

# Goodyear Fire Strategic Plan



FY25-28

Goodyear Fire Department

# Table of Contents

|       |                                             |
|-------|---------------------------------------------|
| 2     | Letter from the Chief                       |
| 3     | Mission, Vision, Values / City Core Values  |
| 4-6   | City of Goodyear Strategic Plan             |
| 7     | GDY Strategic Themes                        |
| 8     | Scope of Service                            |
| 9     | Community Stakeholders Feedback             |
| 10-13 | Strengths/Weakness/Opportunities/Challenges |
| 14-15 | Fire Department Strategic Initiative 1-3    |
| 16-17 | Risks/Roadblocks/Mitigation                 |
| 18-20 | Division Goals                              |
| 21    | Conclusion: Path to Success                 |

It is my honor to present the Goodyear Fire Department's (GFD) Strategic Plan for 2025–2028. This document affirms our steadfast commitment to delivering exceptional service and advancing the quality of life within our community. As reflected in our mission, the Goodyear Fire Department is dedicated to serving with excellence through emergency response, prevention, education, and community engagement, always with a focus on the people we serve.

This Strategic Plan formalizes our commitment to sustaining and enhancing the high standards of service provided to all residents. It establishes a clear framework for our organizational priorities, management philosophy, and the prudent stewardship of municipal resources.

The development of this plan was informed by comprehensive outreach and inclusive engagement. Input was solicited from a broad spectrum of community stakeholders, including business and nonprofit leaders, healthcare partners, and faith-based organizations. These efforts provided valuable insight into community expectations, concerns, and priorities related to fire protection and emergency medical services.

Equally integral to this process was the active participation of GFD personnel. Members representing diverse backgrounds, experiences, and perspectives contributed meaningfully to the plan's development. Their professionalism, collaboration, and forward-thinking approach have helped shape a strategic direction that positions the department for continued success.

This Strategic Plan serves as a dynamic and sustainable roadmap, identifying key strengths, areas for improvement, opportunities, and challenges. It will be subject to ongoing review by department leadership and updated as necessary to ensure continued alignment with organizational objectives and community needs. Furthermore, the plan is aligned with the City Council's Strategic Plan, reinforcing a unified commitment to service excellence.

A central priority of this plan is the continuous evaluation and enhancement of our services through engagement with both internal and external partners. While this document outlines a clear strategic direction for the next three years, we recognize the necessity of remaining adaptable in response to evolving community needs and the changing landscape of fire and emergency medical services.

We extend our sincere appreciation to our personnel, community partners, and elected officials for their valuable contributions to the development of this plan. Their support and collaboration have been essential in shaping a vision that will guide the future of the Goodyear Fire Department.

The department has also made substantial progress toward achieving accreditation through the Commission on Fire Accreditation International, under the Center for Public Safety Excellence. We anticipate completing this process by 2026, with this Strategic Plan serving as a foundational component. Accreditation represents a commitment to continuous improvement and adherence to nationally recognized best practices. GFD aims to achieve initial accreditation in 2027, with full reaccreditation planned for 2032.



## Mission, Vision, Values / City Core Values

### GFD MISSION:

The Goodyear Fire Department is committed to improving the quality of life in our community. We serve by providing exceptional care, mitigation of emergencies, prevention, education, and community outreach. We take care of people.

### GFD VISION:

By adapting to the needs of the community, the Goodyear Fire Department will always efficiently provide the highest level of risk prevention, education, and emergency service delivery.

### GFD VALUES:

**Integrity:** "We reliably and consistently hold ourselves accountable to the highest ethical definition of honesty, trust, and honor that inspires the confidence of our customers through our actions."

**Unity:** "We measure our success by the strength of our relationships."

**Excellence:** "We maintain a professional attitude and exceed expectations by performing to the best of our ability. We consistently improve our knowledge and skills to better serve the community and each other."

*We Care, We Achieve, We Celebrate*

## Goodyear Values

The city of Goodyear and its employees serve residents according to SIX core values.



#### EMPATHY

Be Respectful, kind and aware

#### INNOVATION

Be resourceful, progressive and curious

#### OPTIMISM

Be hopeful, resilient and positive

#### ADAPTABILITY

Be a champion, purposeful and connected

#### INTEGRITY

Be consistent, trustworthy and transparent

#### INITIATIVE

Be a leader, proactive and a problem solver

# City of Goodyear Strategic Plan

## FISCAL & RESOURCE MANAGEMENT



### 1. Ensuring Financial Sustainability

- **Goal:** Secure long-term funding through diversified revenue sources (e.g., grants, local government funding, partnerships).
- **Actions:** Pursue grants, collaborate with local businesses or community organizations for financial support, and engage in budget forecasting to anticipate future needs and avoid resource shortfalls.

### 2. Optimizing Resource Allocation

- **Goal:** Maximize the efficiency and effectiveness of both human and physical resources.
- **Actions:** Implement data-driven approaches to resource allocation, such as using response data to strategically place fire stations or optimizing staffing levels based on call volume patterns.

### 3. Enhancing Capital and Infrastructure Planning

- **Goal:** Ensure that fire stations, equipment, and other physical assets are properly maintained and modernized.
- **Actions:** Create a long-term capital improvement plan for infrastructure and equipment replacement, prioritizing critical upgrades and ensuring funds are allocated for maintenance and investment in newer technologies.

## ECONOMIC VITALITY



### 1. Maximizing Revenue Generation and Diversification

- **Goal:** Expand and diversify revenue streams to ensure the financial health of the fire service.
- **Actions:** Explore funding sources beyond traditional tax-based revenues, such as grants, billing for emergency services, partnerships with local businesses, or offering training and consulting services. This can reduce dependency on local government funding and enhance long-term sustainability.

