

2023 STRATEGIC PLAN



CHANDLER FIRE DEPARTMENT



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MESSAGE FROM THE CHIEF

As we embark on the journey outlined in our 2023-2027 strategic plan, it's with great pride and anticipation that I reflect on the remarkable achievements of our department. Together, we've weathered the challenges of the past and emerge stronger, ready to embrace the future. I'd like to spotlight some key milestones that have shaped our recent history and set the stage for our continued success.

Our department's unwavering commitment to service was never more evident than during the challenging times brought about by the COVID-19 pandemic. The dedication and resilience exhibited by each member of our team in the face of uncertainty showcased the true spirit of our department. As we move forward, the lessons learned from this experience will inform our ongoing commitment to adaptability, preparedness, and the well-being of both our personnel and the community we serve.

The completion of Fire Station 2 stands as a testament to our department's dedication to improving response times and expanding our reach within the community. This state-of-the-art facility not only enhances our operational capabilities but also reinforces our commitment to providing efficient and effective emergency services. Fire Station 2 symbolizes progress and a tangible investment in the safety and well-being of our community.

Our commitment to rapid response is further underscored by the strategic deployment of a 40-hour engine. This initiative reflects our proactive approach to addressing evolving community needs and reinforces our ability to provide timely and effective emergency services. The 40-hour engine represents a dynamic resource that will play a pivotal role in our ongoing efforts to ensure the safety of those we serve.

Achieving accreditation for our paramedic program is a testament to the high standards of excellence we uphold in providing medical services to our community. This recognition not only validates the proficiency of our paramedics but also ensures that we are at the forefront of pre-hospital care. The accreditation speaks volumes about our commitment to continuous improvement and elevating the quality of healthcare services within our jurisdiction.

As we navigate the path ahead, these achievements serve as beacons of success, guiding us toward new horizons. Our 2023-2027 strategic plan builds upon these foundations, outlining a roadmap for further advancements and continued excellence in the provision of emergency services.

I am immensely proud of the dedication and professionalism of our team. Together, we will shape the future and continue to be a source of pride for the community we are honored to serve.

Sincerely,
Tom Dwiggins, Fire Chief



Tom Dwiggins
Chandler Fire Chief
2016 - Present

COMMUNITY PROFILE



The City of Chandler is located in the southeastern part of the Phoenix Metropolitan area. Chandler is bordered on the west by the City of Phoenix, on the north by the Cities of Tempe and Mesa, on the east by the City of Gilbert, and on the south by the Gila River Indian Community.

Chandler was founded on May 17, 1912. The 1930 U.S. Census listed 1,378 residents; Chandler's current population is estimated at over 287,000 people. Approximately 87.9% of Chandler's population is under the age of 65. The City has a household median income of \$99,374 with 46.2% of residents having a Bachelor's degree or higher.



The City covers a total planning area of 71.5 square miles that is comprised of residential, commercial, industrial, and undeveloped or agricultural areas. There are dozens of occupied structures over four stories tall, a 1.3 million square foot regional mall, and more than 110,000 housing units, the vast majority of which are single-family detached homes.

