



# Goodyear Fire Department

1 year review of Citygate Assessment

Paul Luizzi, Fire Chief



# Background

- ▶ Citygate hired by the City, December 2012.
- ▶ Conducted extensive interviews, data mining, review of 425 documents and records, and analysis of the fire department.
- ▶ Issued a report to City Manager April 2013.
- ▶ 59 critical and key findings, 31 of them had recommendations.
- ▶ Update to City Council July 2013.
- ▶ Response to Emergencies “Second to None”.

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# Primary Focus

- ▶ Build an integrated team.
- ▶ Department functioning as one team.
- ▶ Consistent message and accountability.
- ▶ Rebuilding of Fire Prevention.
- ▶ Implement best practices for internal operations.



# Taking Action

- ▶ Critical Action Plan Team April 15, 2013.
- ▶ Critical Action Plan implemented April 22, 2013
- ▶ Reorganization occurs April 22, 2013
- ▶ Established a timeline.
- ▶ Update to Council July 8, 2013
- ▶ Comprehensive update to Council September 2013



# The Plan

## ► Fire Prevention: Critical Finding

- Records Management
- Internal Business Process
- Staffing of Fire Prevention
- Fire Investigations

## ► Organization: Critical Finding

- Consistency
- Accountability
- Communications
- Employee morale



# The Plan

- ▶ Deployment: Critical Finding
  - Accreditation/Best Practice
  - Data Collection
  - Leave Opportunities
  - Automatic Aid
- ▶ Recommendations



# New Process: Fire Prevention

- ▶ Re-organization of Fire Prevention.
- ▶ We have assigned a Fire Captain to supervise Fire Prevention.
- ▶ Created a Master Plan for Fire Prevention.
  - Includes Mission and Vision
  - Internal Business Process
    - Confirmation of occupancies and addresses
    - Fire Inspector workload
  - Continue to create Fire Prevention policies and procedures using best practice.



# New Process: Fire Investigation

- ▶ Goal: 2 or 3 Fire Investigator 4's per shift.
  - Currently;
    - 3-Investigator IV's,
    - 4-Investigator III's,
    - 1-Investigator II.
  - 4 Investigator III's completing their Investigation IV class in April.
- ▶ Fire Prevention Investigators Continue to work effectively with Legal and Police to update policies and procedures.
- ▶ Internal taskforce with Police.