### 2. Improving Operational Efficiency and Cost Management

- **Goal:** Streamline operations to reduce costs while maintaining or improving service delivery.
- **Actions:** Invest in technology (e.g., data analytics, predictive modeling) to optimize response times, equipment maintenance, and resource allocation. This can result in lower operational costs and higher service efficiency, leading to economic savings.

### 3. Enhancing Workforce Development and Retention

- **Goal:** Strengthen the fire service workforce to improve retention and reduce turnover costs.
- **Actions:** Develop comprehensive recruitment and retention strategies, including competitive pay, training programs, and career development opportunities. By reducing turnover and fostering a skilled workforce, the fire service can maintain operational readiness without incurring excessive training costs.



## 1. Enhancing Fire Prevention and Risk Reduction

- **Goal:** Reduce the risk of fire-related incidents through proactive prevention and education efforts.
- **Actions:** Implement community risk reduction programs such as fire safety education, home inspections, and public outreach on fire hazards. Use data to identify high-risk areas and tailor fire prevention strategies accordingly. This reduces the likelihood of fires and enhances community safety.

## 2. Strengthening Community Partnerships and Engagement

- **Goal:** Build strong relationships with community organizations, businesses, and residents to improve safety and resilience.
- **Actions:** Collaborate with local schools, businesses, healthcare providers, and other organizations to offer fire safety education, emergency preparedness training, and disaster response planning. Engage in regular communication with community members to build trust and awareness.

## 3. Improving Emergency Response and Service Accessibility

- **Goal:** Ensure rapid, equitable, and effective emergency response for all community members, regardless of location or socioeconomic status.
- **Actions:** Optimize response times through strategic station placements, develop specialized teams (e.g., for medical emergencies or wildfires), and ensure access to services in underserved areas. This also includes addressing issues of equity in service delivery and ensuring that all community members, particularly vulnerable populations, receive the necessary support.

## INNOVATIVE & HIGH PERFORMING ORGANIZATIONS



## 1. Adopting and Integrating Innovative Technologies

- **Goal:** Leverage emerging technologies to enhance fire service operations and improve outcomes.
- **Actions:** Invest in new tools and technologies, such as drone usage for firefighting, AI-driven data analysis for predictive modeling, or advanced communication systems. Implementing such technologies can improve situational awareness, response times, and overall decision-making.

## 2. Fostering a Culture of Continuous Learning and Professional Development

- **Goal:** Ensure all personnel are equipped with the skills and knowledge needed to excel in a rapidly evolving environment.
- **Actions:** Provide ongoing training, leadership development programs, and simulation-based learning opportunities. Create clear career pathways and promote a culture of innovation and knowledge-sharing. This helps maintain a highly skilled and adaptable workforce, which drives organizational performance.

## 3. Streamlining Operations for Greater Efficiency and Effectiveness

- **Goal:** Continuously optimize internal processes to maximize efficiency, reduce waste, and ensure high performance.
- **Actions:** Use data analytics and performance metrics to identify areas for improvement in operations, such as incident response, equipment maintenance, and staffing levels. Encourage feedback loops, process re-engineering, and the adoption of best practices from both the public and private sectors.



## 1. Modernizing and Upgrading Infrastructure

- **Goal:** Ensure that fire stations, vehicles, and equipment are up-to-date and capable of meeting the community's needs.
- **Actions:** Develop a comprehensive long-term capital improvement plan to replace outdated equipment, upgrade fire stations, and modernize response vehicles. This might include investing in more efficient energy systems, advanced firefighting technology, and environmentally sustainable solutions.

## 2. Optimizing Fire Station Locations and Response Times

- **Goal:** Strategically place fire stations to minimize response times and improve coverage.
- **Actions:** Use data-driven analysis to determine the optimal locations for fire stations based on population density, risk zones, and historical response data. This ensures that resources are allocated effectively to meet the community's needs while reducing response times, especially in high-risk areas.

## 3. Maintaining and Enhancing Technology Infrastructure

- **Goal:** Ensure that the fire service has the technological infrastructure needed for efficient operations and communication.

**Actions:** Invest in integrated systems for dispatch, communication, and data management. This could include real-time incident tracking, Geographic Information System (GIS) mapping, and enhanced communication networks to improve coordination during emergencies.

## GDY Strategic Themes

---

**Service Delivery:** We are dedicated to safeguarding our customers within a challenging community through proactive and responsive initiatives.

---

**Organizational Capacity:** We are dedicated to fostering the growth of both individuals and the organization, ensuring we meet the current and future needs of our community.

---

**Communication:** We are committed to maintaining an accurate, timely, open, and consistent approach to communication. This will be achieved by fostering ongoing relationships with our customers and stakeholders, and actively seeking their feedback.

---

**Whole Employee Wellness:** We are dedicated to proactively promoting the well-being of all employees by enhancing and supporting physical, behavioral, and social health programs within the workplace. Our goal is to create a culture of total wellness that enables employees to thrive both professionally and personally, while also improving recruitment and retention.

---



Strategic planning is a key organizational process where an organization defines its strategy or direction, prioritizes goals, and establishes how it will achieve them. It became a central concept in the 1960s and remains vital in strategic management today. This process is usually managed by strategic planners, who often rely on input from various stakeholders and research to analyze both the internal and external environments of the organization.

The process of strategic planning consists of several stages, which can include:

- **Inputs:** This involves gathering relevant data, such as the organization's mission, resources, and external environmental factors like market trends and competition.
- **Activities:** These are the processes involved in formulating the strategy, such as analyzing the current position, identifying opportunities or threats, and setting specific objectives.
- **Outputs:** The tangible results of strategic planning, including the finalized strategy, a set of clear goals, and action plans to implement the strategy.
- **Outcomes:** These are the results achieved from implementing the strategy, which are continuously monitored and adjusted as necessary.

