency Response

Ensure that the Buckeye Fire Medical Rescue Department can effectively respond to emergencies in a timely manner and prevent fires and other emergencies; also understand and be responsive to customer expectations for service.

2) Organizational and Professional Development

Ensure ample talent to do the departments work today and tomorrow and develop an organization capable of meeting the City's present and future emergency response needs.

3) Preparing the Community

Ensure that the community remains safe from natural and man-made emergencies through continuing public education and outreach and recognize that citizens can play a part in supporting the Department's mission.

4) Fiscal Responsibility

Effectively manage the Department's budgets in a cost-effective manner to meet its present and future needs.

5) Long Term Infrastructure Investment

Maintain, develop and improve the Department's Facilities in a cost effective, environmentally sensitive manner to deliver high quality service now and in the future.



EFFECTIVE FIRE SUPPRESSION, PREVENTION & EMERGENCY RESPONSE

Overview:

The core mission of the Buckeye Fire Department is to provide superior emergency services to our citizens. Often, the first interaction between the public and the Buckeye Fire Medical Rescue Department occurs during a time of personal tragedy for the requestor. The public sector expects and should receive timely, efficient, and superior professional services from our employees. All opportunities to enhance and improve the services we provide should be explored and implemented.

Goal:

Ensure that the Fire Department can effectively respond to emergencies in a timely manner and prevent fires and other emergencies; also, understand and be responsive to customer expectations for service.





Strategy 1: Rapid response to incidents.

Objectives:

- Response time of 5 minutes or less 80% of the time (for first-in engine company)
- Continue our membership in the automatic aid consortium. This insures our responses and collaboration and sharing of resources to ensure the closest appropriate units are dispatched to the incident.
- Provide the best standard of coverage for the City. The Operations Chief evaluates current staffing, needs, and deployment practices. Forecast future needs based on demographic shifts and population trends and develop policies that specify district coverage standards.
- Strive to maintain full staffing levels consistent with the automatic aid system to provide best outcomes for the public and fire department members.
- Promulgate sprinkler requirements in new developments.

Strategy 2: Ensure that first responders have adequate and dependable resources.

Objectives:

- Continue to grow the departments Resource Division to help support the department's response capabilities.
- Hire one full time civilian employee to maintain/service the department's resources and equipment. Currently much of this work is done by outside vendors.
- Continue to develop and enhance the Resource Management Division through technology and process improvement.
- Continue to improve the safety and reliability of apparatus and equipment through preventative maintenance programs and scheduled replacement.
- Continue to ensure all fire department equipment meets or exceeds all National/State requirements and regulations.



- Provide and explore technological upgrades that improve emergency response and safety.
- Continue to work with local, County, State and Federal agencies and providers to ensure adequate resources are available for responding to large scale and multi-casualty events.
- Involve Community Emergency Response Team, (CERT) members in Department activities where they can provide logistical support.

Strategy 3: Maintain an active emergency management program to plan and manage the City's functions during an emergency and allow for an efficient and effective recovery following an emergency.

Objectives:

- Ensure effective and current emergency plans are in place.
- Review and upgrade emergency communication and information technology infrastructure and protocols to meet emergency response and recovery goals such as the Web EOC and distribution lists for critical staff on emergency incidents.
- Complete quarterly PSEP (Public Safety Executive Partnership) drills.

Strategy 4: Provide exceptional customer service and create awareness and understanding of Department's programs and services through all available media.

Objectives:

- Measure customer satisfaction and use information gathered from surveys to improve department services.
- Continue to cultivate a strong customer service focus in Department operations and procedures and a customer service ethic among employees.
- The media can solidify our standing in the community or destroy the confidence of citizens in the department. We will continue to use comprehensive plans to maximize positive publicity and reduce negative stories. The primary means of accomplishing this goal is through service



excellence. The Department will continue to pursue opportunities to showcase its achievements.

Strategy 5: Continue to develop and grow the Fire Prevention Division in order to serve the citizens of the City of Buckeye through customer service, fire code education, and public education along with devotion in a professional and reactive approach.