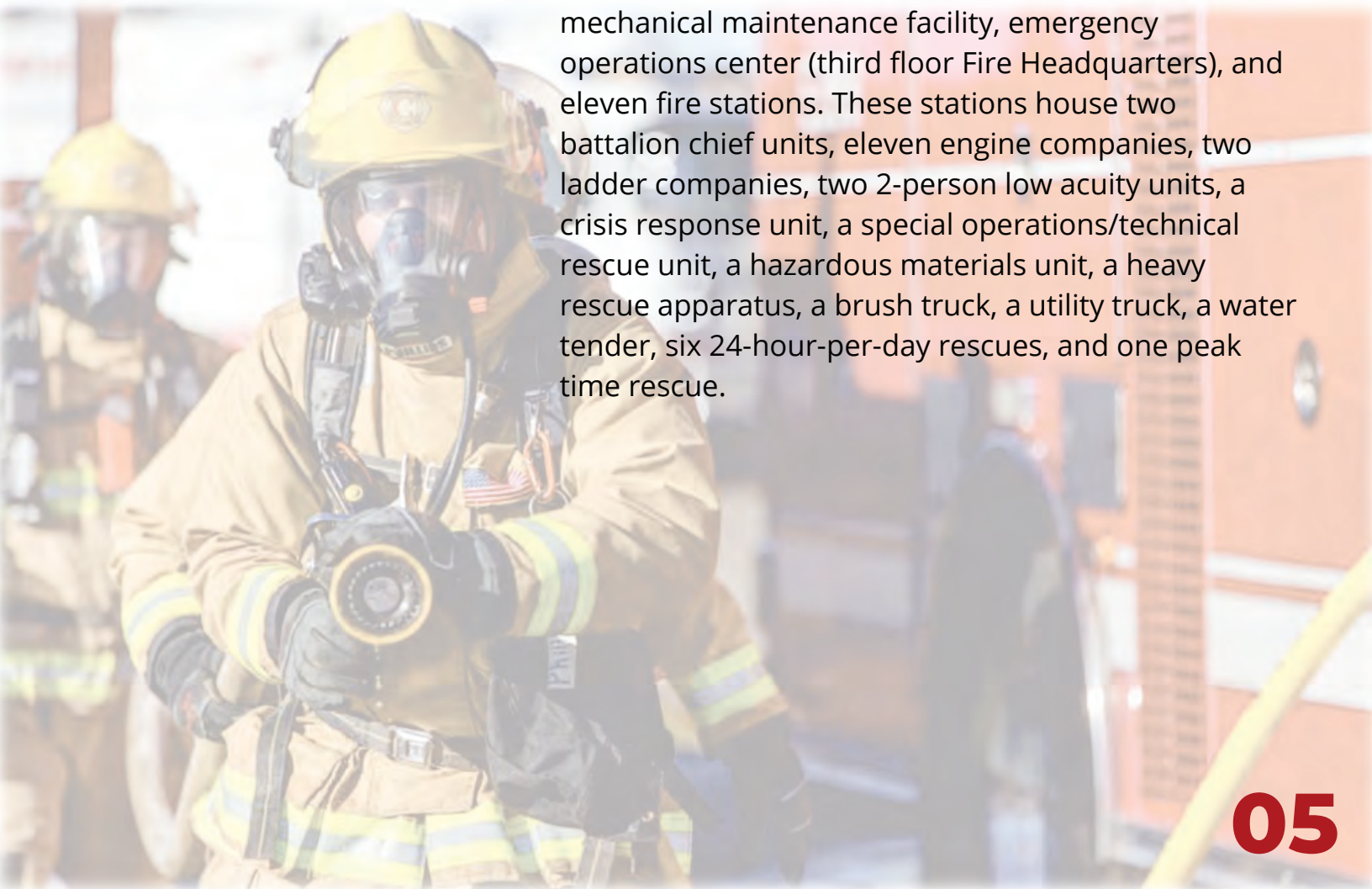
Chandler operates under the Council/Manager form of government in accordance with the City Charter. The City Council consists of one mayor and six council members who are elected at large by the qualified voters of the City. The Mayor and Council appoint the City Manager who oversees the City's departments, each of which is managed by its individual director.