Strategic planning can be both formal and informal, depending on the organization's needs. The process is often iterative, with feedback loops allowing for continuous adjustments. Some aspects of the process, like market analysis, may be ongoing, while others, such as setting specific short-term goals, may be tackled as discrete projects with defined start and end dates.

The overall goal of strategic planning is to provide a roadmap for the organization's future. This includes:

- Analyzing the external environment and the competitive landscape.
- Defining a clear and actionable strategy or guiding policy.
- Identifying key initiatives and action plans to implement the strategy.

The aim is to strengthen the organization's practices, address its strategic issues, and ensure it is positioned for success in the competitive environment.

# Scope of Service

The Goodyear Fire Department is a full-service, high-performance, emergency service agency.

| Program                          | Details                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fire Administration              | Manages and coordinates fire-related services, including overseeing budgeting, procurement, records and data management, reporting, and policy development.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Fire Suppression                 | The actions and procedures involved in controlling fires and preventing their spread are carried out by trained fire personnel using specialized equipment and techniques. The primary goal of fire suppression is to safeguard lives, property, and the environment from the destructive effects of fire.                                                                                                                                                                                                                                                                                                                                                                                                              |
| Emergency Medical Services (EMS) | Delivers emergency medical care, transportation, and other health services to individuals facing medical emergencies or trauma. EMS works to stabilize patients, prevent further injury, and ensure prompt medical treatment, often in coordination with hospitals, fire departments, and law enforcement.                                                                                                                                                                                                                                                                                                                                                                                                              |
| Crisis Response Team (CRT)       | Offers immediate, effective support during and after a crisis. The role of CRT is to help manage the emotional, psychological, and sometimes physical effects of traumatic events, disasters, or emergencies, ensuring individuals and communities can recover and cope with the aftermath.                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Ambulance Service                | Delivers immediate medical care, stabilization, and transportation for individuals involved in fires, accidents, and emergencies. Collaborating closely with fire services, it ensures quick response times and provides specialized treatment for fire-related injuries. The service also plays a key role in large-scale disaster response, offers post-incident care, coordinates follow-up treatment, and maintains a highly trained and well-equipped team to manage emergencies effectively.                                                                                                                                                                                                                      |
| Logistics                        | Strategic planning, coordination, and resource allocation are essential for the efficient operation of a fire department. It ensures the timely procurement and proper maintenance of equipment, supplies, and materials needed for daily operations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Training                         | This division is responsible for the training and development of firefighters and emergency responders, ensuring they possess the skills, knowledge, and physical fitness to effectively and safely manage a variety of fire-related emergencies. It also oversees ongoing education to continuously enhance and maintain the capabilities of personnel throughout their careers.                                                                                                                                                                                                                                                                                                                                       |
| Health & Wellness                | Encompasses the measures, protocols, and practices designed to protect the well-being of firefighters and emergency responders. Given the inherent risks of firefighting, such as physical injury, exposure to hazardous materials, mental stress, and environmental hazards, these programs are crucial for reducing risks and promoting the physical and psychological health of fire service personnel.                                                                                                                                                                                                                                                                                                              |
| Fire Prevention                  | The measures and practices aimed at reducing or eliminating the occurrence of fires, minimizing their impact on life, property, and the environment. It includes strategies such as education, regulation, engineering, and preparedness to prevent fires from starting and to limit their spread when they do occur. Effective fire prevention is essential for protecting both communities and firefighters.                                                                                                                                                                                                                                                                                                          |
| Fire Inspections                 | Systematic assessments carried out by fire prevention officers, fire marshals, or other designated personnel to evaluate the safety and compliance of buildings and properties with fire safety codes, regulations, and standards. These inspections are essential for identifying fire hazards, ensuring fire prevention systems are operational, and promoting safe environments in homes, businesses, and public spaces. The primary goal is to reduce fire risks, protect lives, and preserve property by ensuring fire safety measures are properly implemented and maintained.                                                                                                                                    |
| Fire Investigations              | The process of determining the origin, cause, and circumstances of a fire. This important activity helps establish whether a fire was accidental, intentional (arson), or caused by negligence. Fire investigations are conducted by trained professionals, including fire marshals, forensic experts, and law enforcement officers. The goal is to collect and analyze evidence to understand the factors behind the fire and provide valuable information for legal, insurance, and safety purposes.                                                                                                                                                                                                                  |
| Public Education                 | Focuses on raising awareness, preventing fire-related incidents, and enhancing community safety. It includes fire safety education and outreach to vulnerable populations. Programs involve school initiatives, community events, first aid classes, and digital campaigns to promote safety. The agency also conducts targeted education for high-risk areas, provides home safety inspections, and offers collaboration with local organizations.                                                                                                                                                                                                                                                                     |
| Emergency Management             | The discipline of preparing for, mitigating, responding to, and recovering from emergencies, disasters, and crises. It involves coordinated efforts to protect people, property, and resources, and to restore normalcy after a catastrophic event.                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Wildland                         | Focuses on preventing, managing, and responding to wildfires in natural environments. This includes educating communities on fire safety, conducting wildfire suppression efforts using specialized personnel and equipment, and coordinating resources for large-scale responses. The service also emphasizes specialized training for wildland firefighting, monitoring fire risks, and assessing fire behavior. Additionally, it involves managing incident responses, supporting evacuation and recovery efforts, and assisting in the rehabilitation of affected ecosystems and communities after a fire. The goal is to protect lives, property, and natural resources from the dangers of wildfires.             |
| Hazardous Materials              | Responsible for managing and responding to incidents involving hazardous materials, including chemical, biological, radiological, and environmental hazards. This includes the identification, containment, and mitigation of hazardous substances to prevent harm to people, property, and the environment. The section conducts risk assessments, provides specialized training for personnel, and ensures compliance with safety regulations. It also coordinates with other agencies for large-scale hazardous materials responses and offers support in clean-up and decontamination efforts. The primary goal is to protect public health and safety while minimizing the impact of hazardous material incidents. |