Objectives:

- Select staff members to attend the Fire Inspector 1 Class at Arizona State Fire School who can assist in fire inspections – one person per shift to provide backup for the Fire Marshall.
- Utilize an electronic filing system of all fire inspection reports, permits, fire investigations and development reviews.
- Shared resources between Development Services and the Fire Department to utilize a plan reviewer to provide faster review times and a better one stop shop for customers at City Hall.
- Provide a stipend for on call fire investigator coverage.
- Hire a full time certified fire inspection/fire investigator who will assist the Fire Marshall to keep up with future growth.
- Hire a Fire Prevention Division Secretary to assist with office duties.
- Hire a full time fire plans reviewer and certified in fire investigation.
- Start a business annual operational permit program for high hazard occupancies.

Strategy 6: Research best practices for continuous patient care through innovative programs and practices.

Objectives:

- Assess the needs for providing transportation and other services.
- Assess manpower needs and certification requirements



- Identify equipment and vehicle needs and purchase through budget process.
- Identify continuing education needs for all members
- Identify billing mechanism and capital recovery
- Monitor ever changing legislation and governing agencies in regards to health care providers including the base hospital.

Strategy 7: Decrease emergency response to non-emergent calls by further developing Community Paramedicine Program.

Objectives:

- Identify thorough hospital partners recent discharged patients that meet community paramedicine criteria for Fire department home health checks.
- Make contact with patients and verify their need for the program.
- Identify through the budget, grants or third party payers funding sources for program.
- Initial and ongoing training for firefighters to participate and manage community paramedicine program.
- Identify ongoing equipment and apparatus needs for program.

Strategy 8: Implement Treat and Refer program.

Objectives:

- Develop policies and procedures for the program
- Develop performance monitoring and improvement plans
- Develop data collection and billing plans
- Conduct department wide training
- Complete all items required by Arizona Department of Health Services for recognition.



ORGANIZATION AND PROFESSIONAL DEVELOPMENT

Overview:

The success of any organization ultimately hinges upon the success and development of the employees within it. The Buckeye Fire Medical Rescue Department recognizes this and in keeping with our core values of professionalism and excellence this goal will outline the strategies to assist with the development of the people within our organization. It is imperative the succession planning occur and a clearly defined plan is developed for career growth and advancement.

The introduction of new technologies coupled with aggressive training and comprehensive professional development of our employees will allow the Buckeye Fire Medical Rescue Department to achieve this goal.

Goal:

Ensure ample talent to do the Department's work today and tomorrow and develop an organization capable of meeting the City's present and future emergency response needs.

Strategy 1: Augment the Training Division so that developmental knowledge is produced consistently, predictably, and evolutionary.

Objectives:

- Provide a safe work environment for first responders, which will result in optimal response time and quality care, as well as the reduction of organizational liability and risk.
- Enhance a predictable schedule for regular training topics: Drivers Training, Air Management, Survival, Tactical/Practical Scenarios, Live Fire, Commercial Evolutions, and Ladder Operations.
- Develop a sustainable method for Minimum Company Standard evaluations to be conducted and reviewed by the on duty Shift Commanders.
- Conduct pre-scheduled quarterly Training Division Meetings with a committee that is represented by both Fire Administration and Labor Union. This to include any discipline specific coordinators and/or sub-committee members.



- Coordinate training sessions with other jurisdictions to better evolve inner-operability.
- Develop additional partnerships with secondary education venues to provide local and remote training delivery and methodologies.

Strategy 2: Improve job performance by promoting the educational growth of personnel and providing opportunities for career development and succession training as a key to long-term stability within the organization.

Objectives:

- Identify steps for career advancement to prepare firefighters for the responsibilities and requirements of their next career position.
- Develop a sustainable program to deliver the Blue Card Program to all Company Officers and Move-Up Company Officers.
- Identify department needs as criteria to select training opportunities from the Arizona State Fire School and National Fire Academy.
- Maximize the opportunities to “grow our own” in anticipation of labor market scarcity, increased competition for talent through succession planning for the organization.
- Continue to evolve the Cadet Program to better promote our profession to local youth, offering support in a potential career in the fire service.
- Ensure that front line supervisors are adequately trained and are capable of clearly and effectively leading staff and managing resources.
- Refine schedules and materials for all promotional exams. This will include bibliographies, prerequisites, training and educational requirements.
- Develop a sustainable professional development program for the promoting levels of: Engineer, Captain, and Battalion Chief.