ORGANIZATIONAL BACKGROUND

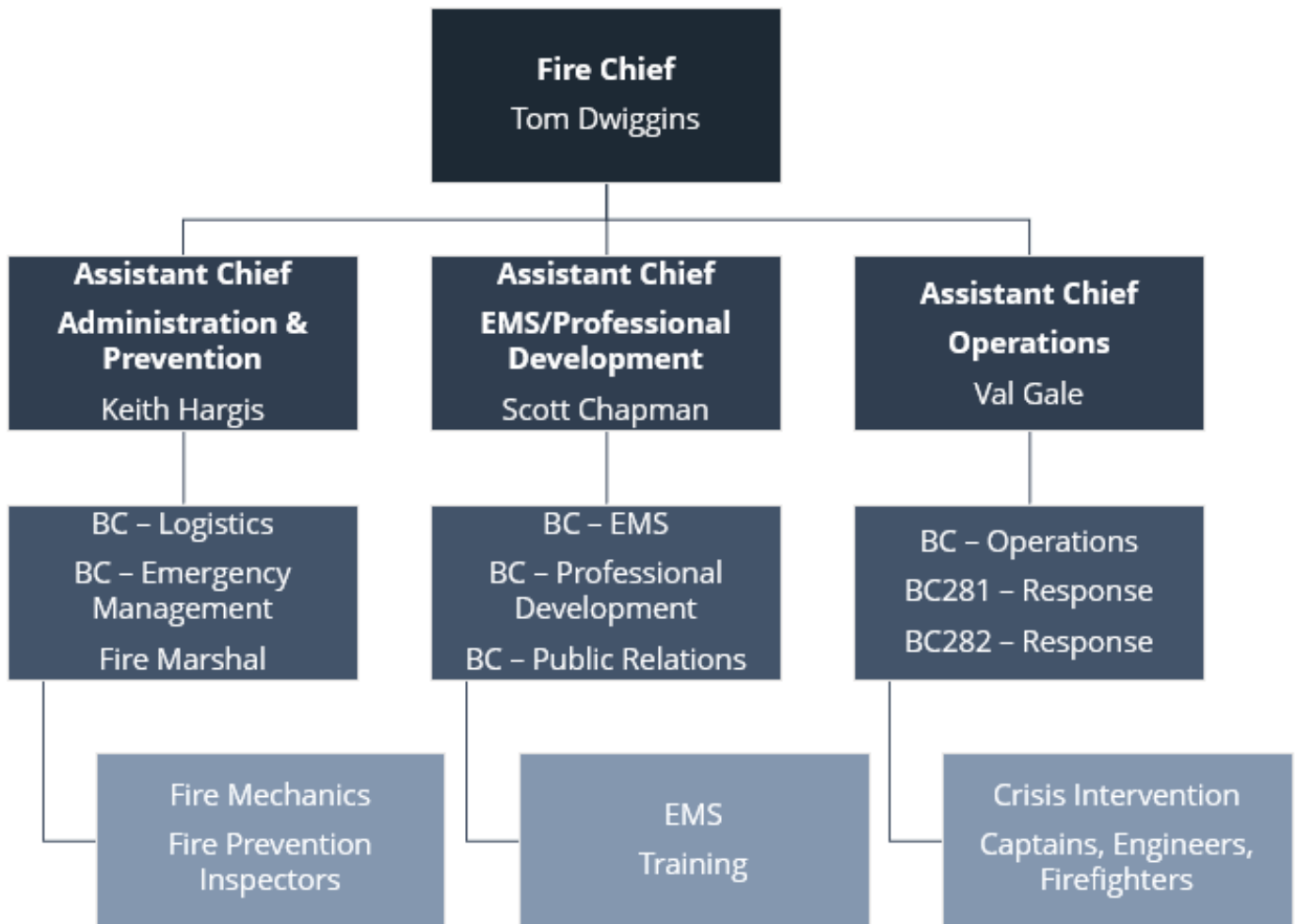


The Chandler Fire Department (CFD) provides fire, emergency medical, hazardous materials, and technical rescue services to Chandler residents and neighboring cities under mutual and automatic aid agreements.

The Fire Department operates under the direction of the Fire Chief, who oversees a staff of 249 sworn and civilian personnel and manages the current FY 2023-24 budget of \$58,044,646. This annual budget does include an \$13,225,235 capital outlay. Department buildings include a state-of-the-art training facility, mechanical maintenance facility, emergency operations center (third floor Fire Headquarters), and eleven fire stations. These stations house two battalion chief units, eleven engine companies, two ladder companies, two 2-person low acuity units, a crisis response unit, a special operations/technical rescue unit, a hazardous materials unit, a heavy rescue apparatus, a brush truck, a utility truck, a water tender, six 24-hour-per-day rescues, and one peak time rescue.