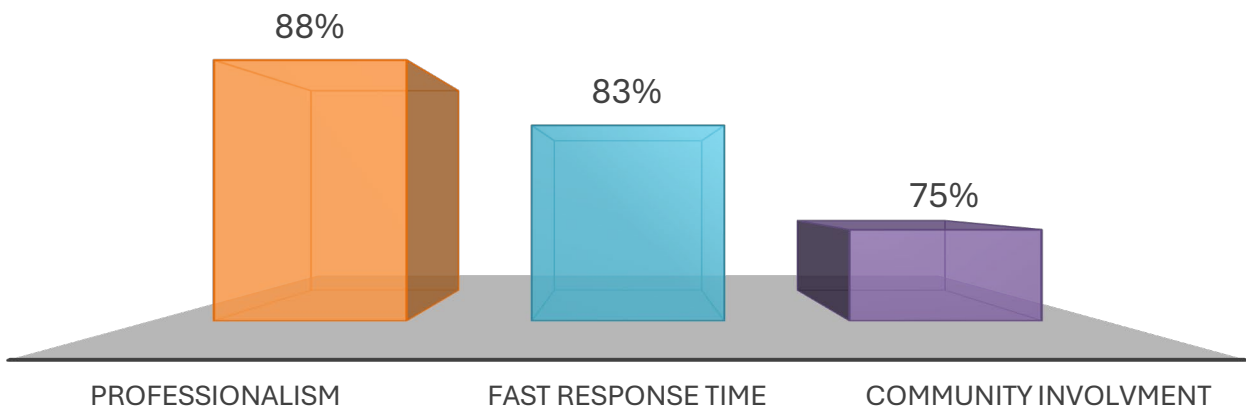
## Community Stakeholders Feedback

## Services Ranked by Importance to Stakeholders



|    |                                               |
|----|-----------------------------------------------|
| 1  | Emergency Medical Services Program (EMS)      |
| 2  | Fire Suppression Program                      |
| 3  | Community Crisis Response Program             |
| 4  | Fire Prevention Program                       |
| 5  | Emergency Management and Preparedness Program |
| 6  | Training Program                              |
| 7  | Hazardous Material (Hazmat) Program           |
| 8  | Safety & Wellness Program                     |
| 9  | Fire Investigation, Origin, & Cause Program   |
| 10 | Public Education Program                      |
| 11 | Wildland Fire Program                         |

## Overall Approval Ratings



Community Stakeholders Dinner



Fire Chief's Presentation



Community Engagement

# Strengths/Weaknesses/Opportunities/Challenges

## Internal Focus Group Feedback

| SWOC BREAKDOWN STRENGTHS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. CUSTOMER SERVICE</b> <ul style="list-style-type: none"> <li>• Suppling exceptional customer service – internally and externally</li> <li>• Delivering service to the community</li> <li>• Understanding knowledge of and history of the department</li> <li>• Building great relationship with the community and other departments within the city</li> <li>• Recognizing the need for better internal customer service to keep our workforce healthy</li> <li>• Providing personnel to serve our community with transport ambulances</li> </ul> | <b>6. SAFETY</b> <ul style="list-style-type: none"> <li>• Reducing exposure and contamination through cutting edge station design</li> <li>• Initiating clean-cab configuration</li> <li>• Putting in place a robust CQ process</li> <li>• Using industry-leading cancer reduction steps</li> <li>• Creating full fire suppression and emergency medical services, including hazardous materials and a wildland suppression team</li> </ul>                                                     |
| <b>2. COMMUNICATION</b> <ul style="list-style-type: none"> <li>• Communicating effectively across ranks</li> <li>• Utilizing the chain of command well</li> <li>• Allowing employees to express their concerns through an open-door policy</li> <li>• Using process for everyone to be involved and heard</li> </ul>                                                                                                                                                                                                                                   | <b>7. EMPATHY</b> <ul style="list-style-type: none"> <li>• Meeting the current and future needs of the community with directed efforts to provide the men and women the tools, training, and resources they need to accomplish the mission</li> <li>• Developing a Crisis Response Team</li> <li>• Supporting peer mental health</li> <li>• Maintaining the growth and hiring of good people, interested in a long career with the city</li> <li>• Leading with an ingrained empathy</li> </ul> |
| <b>3. ADAPTABILITY</b> <ul style="list-style-type: none"> <li>• Creating an atmosphere open to change and new ideas</li> <li>• Adapting to the needs of the community and our customers</li> <li>• Maintaining flexibility to support a new culture while not forgetting our past</li> </ul>                                                                                                                                                                                                                                                           | <b>8. OPTIMISM</b> <ul style="list-style-type: none"> <li>• Building and maintaining a good work environment makes the employees feel valued</li> <li>• Engaging resilient employees</li> <li>• Growing our organization while maintaining the culture created many years ago and adapted to the present day</li> </ul>                                                                                                                                                                         |
| <b>4. INTEGRITY</b> <ul style="list-style-type: none"> <li>• Addressing issues quickly</li> <li>• Embracing the OCP process</li> <li>• Treating one another respectfully</li> </ul>                                                                                                                                                                                                                                                                                                                                                                    | <b>9. INITATIVE</b> <ul style="list-style-type: none"> <li>• Encouraging behavioral health</li> <li>• Developing many new and remodeled stations</li> <li>• Adding an ambulance service, crisis response unit, and a new fire station</li> </ul>                                                                                                                                                                                                                                                |
| <b>5. RELATIONSHIPS</b> <ul style="list-style-type: none"> <li>• Creating great relationships between Labor and Management to allow us to make good decisions about all aspects of our department</li> <li>• Rotating assignments to have more exposure to the organization</li> <li>• Collaborating partnerships between elected officials, civil servant leadership, and workforce forges a strong alliance focusing on solving the difficult challenges facing a growing and diverse Goodyear community</li> </ul>                                  | <b>10. INNOVATION</b> <ul style="list-style-type: none"> <li>• Acquiring many new pieces of equipment</li> <li>• Managing the growth</li> <li>• Providing a forum to receive input from our internal stakeholders through the OCP process</li> </ul>                                                                                                                                                                                                                                            |