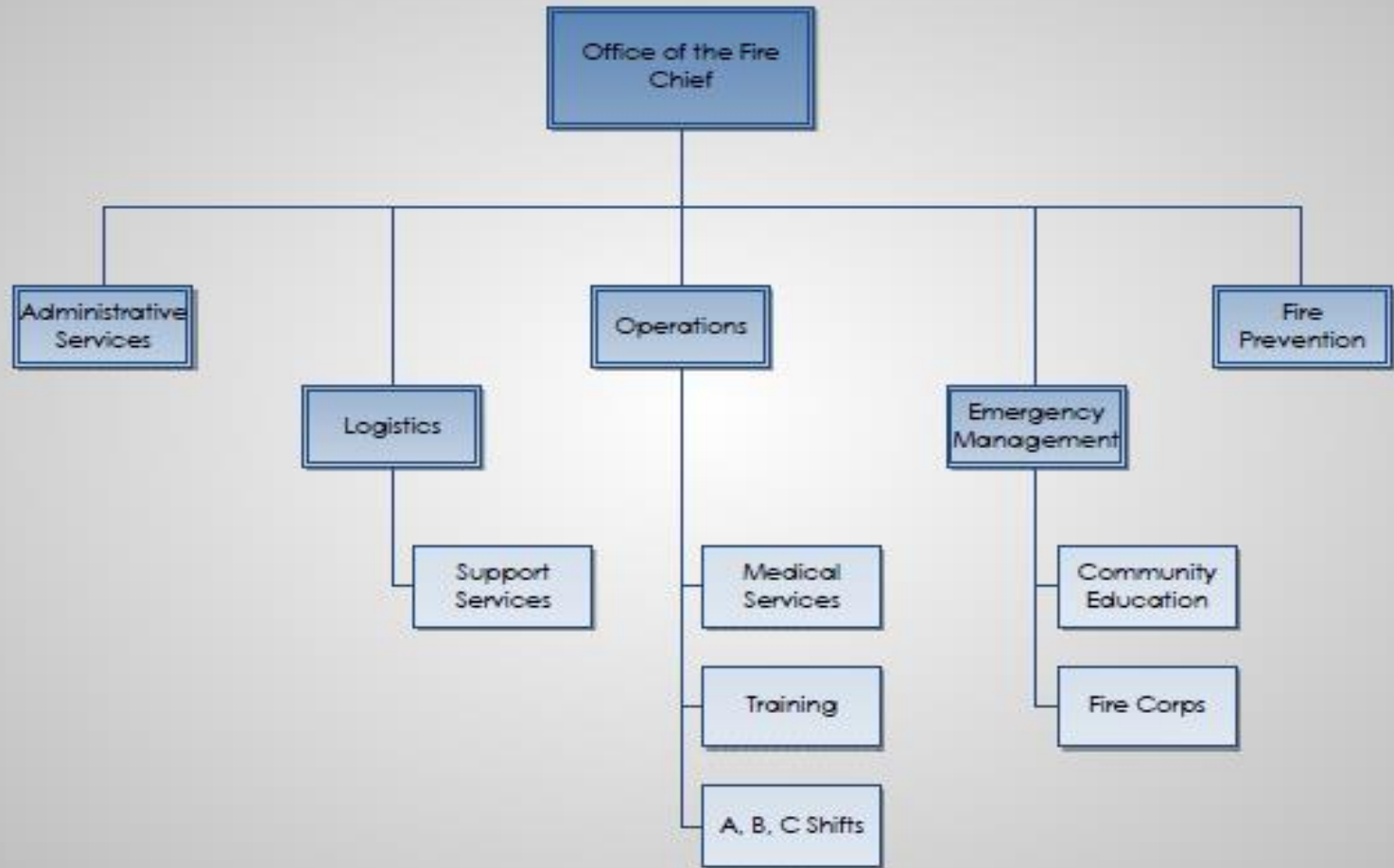
# New Process: Fire Inspections

- ▶ Volunteer Fire Inspectors started the Inspection Academy in January.
  - 36 applied for the positions
  - 13 were selected to participate in the academy.
  - 8 members will hit the streets on their own this April.





# Functional Org Chart



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# Operational Consistency

- ▶ Consistency, Accountability and Trust.
  - Labor/Management met to discuss consistency issues and work through those issues as a group.
- ▶ Established one unifying message and one set of expectations.
- ▶ Hired Deputy Fire Chief Tom Cole in October
- ▶ Continue to be Forward Focused.



# Operational Consistency

- ▶ BC/Labor working together
  - PAR group continues to work through issues as they present themselves and are resolved quickly.
- ▶ PIO Training and Education
- ▶ Developing a partnership with ITS to use video conferencing in stations
- ▶ Telestaff integration will be evaluated with new ERP
- ▶ Captain reset training went well in August
- ▶ Employee Investigation Policy training.



# Communication Strategies

- ▶ Weekly and Monthly Meetings
- ▶ Captain Meetings
- ▶ Chief's Forum
- ▶ Communications
  - Chiefs in stations on more regular basis

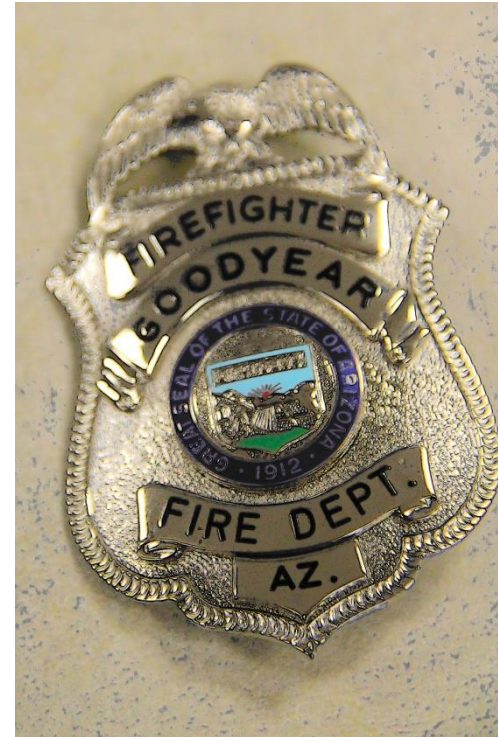






# Employee recognition

- ▶ Employee recognition
  - Badge Pinning
  - Therapeutic Thursdays





# EMS Awards and Badge Pinning



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# Accreditation

- ▶ Accreditation is a comprehensive self-assessment and evaluation model that enables organizations to examine past, current, and future service levels.





# Standardization of Data

Moving to a new accreditation concept:

Call Processing

+

Turnout Time

+

Travel (response)Time

= Total Response Time



# Standardization of Data

- ▶ Brake to Brake Concept:  
measurement of  
true response time.





# Leave Issues

- ▶ Previously we allowed for 2 people off on vacation.
- ▶ Changed our Policy to allow up to 3 people off on vacation per shift. Reduction in sick time was evident.



# Recommendations

- ▶ Adoption of Performance Measures
  - Performance measures moved forward by City Council, include fire department metrics.
- ▶ Overtime usage.
  - Over the last year we have worked with City Managers Office to work on better defining our overtime costs.
    - This fiscal year we have been supplying Council with quarterly reports.
    - Telestaff is helping with the data usage for overtime.



# Recommendations

## ▶ Training Policies

- Now we are having the training division oversee more frequent minimum company standards.

## ▶ Public Education

- In supplemental request the City Council provided us part-time education specialists. We have hired 2 part-timers and are using them on a frequent basis for education opportunities.



# Recommendations

- ▶ Records Management System (RMS)
  - Last year we updated our policy on data entry. The management team has been tracking this performance measure on our dashboards and we will continue to provide training and accountability for this data entry.
- ▶ Promotion requirements
  - We have worked with labor/management group to ensure consistency with the requirements for promotion.



# Summary

- ▶ To date we have addressed all critical findings
- ▶ Everyone is working hard and “forward focused”
- ▶ Using best practices to guide our way.
- ▶ Department emergency response is “second to none”.



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# Questions