CHANDLER FIRE ORGANIZATIONAL CHART



FIRE STATIONS



Station No. 1
1491 E Pecos Road



Station No. 2
1911 N Alma School Road



Station No. 3
275 S Ellis Road



Station No. 4
295 N Kyrene Road



Station No. 5
1775 W Queen Creek Road



Station 6
911 N Jackson Road



Station No. 7
6200 S Gilbert Road



Station No. 8
711 W Frye Road



Station No. 9
211 N Desert Breeze Blvd., West



Station No. 2810
5211 S. McQueen Road



Station No. 11
4200 S. Gilbert Road



FIRE SUPPORT FACILITIES



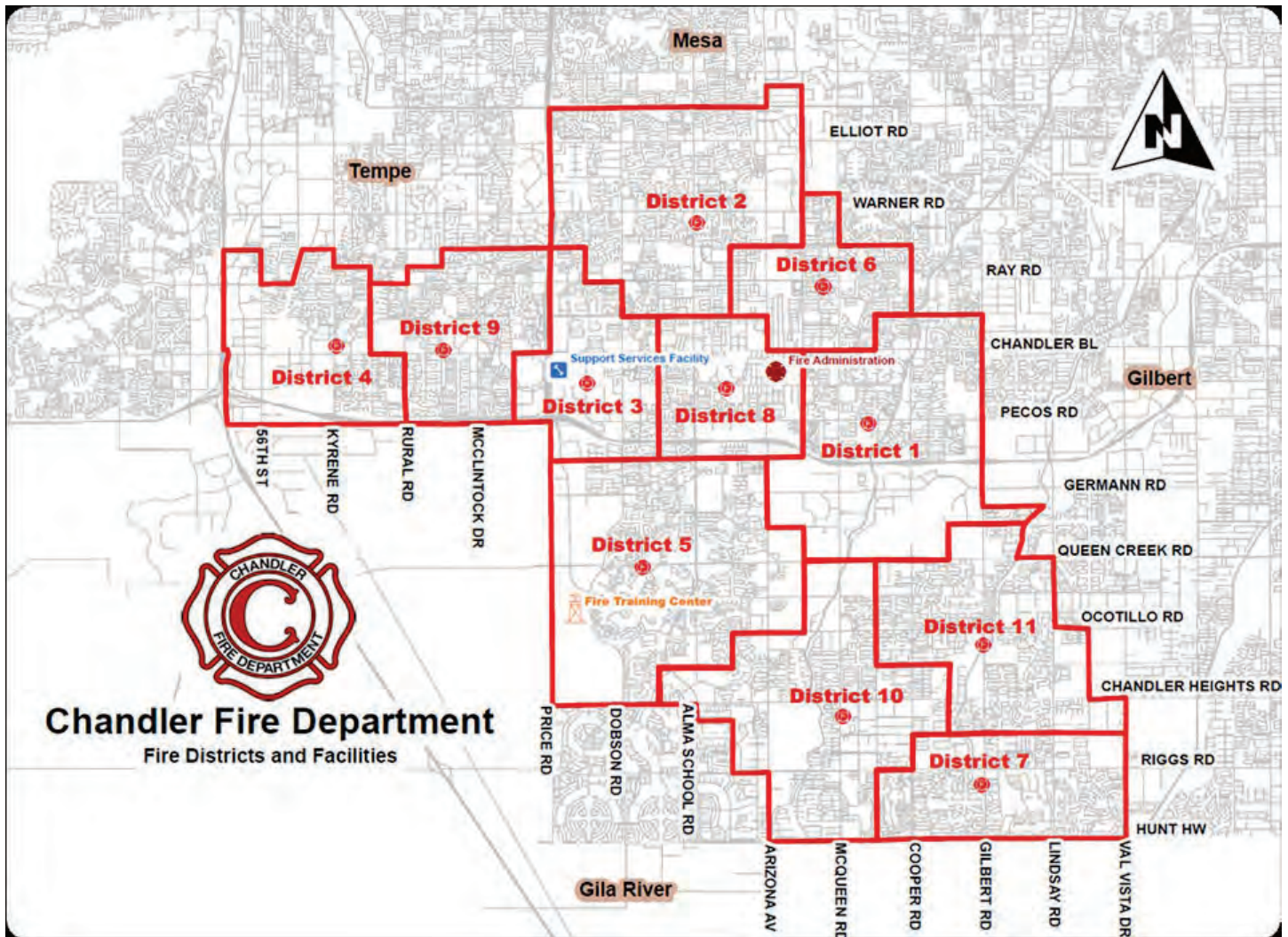
Fire Department Headquarters
151 E. Boston Street