## SWOC BREAKDOWN WEAKNESSES

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. CUSTOMER SERVICE</b> <ul style="list-style-type: none"> <li>• In-house training program</li> <li>• Front line support</li> <li>• Extra sworn staff</li> <li>• Extra vehicles (spares)</li> <li>• Support personnel</li> <li>• Increased staffing to account for schools, light duty, etc.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>6. SAFETY</b> <ul style="list-style-type: none"> <li>• Injury prevention</li> <li>• More 40-hour positions (Logistics and Training)</li> <li>• Automatic data analysis, predictive analytics, and pre-plan mapping capabilities</li> <li>• Any computer software systems that have one layer in depth</li> <li>• Multiple company training</li> </ul> |
| <b>2. COMMUNICATION</b> <ul style="list-style-type: none"> <li>• A method and proactive approach to improve communication and ensure that information is provided consistently and systematically across departments</li> <li>• Communication improvement between internal support departments (Budget, IT, Finance, Fleet, Payroll) is crucial for streamlining workflow and reducing inefficiencies</li> <li>• Communication consistency so the message migrates down to the newest employee in the organization</li> <li>• Bureaucracy slows the process down but ensures accuracy. Technology is the best way to reach the workforce (quarterly e-newsletters, messaging from leaders to all members, etc.)</li> <li>• Large department with multiple locations, shift work, and limited communication platforms</li> <li>• Length of time for information to travel through the OCP process</li> </ul> | <b>7. EMPATHY</b> <ul style="list-style-type: none"> <li>• Risk preparedness for financial, social, and industrial catastrophic events</li> <li>• Emails that go unread</li> </ul>                                                                                                                                                                       |
| <b>3. ADAPTABILITY</b> <ul style="list-style-type: none"> <li>• Focus needs to be on building resilience and adaptability to navigate changes from Internal leadership transitions, shifts in city leadership, or the escalating costs of assets</li> <li>• Creative ways should be used to solve problems</li> <li>• Future needs/services</li> <li>• Future economy</li> <li>• Succession planning</li> <li>• Succession planning for the future leadership vacancies</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>8. OPTIMISM</b> <ul style="list-style-type: none"> <li>• More rescue space</li> <li>• Location to adequately meet training needs</li> <li>• Bench depth</li> </ul>                                                                                                                                                                                    |
| <b>4. INTEGRITY</b> <ul style="list-style-type: none"> <li>• Leaders need to be trained to have courageous conversations</li> <li>• Procrastination</li> <li>• Generation gap</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>9. INITIATIVE</b> <ul style="list-style-type: none"> <li>• The excellent work being done should be captured and marketed</li> <li>• Training Center</li> <li>• Promotion preparation needs to continue</li> </ul>                                                                                                                                     |
| <b>5. RELATIONSHIPS</b> <ul style="list-style-type: none"> <li>• Ability to write scopes for projects</li> <li>• Support divisions must stay current with ever-growing demand for operations</li> <li>• Few people know how to effectively manage the support division. Improvements in mentoring prospective leaders in areas other than tactical operations are important</li> <li>• Emotional intelligence</li> <li>• Technology implementation</li> <li>• Planning</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>10. INNOVATION</b> <ul style="list-style-type: none"> <li>• Resource management facility</li> <li>• Midrise tactics/strategies</li> <li>• Lithium</li> </ul>                                                                                                                                                                                          |

## SWOC BREAKDOWN OPPORTUNITIES

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. CUSTOMER SERVICE</b> <ul style="list-style-type: none"> <li>• Having rapid growth within the city will mean response areas encompassing metro, urban and rural areas</li> <li>• Continuing to provide the highest level of service to approach. It may not always be an engine responding to calls</li> <li>• Expanding crisis response services</li> <li>• Expanding ambulance response services</li> <li>• Promoting the needs of the community to elected leadership</li> <li>• Continuing to be engaged in community events</li> <li>• Implementing access to own health clinic</li> </ul> | <b>6. SAFETY</b> <ul style="list-style-type: none"> <li>• Promoting PSAP times</li> <li>• Promoting turnout times</li> <li>• Removing PFAS from turnout gear – there isn't a better solution</li> <li>• Providing more services</li> <li>• Implementing cancer preventative measures</li> </ul>                                                                                                                                                                   |
| <b>2. COMMUNICATION</b> <ul style="list-style-type: none"> <li>• Communicating consistently across departments, which includes city and department information</li> <li>• Continuing the OCP process to allow members at all ranks to get involved and have their opinions heard</li> <li>• Promoting support levels by having internal HR and IT support</li> <li>• Developing an online dashboard</li> <li>• Developing and mentoring civic leaders in the department will make the department a powerhouse for the future</li> </ul>                                                              | <b>7. EMPATHY</b> <ul style="list-style-type: none"> <li>• Evolving with advanced technology, diversity and inclusion, health and safety</li> <li>• Firefighting from leather helmets in days past to opiate and mental health now</li> </ul>                                                                                                                                                                                                                     |
| <b>3. ADAPTABILITY</b> <ul style="list-style-type: none"> <li>• Training and tactical strategies are outpaced by technology and growth</li> <li>• Ensuring we evolve and grow with the City's expansion</li> <li>• Providing services throughout the city by strategically planning for new stations</li> <li>• Interacting positively when not out on call</li> <li>• Adding new types of risk through business development, such as battery bank, warehouses, and large power facilities, solar facilities and lithium batteries</li> <li>• Increasing data driven decision making</li> </ul>      | <b>8. OPTIMISM</b> <ul style="list-style-type: none"> <li>• Promoting a regional training academy</li> </ul>                                                                                                                                                                                                                                                                                                                                                      |
| <b>4. INTEGRITY</b> <ul style="list-style-type: none"> <li>• Monitoring our standards and holding ourselves accountable to those standards</li> <li>• Modeling the way from the top down</li> <li>• Continuing to never lose sight of our mission</li> <li>• Developing normal leadership training programs for succession planning</li> <li>• Being prepared for a call</li> <li>• Monitoring unwillingness to do certain tasks because of cancer concerns</li> </ul>                                                                                                                               | <b>9. INITIATIVE</b> <ul style="list-style-type: none"> <li>• Designating fleet employees for vehicle support – fire mechanic for ambulances and small vehicles</li> <li>• Providing project management in-house</li> <li>• Expanding resource management, which includes designated personnel for mainlining supply inventories</li> <li>• Constructing a Public Safety Training Facility</li> <li>• Implementing ambulance billing services in-house</li> </ul> |
| <b>5. RELATIONSHIPS</b> <ul style="list-style-type: none"> <li>• Mentoring members to staff positions in all divisions</li> <li>• Growing support legs of the organizational operation base</li> <li>• Praising excellent work</li> <li>• Prioritizing mental health and well-being of personnel</li> </ul>                                                                                                                                                                                                                                                                                          | <b>10. INNOVATION</b> <ul style="list-style-type: none"> <li>• Providing more services, such as Tox-Medic and decon vehicles</li> </ul>                                                                                                                                                                                                                                                                                                                           |