Develop a sustainable Move-Up Program for the levels of: Engineer, Captain, and Battalion Chief.
- Clearly describe and define the testing process, its components, schedule, and scoring procedure well in advance of the test date.



Strategy 3: Expand training opportunities in the area of fire prevention.

Objectives:

- Ensure that firefighters can effectively perform engine company inspections and have a working knowledge of basic fire and building codes.
- Provide training for suppression staff in prevention. Encourage staff and allow them to perform additional duties and take on additional functions, Building inspections, residential sprinkler system installation inspections and fire alarms.
- Establish a volunteer program for fire inspections and low hazard occupancies.
- Develop and implement the shift Fire Marshal program.
- Provide quarterly training for company fire inspections through the use of fire operation certified fire inspectors.
- Provide continued education for staff who become fire operation certified and recruit new members to grow the prevention division.



Strategy 4: Provide City and Department personnel with the knowledge and skills necessary to effectively manage emergencies and large scale disasters, thereby improving emergency response through the Preparedness Division

Objectives:

- Cross train Department staff in emergency management functions in order to fill multiple positions during an incident via quarterly drills with PSEP.
- Prepare City personnel to respond to emergencies impacting City Hall and other facilities via quarterly drills with PSEP.
- Improve the operations of the City's emergency operations center (EOC) by communication policies and procedures and providing training to City staff via quarterly drills and review of the City's Emergency Operations Plan and COOP.
- Educate City employees about their role in a disaster and home preparedness, as well as the Department's emergency management role and preparedness programs offered – NIMS training for all staff through PSEP

Strategy 5: Create an environment that encourages retention of quality employees.

Objectives:

- Implement organizational practices that value employee contributions, encourage learning, and promote employee wellness and work-life balance.
- Provide meaningful and challenging work.
- Maintain a safe, secure workplace with reliable equipment.
- Engage employees and labor unions in improving the work of the Department through open discussion to solicit input, resolve issues, and encourage employee participations.
- Continue to participate and evolve the RBO Process between Management and Labor.



- Utilize the 7777 line for group meetings as needed until we can implement a Go-To Meeting software department wide.

Strategy 6: Actively manage employee performance to ensure that Department goals are met.

Objectives:

- Establish and communicate clear performance expectations and standards.
- Regularly assess and communicate performance against standards.
- Assess and update work objectives, organization and job structure, and resource requirements including staffing, new technology and tools.
- Improve managers and supervisors ability to coach and mentor their employees to improve performance and encourage development.
- Enhance manager and supervisor ability to accurately evaluate performance including recognition of good performance and corrective action to address performance deficiencies.
- Implement new ways to perform work that increases efficiency and addresses future operation's needs.

Strategy 7: Apply to become a Premier EMS Agency Program through the Arizona Department of Health Services.

Objectives:

- Use of data to optimize our patient care by establishing policies, personnel and resources.
- CQI 100% on runs as required by AZ DHS.
- Establish an EPCR system that connects with AZ Peers for data submission guidelines.
- Active attendance and participation in data and quality assurance initiatives.



- Create a process for CQI to develop training, education and policies that enhance patient care.

Strategy 8: Annual program management assessment.

Objectives:

- Each program manager must submit a strategic plan,
- Each manager must submit a budget to support their plan
- Must submit a written white paper on the current state of their program

Strategy 9: Begin the process of Fire Department Accreditation through the Center of Public Safety Excellence

Objectives:

- Complete self-assessment
- Complete Standards of Cover
- Identify fiscal resources needed to become accredited and submit budget request.
- Coordinate site visit by a peer review team
- Seek accreditation



PREPARING THE COMMUNITY

Overview:

The Buckeye Fire Medical Rescue Department needs to continue to improve the safety of the community through proactive prevention, preparedness and mitigation efforts while enhancing public value through educational programs and customer service activities. Understanding that an emergency avoided through effective prevention measures is a best practice.

Goal:

Ensure the community remains safe from natural and manmade emergencies through public education and the roles citizens can play in supporting the Fire Department's mission.

Strategy 1: Continue to prepare and educate the community through various mediums.

Objectives:

- Educate the public on the benefits of fire sprinkler systems and how they function.
- Provide pool safety and drowning prevention education to residents.
- Educate residents on preparing for natural disasters. These include weather related and wildfires.