Fire Training Center
3550 S. Dobson Road



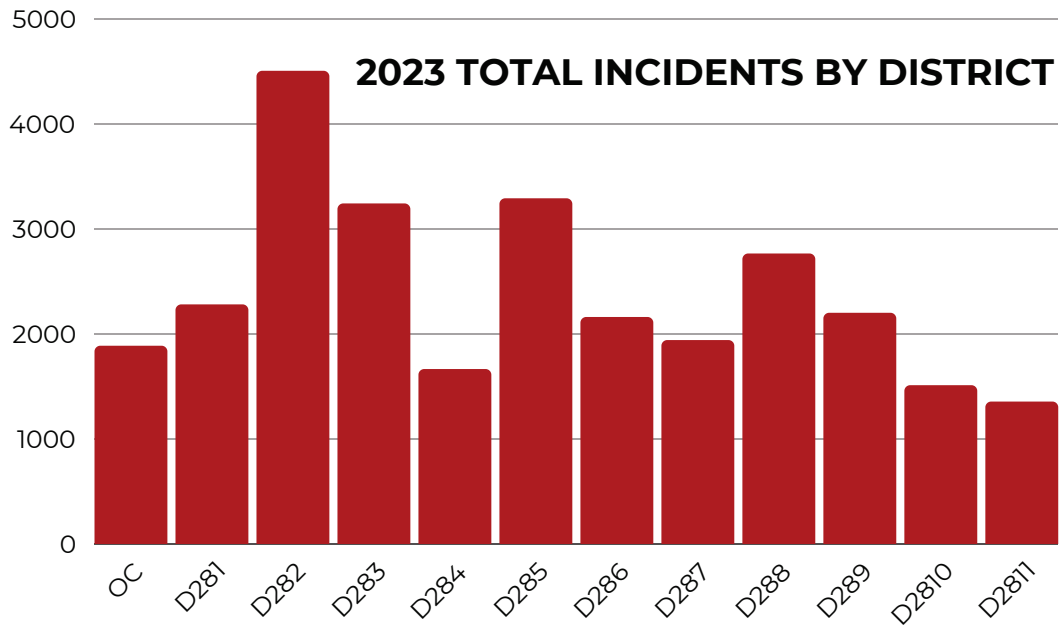
Fire Support Services
163 S Price Road



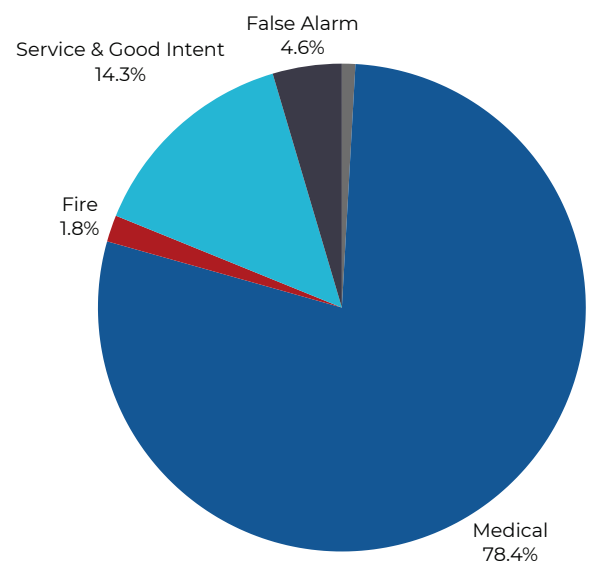


SERVICE STATISTICS

Chandler Fire Department operates as part of a regional automatic aid system. This system combines resources from jurisdictions throughout the Phoenix metro area to ensure that first responders arrive as quickly as possible to all emergency calls. This is accomplished by utilizing GPS technology to locate and dispatch the unit(s) closest to the emergency, regardless of jurisdiction. In the event of a structure or fire or other significant incident requiring multiple resources, the automatic aid system ensures that the correct combination of firefighters and apparatuses required for effective mitigation is dispatched. This automatic aid agreement results in Chandler residents receiving enhanced access to resources from other jurisdictions.