| SWOC BREAKDOWN CHALLENGES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. CUSTOMER SERVICE</b> <ul style="list-style-type: none"> <li>Community interaction with men/women in the fire trucks</li> <li>Continued efforts to promote the good work done for the community</li> <li>Continued cooperation of Goodyear Fire Department leadership, union, and elected officials</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>6. SAFETY</b> <ul style="list-style-type: none"> <li>Injuries</li> <li>Food tax</li> <li>OSHA proposed updates</li> <li>Recruit overtime</li> <li>New NFPA</li> <li>Hackers that take down key programs</li> </ul>                                                                                                                   |
| <b>2. COMMUNICATION</b> <ul style="list-style-type: none"> <li>Defined department priorities with current resources</li> <li>Streamlined city training and travel process (move away from an Excel document)</li> <li>Provided quality dashboards for the internal and external customers</li> <li>Rental tax removal has a big impact on the city budget</li> <li>Tremendous growth of the city, traffic, and people cause an increased service demand</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>7. EMPATHY</b> <ul style="list-style-type: none"> <li>Rising rate of opiate overdose</li> </ul>                                                                                                                                                                                                                                      |
| <b>3. ADAPTABILITY</b> <ul style="list-style-type: none"> <li>Technology and growth are outpacing our training and tactical strategies</li> <li>Protection of firefighters is essential due to a push to remove PFAS from our turnout gear. The fires are getting hotter and may burn our members quickly.</li> <li>Battery storage systems will change our response capabilities. These are extremely toxic and dangerous. Our response is to stay away until the smoke starts affecting neighborhoods</li> <li>Lacked support for rapidly expanding response division</li> <li>Wildland response while maintaining resources for local response</li> <li>Electric vehicles and storage of all types are challenges that will only become more prevalent in the community</li> <li>Passed legislation regulating where and how buildings are constructed by zoning will quickly put us out of the new building regulation business</li> <li>Food tax</li> </ul> | <b>8. OPTIMISM</b> <ul style="list-style-type: none"> <li>High approval rating sustained</li> <li>Technology is incredibly expensive and continues to evolve, which makes it difficult to sustain</li> </ul>                                                                                                                            |
| <b>4. INTEGRITY</b> <ul style="list-style-type: none"> <li>Maintaining a mission-focused culture rather than promoting a personal agenda</li> <li>Lack of written policies for programs that include some inherent risk and are currently sponsored by GFD (Girls Camp, Recruit firefighter hiring process, and the Cadet Program) are some policies that either need to be created or reviewed to minimize exposure</li> <li>Mental health</li> <li>Political division will creep into the department if current political climate continues its course</li> <li>Recruit overtime</li> </ul>                                                                                                                                                                                                                                                                                                                                                                    | <b>9. INITIATIVE</b> <ul style="list-style-type: none"> <li>Succession planning for Accreditation and Compliance Coordinator</li> <li>Wildland response while monitoring resources for local response</li> <li>Goal continuation</li> </ul>                                                                                             |
| <b>5. RELATIONSHIPS</b> <ul style="list-style-type: none"> <li>Professionalism needs to be continued</li> <li>Quality data needs to be maintained</li> <li>Resourcefulness needs to be continued</li> <li>Grant funding should be pursued</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>10. INNOVATION</b> <ul style="list-style-type: none"> <li>Data is the best way to stay competitive. Our Labor partners help us immensely with this as well. If we cannot support our story or need with data, it will not happen for us</li> <li>Broken trucks</li> <li>Data collection for training should be integrated</li> </ul> |

# Fire Department Strategic Initiatives

## 1. Enhance Communication and Operational Efficiency

**Objective:** Streamline communication and internal processes to ensure clear, consistent messaging and effective collaboration across fire department divisions.