Strategy 2:

Provide hands-on safety education and promote preparedness throughout the community.

Objectives:

- Expand and further develop the Department's Community Response team (CERT) program.
- Provide effective fire safety education to all elementary school students.
- Educate seniors on the importance of fire safety and disaster preparedness.

Strategy 3: The department has created a preparedness division to prepare and train for all potential hazard or incidents within the City of Buckeye community.

Objectives:

- Maintaining consistent communication within the division by holding monthly meetings with all groups in attendance and updating agenda and meeting minutes.
- Create valid and specific training exercised and testing communications within the City's PSEP group.
- Ensure all City of Buckeye personnel and critical infrastructures are considered our highest priority for safety and prevention.

Strategy 4: To develop and maintain critical sites to support the employees and citizens of the City of Buckeye.

Objectives:

- Fire department staff has undergone training through Maricopa county department of public health to establish fire administration as a POD (point of distribution) location in emergency situations where employees will receive antibiotics
- The Fire department has identified two additional shelter sites (Saide Recreation and Community center) to house citizens in the event of an emergency and support Red Cross services.



FISCAL RESPONSIBILITY

Overview:

The Buckeye Fire Medical Rescue Department must take creative steps to ensure its own future in providing emergency services to our citizens by balancing the need for sustained growth and addressing the challenges created by the downturn in the economy. Organizationally we need to promote the long term fiscal health of the fire department by introducing innovative measures and constantly exploring the use of new technology.

Goal:

Effectively manage the Department's budget in a cost-effective manner to meet its present and future needs.

Strategy 1: Make the best use of every dollar spent.

Objectives:

- Adopt operating and capital budgets aligned with the Strategic Work Plan.
- Regularly re-examine business process to lower cost and/or improve services.
- Establish an organizational process for reviewing and prioritizing budget requests, providing oversight and identifying cost saving strategies.
- Reduce cost by participating in multi-agency purchasing agreements or pre-negotiated government contracts or taking advantage of opportunities for volume purchasing.
- Improve the system for tracking property inventory and ensuring accountability for lost or damaged property.
- Adopt policies that reduce operational cost.
- Hire one civilian employee for the Resource Division to be trained on and perform many of the repairs and testing of equipment that is currently done by outside vendors.
- Currently we outsource the annual testing and repairs of SCBA (Self Contained Breathing Apparatus) and personal protective equipment. Both



of these types of equipment are regulated by national standards and could be done in-house with proper resources.

Strategy 2: Invest in innovative technologies to reduce cost.

Objectives:

- Reduce travel and training cost by utilizing the regional videoconferencing system.

- Continue to use on-line training resources to provide low cost, but effective training options.

Strategy 3:

Plan for and ensure funding sources are in place for the future replacement of critical equipment.

Objectives:

- Establish financial reserves for the future replacement of essential apparatus and equipment.



LONG TERM INFRASTRUCTURE AND SUSTAINABILITY

Overview:

The Buckeye Fire Medical Rescue Department has recognized the importance of our physical facilities and the role they play in delivering services and their impact in the community.

Goal:

Maintain, develop, and improve the Department's facilities in a cost effective, environmentally sensitive manner to deliver high quality service now and in the future.

Strategy 1: Complete the prototype Fire Station design guide.

Objective:

- Continue to complete the prototype fire station design and guidelines. This will allow for the rapid development of future facilities will accurately projecting cost for construction.

Strategy 2: Ensure the reliabilities of Department Facilities and their ability to meet current and future operational needs by implementing effective maintenance practices.

Objectives:

- Construct a new Resource Management Facility to better house and store department equipment to ensure its security and its readiness.
- Reduce future costs by implementing, preventive predictive and corrective maintenance programs.
- Perform monthly inspections of stations, apparatus and equipment. The findings will be documented and summaries will be provided to Administration for review. These findings will be used to develop and justify budgetary requests.

Strategy 3: Ensure all accidents are investigated and corrective action is addressed in a timely manner.

Objectives:

- Investigate all accidents and injuries in a timely manner to determine the cause and any workplace safeguards that need to be put in place. These



safeguards should be re-evaluated in a timely manner to insure they are having the desired results.