2023 TYPES OF CALLS



ORGANIZATIONAL VALUES

Respect

- *Be at the right place, be on time, be ready*

Development

- *Personal and employee development begins with you*

Wellness

- *Commit to being positive, resilient, and healthy*

Perspective

- *Understand organizational priorities*

Communication

- *Send and receive communication Effectively*

Reputation

- *Protect individual and organizational reputation*



SWOC ANALYSIS

STRENGTHS

OPERATIONS

- **Peak-time deployment model for 40-hour units**
- Maintenance, repairs, and staffing of own equipment and vehicles
- **Extractors, dryers, and applicable PPE located in every station**
- Four-person staffing levels support departmental mission
- Active peer support and member services presence
- **Robust pool of rovers available for staffing needs**
- Excellent quality of apparatuses and equipment
- Cohesive culture, supportive, empowered employees
- Extensive automatic aid system that adds exponential resources
- Computer Aided Dispatch system improves deployment
- **Addition of third ladder**
- **Advanced decon and rehab procedures**
- Joint command between CFD and CPD
- 24/7 Crisis Response team
- **Fire RAT deployment**
- Safety Officer Position
- Dual band radios for improved communications and interoperability
- Consistency with regional partners
- Two sets of turnouts provided for every firefighter
- Employee buy-in in organization

STRENGTHS

EMS/PROFESSIONAL DEVELOPMENT

- Regionally recognized CFD Paramedic Program
- **Effective recruitment process utilizing Candidate Assessment Program (CAP)**
- **Paramedic development classes**
- Expanded cadet program
- Experienced core of professional instructors
- Employee engagement and participation at all levels of recruitment process
- **Command-level training with CFD and CPD**
- Strong regional training and instruction approach including regional special operations, East Valley Ladder, and Arizona State Fire School
- **EMS Senior Program Coordinator position**
- Enhanced training with mid- and high-fidelity equipment
- Strong relationships with Dignity Health, Department of Health Services, Honor Health Military, and Research for Life
- CFD firefighters on medic units
- Paramedic education includes PEPP, NAEMT, AHA programs
- Paramedic education program accredited by CAAHEP
- Strong data analytics
- Promotional development courses
- Probationary period supervisory rotations
- One of five regional training facilities
- Efficient distance learning

SWOC ANALYSIS

STRENGTHS

ADMINISTRATION

- Unified command staff in the Emergency Operations Center (EOC)
- Participation in regional emergency management efforts
- NIMS-trained directors and assistant directors citywide
- Reconfigured re-inspection program
- **Improved PPE for fire investigators**
- **Data-driven redeployment of inspectors by district**
- **Expanded committee structure**
- Strong relationships with business community
- Efficient food vendor inspection process
- Regular adoption of updated International Fire Code
- Partnership with CPD for fire investigation rotation
- Current and reliable CAD premise alerts
- Professional, well-trained administrative staff

SWOC ANALYSIS

WEAKNESSES

OPERATIONS

- Non-standardized incident critiques
- Aging CAD system
- Call volume growth
- Staffing challenges
- Increased population density redefining deployment needs
- Crew familiarity with buildings
- Growing demand for special events staffing
- Loss of organizational knowledge due to attrition
- Back-up staffing for Crisis Response team

EMS/PROFESSIONAL DEVELOPMENT

- Need for updates and upgrades to EMS training area
- Low ratio of recruit training officers to probationary firefighters
- Increased administrative demand during academy, paramedic education program, and accreditation
- Technology constraints
- Risk management education to improve incomplete charting

WEAKNESSES

ADMINISTRATION

- Inadequate Fire Prevention staffing
- Lean administrative support staff
- Emergency manager position responsible for multiple duties
- Limited vehicle supply for rovers and support staff
- Budgetary constraints related to supply chain and inflationary issues
- Low Hazard/Self-Inspection process

SWOC ANALYSIS

OPPORTUNITIES

OPERATIONS

- Increased training with regional partners
- Dual company staffing
- Airport response vehicle
- Continuous improvement in fire pre-plan process
- Improve attrition succession planning
- Explore additional training opportunities such as leadership, documentation, communication, and more for BCs and Captains
- Design formalized training for newly promoted employees
- Capitalization on available and advanced technologies