**Critical Tasking:**

- **Develop a Standardized Communication Plan:** Implement a communication framework that ensures all divisions are aligned, with regular updates and a structured flow of information (e.g., monthly briefings, incident report summaries, online dashboards).
- **Implement a Centralized Digital Platform:** Invest in a comprehensive software solution to streamline communication across all divisions, ensuring real-time information sharing and accessibility (e.g., a mobile app for incident updates, crew assignments, and resource tracking).
- **Improve Cross-Division Coordination:** Assign dedicated roles within each division to serve as communication liaisons, facilitating smooth information flow and reducing response delays or misunderstandings.

**Why:** Clear, streamlined communication reduces the risk of misunderstandings, minimizes operational delays, improves coordination among divisions, and supports a more efficient use of resources across all fire division functions.

---

## 2. Foster Adaptability through Training and Succession Planning

**Objective:** Prepare the department for future challenges by fostering resilience and adaptability in both operations and leadership.

**Critical Tasking:**

- **Implement Comprehensive Succession Planning:** Develop and formalize a leadership training program to ensure a pipeline of qualified individuals ready to take on future leadership roles, especially in critical areas like operations, support divisions, and crisis response.
- **Enhance Tactical and Technological Training:** Provide continuous training on emerging technologies (e.g., lithium-ion battery storage, electric vehicle response) and refine tactics to stay ahead of evolving risks.
- **Support Mental and Physical Resilience:** Integrate training on mental health, peer support, and stress management, and ensure that training facilities and resources are adequate to meet growing demand.

**Why:** Building a resilient, adaptable workforce ensures that the department can effectively handle future challenges, including leadership transitions, changing community needs, and new technology.

### 3. Expand Community-Centered Services with Innovative Solutions

**Objective:** Expand and innovate services to meet the diverse and growing needs of the community while maintaining exceptional service standards.

**Critical Tasking:**

- **Expand Crisis Response and Ambulance Services:** Continue to grow and innovate within these services to ensure they meet the demands of the city's diverse areas (urban, metro, rural), potentially introducing specialized teams or vehicles.
- **Develop a Public Safety Training Facility:** Construct a facility to provide specialized hands-on training for current and future personnel, supporting growth and improved response capabilities across all areas.
- **Increase Community Engagement:** Enhance outreach programs to ensure a visible, positive presence in the community, while utilizing data to assess and adapt to emerging risks (e.g., opioid overdoses, fire prevention, and mental health crises).

**Why:** Expanding services and utilizing innovative solutions will ensure the department remains responsive and effective in addressing both current and future community needs.

---

#### Summary of Strategic Initiatives:

1. **Enhance Communication and Operational Efficiency:** Improve the flow of information, reduce inefficiencies, and ensure alignment across divisions.
2. **Foster Adaptability through Training and Succession Planning:** Equip the workforce with the skills, knowledge, and leadership training necessary to navigate future challenges.
3. **Expand Community-Centered Services with Innovative Solutions:** Innovate and grow services to keep pace with community needs, using data and emerging technologies to guide decisions.

These initiatives directly address the most critical areas of growth identified in the SWOC analysis and will help the department maintain its excellence while adapting to a rapidly changing environment.



## Risks/Roadblocks/Mitigation

| Potential Risks                                                                                                  | Roadblocks: Internal / External                                                                                                     |
|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Loss of Respect, Momentum, and Morale:<br>Challenges in keeping the team motivated and engaged over time.        | Egos and Interpersonal Dynamics: Conflicts or misalignments in team members' personalities or objectives.                           |
| Inability to Achieve Project Goals: Failure to meet key objectives, impacting overall success.                   | Lack of Focus or Clarity: Failure to meet key objectives, impacting overall success.                                                |
| Risk to Accreditation or Reputation: Damaging the credibility or trust associated with the project.              | Poor Planning/Execution: Insufficient or ineffective planning leading to delays or missteps.                                        |
| Liability Risks: Potential legal, financial, or ethical risks stemming from project decisions.                   | Overdependence on a Few Individuals: Risk of overburdening key team members and bottlenecking progress.                             |
| Loss of Funding, People, or Confidence:<br>Deteriorating support or resources leading to project disruption.     | Team Dysfunction/ Lack of Teamwork:<br>Miscommunication or lack of collaboration affecting team morale and efficiency.              |
| Shutting Dow or Consolidation of Stations:<br>Organizational restructuring impacting the project's continuation. | Wrong Expectations/Outcomes: Misaligned objectives between stakeholders or unrealistic goals.                                       |
|                                                                                                                  | Fear of Asking Tough Questions: Unwillingness to address potential issues head-on, which can lead to larger problems down the line. |
|                                                                                                                  | <b>External Factors</b>                                                                                                             |
|                                                                                                                  | Time and Resource Constraints: Limited resources (e.g. budget, staff) affecting the ability to meet project needs.                  |
|                                                                                                                  | Lack of Community Support: External support or changing expectations from key stakeholders or the community.                        |
|                                                                                                                  | Potential Disasters: Unforeseen crisis (e.g. natural disasters, pandemics) disrupting the project.                                  |
|                                                                                                                  | External Changes: Organizational shifts (e.g. mergers, shutdowns) that impact the project's direction or scope.                     |

## Mitigation Strategies

### Process – Oriented Approaches:

---

- **Maintain Flexibility in the Plan:** Be adaptable and adjust the project plan as needed.
- **Regular Plan Check-Ins:** Frequency assess progress and make necessary changes to stay on track.
- **Commitment to Moving Forward:** Stay dedicated to the process, even when challenges arise.
- **Acknowledge, Don't Dwell on Challenges:** Identify problems but focus on solutions and forward movement.

### Communication and Transparency:

---

- **Stay Informed and Keep Everyone Involved:** Keep all stakeholders in the loop to ensure alignment and transparency.
- **Address Communication Gaps:** Identify areas where communication may be lacking and ensure timely updates.

### Delegation and Responsibility:

---

- **Distribute Tasks and Ownership:** Ensure that responsibilities are clearly assigned and shared across the team.
- **Assign the Right People:** Match tasks to team members' strengths and expertise.

### Monitoring and Adaption:

---

- **Establish a Baseline for Progress:** Set measurable benchmarks to assess progress and success.
- **Use Checkpoints for Evaluation:** Implement periodic reviews to evaluate the project's direction and health.

### Celebration and Recognition:

---

- **Celebrate Successes:** Recognize achievements, both large and small, to maintain team morale and motivation.



## Strategic Shifts

- **Flexibility in Approach:** Be open to shifting the project scope, roles, or objectives as needed to adapt to the changing circumstances and ensure alignment with the overall goals.

By incorporating these strategies into project planning and execution, the team can address identified risks, mitigate roadblocks, and remain agile in the face of challenges. This comprehensive approach increases the likelihood of project success, even in dynamic or uncertain conditions.

# Capital Improvement Projects (CIP)/Supplementals/Division Goals

## CIP / Supplementals

### Capital Improvement Projects:

- Fire Resource Management Facility
- Fire Station 182 Renovation & Battalion Chief Quarters
- Fire Station 183 Ambulance Deployment
- Fire Station 184 Renovation
- Fire Station 187
- Fire Station 189
- Fire Station 1810

### Supplementals:

- Decon Truck Equipment
- Medical Billing Specialist
- Rover Firefighters
- Deputy Chief
- Ambulance and Equipment
- Crisis Response Van
- Crisis Therapy Dog
- Advance Turnout Cleaning and Repair

### Division Goals

- Administration:
  - Next collections % (YTD & Quarterly) – Directly reflects performance; shows how much EMS/MC is collecting on Goodyear Fire's behalf
  - First-Time Clean Claim Rate – High rates mean less reword and faster reimbursement
  - Average Denial Rate (focus on timely filing) – Highlights process inefficiencies and preventable errors
  - Average Days in A/R – Critical for monitoring cash flow and efficiency
  - Turnaround Time: Chart to Build – Helps identify internal delays and ensures EMS/MC is processing timely
  - Reconcile Ambulance payments with Finance and billing vendor
- Fire Prevention:
  - Succession planning
  - Add annual total and comparison to previous years (2019) – data metrics
  - Add square footage inspected – data metrics
- Public Education:
  - Expand outreach to more charter schools and businesses to provide services (CPR, etc.)
- Fire Investigation:
  - Add data point for property value saved
  - Add data point for total numbers investigated year after year

- Add data point for hours involved in investigations, including report writing
- Add 2 more Inspectors into program – currently only two can complete investigations
- SCBA training for investigators
- Seek grant funding to fill equipment needs
- Emergency Management:
  - Grant from TO Nation for \$20k to put towards the CERT Trailer
  - Continuity Planning with Departments – 7 completed
  - EMR Firewise – Fire Department is providing coaching and recommendations for wildfire prevention
  - EOP to go before Council in September (currently at Legal)
  - October 2025 participating in a regional full-scale exercise – hazmat at Millennium High School
  - December 2025 Fire Evacuation exercise at Abrazo's new rehab facility
  - Emergency Manager & Natalie are presenting at the Park & Rec Conference – Incident Action Plans and event safety
- Hazmat:
  - SOP for Hazmat Operations
- Wildland:
  - Transition all program related equipment to new Resource Building
  - Participate in the annual CWART drill
  - Create a tracking mechanism for training and certs
  - Work with the flood control to mitigate the vegetation under bridges and critical infrastructure
- Crisis Response:
  - Office area to include training and more office space
  - Grow the internship program
  - Expand services to the community by adding a 4<sup>th</sup> shift to obtain 7 day a week coverage
  - Create a policy to define interns and volunteers on the Crisis Unit
- Logistics:
  - Making the transition from current to the new Logistics building – form, function, and flow (personnel needs, long term storage, identifying and maintaining budget cost sheets for apparatus, personnel, promotions, and stations).
  - Decontamination Truck – Outfit and staff a decontamination truck
  - Setting up and tracking a station and supply station analysis (what does it cost to operate a station annually)
  - Identifying and coordinating replacement plan to vehicle, personnel, and station ongoing needs.
- Training:
  - Create an IGA with Avondale for use of their fire training facility (in construction)
  - Create CTC (Command Training Center)

## Conclusions: Path to Success

The Strategic Plan outlines critical initiatives to ensure the fire department continues to meet the evolving needs of the community while maintaining high standards of service. Key areas of focus include modernizing infrastructure, optimizing fire station locations, and enhancing technology systems to improve operational efficiency and reduce response times. By leveraging data-driven decision-making and long-term planning, the department is strategically positioning itself to address both current and future challenges, ensuring effective service delivery and community safety.

Looking ahead, the department plans to continue its innovative efforts by integrating advanced technologies, strengthening community partnerships, and building a skilled, resilient workforce. Future initiatives will include adopting cutting-edge tools like data analytics, expanding public safety outreach, and enhancing staff wellness programs. With an emphasis on financial sustainability, collaboration, and continuous improvement, the department is committed to staying well-equipped and prepared for both current and emerging emergency needs, ensuring ongoing safety and resilience within the community.

## CONTRIBUTORS

| Title                           | Name                         |
|---------------------------------|------------------------------|
| Interim Fire Chief              | Tim Wayne                    |
| Deputy Chiefs                   | Ed Pahl, Eric Kleinschmidt   |
| UGFF Local 4005                 | Executive Board              |
| Accreditation Coordinator       | Danielle Bryan               |
| Fire Marshal                    | Michael Brune                |
| Administrative Services Manager | Brittany Leslie              |
| Management Analyst              | Jessica Hovland              |
| Internal Stakeholders           | Fire Department Staff        |
| Community Stakeholders          | Citizens & Community Leaders |