EMS/PROFESSIONAL DEVELOPMENT

- Driver training program
- Certificate of Necessity/ambulance operations transition
- Expanded training opportunities due to peak-time coverage
- Narcan Leave Behind/Opioid Reduction Program
- Updates to Building A at the Public Safety Training Center
- Automatic aid agreement for ambulances
- Improve data collection
- Provide increased regional training to other agencies
- Improve in-house medication restock program
- Create better education of supervisors regarding employee documentation

SWOC ANALYSIS

OPPORTUNITIES

ADMINISTRATION

- Opportunity for civilian positions with specific expertise in Community Risk Reduction and Emergency Management
- Expand ongoing cancer screening program
- Leverage new firefighter physical process
- Refurbishment of existing facilities and stations
- Increase emergency vehicle reserve
- Expand Community Risk Reduction efforts

CHALLENGES

OPERATIONS

- Changing conditions including electric vehicles, technological advances, population density impacting operations
- Aging populations and resulting demands on resources
- Increased airport operations
- Increasingly complex business community
- Need for violent incident awareness training
- Longer incident response times
- Maintaining experience level with future retirements
- Perpetuating a culture of inclusivity

SWOC ANALYSIS

CHALLENGES

EMS/PROFESSIONAL DEVELOPMENT

- Potential loss of ambulance partner
- Hospital staffing challenges and patient offloads
- Increasing transport times resulting in limited ambulance availability
- Improved documentation for Day Captain roles and responsibilities
- All training agreements facilitated through legal/Council process
- Rover performance/evaluation process is challenged due to inconsistent supervisor oversight
- Demands of paramedic education program accreditation

ADMINISTRATION

- Lengthy build time for vehicles
- Escalating cost of goods/services
- Delays on receiving equipment and materials
- Budgetary impact of large capital projects
- Demand for higher level technological expertise and data
- Keeping older buildings in compliance with the Fire Code
- Leveraging AI in data analysis and administrative tasks

GOAL 1



STRENGTHEN ORGANIZATIONAL RESILIENCE

OBJECTIVE: **INFRASTRUCTURE PLANNING**

1

Provide plans for new facilities, expansion and renovation of aging infrastructure, and the replacement of equipment and apparatus

- Initiate renovation of Fire Station 4
- Plan for future apparatus purchases and replacements through the CIP process
- Secure funding for ongoing replacement cycles and maintenance contracts for major equipment
- Refurbish Training Building A and Support Services to meet the growing needs of the organization

GOAL 1

OBJECTIVE:

ENSURE FISCAL SUSTAINABILITY

1

Practice effective fiscal responsibility and management of public funds

- Ensure expenditures do not exceed the annual budgeted line item amount through ongoing analysis
- Conduct line item review of all accounts to evaluate the utilization of budgeted funds on a quarterly basis
- Maintain regular budget review meetings with all divisional managers

2

Secure one-time and ongoing funding to meet departmental needs

- Work with City Management in maintaining an annual budget that reflects the current economic conditions of the City and leadership priorities
- Continue internal change request review process each year with Chief Officers

3

Identify available grant opportunities that match department needs

- Maintain current grant funding for Department programs as available
- Identify available grants that will enhance Department programs

**STRENGTHEN
ORGANIZATIONAL
RESILIENCE**

GOAL 1

OBJECTIVE:

INTEGRATE EMS TRANSPORT SERVICES

1

Submit a Certificate of Necessity (CON) application to the Arizona Department of Public Health (AZDHS)

- Complete feasibility study for ambulance operations
- Conduct comprehensive data analysis and business plan
- Complete formal application process for AZDHS review
- Re-negotiate contract with Maricopa Ambulance for new deployment model

2

Establish fiscal mechanism for funding EMS transport services

- Work with City management to create an enterprise fund
- Evaluate and include associated capital expenses into City future funding
- Create billing processes
- Forecast future revenues

3

Communicate change in service to stakeholders

- Meet with Maricopa Ambulance on a regular basis to discuss transitional process
- Engage workforce through multiple mediums to ensure transparency of transitional process
- Communicate with City Council through subcommittee and/or special sessions to update progress and gather input

**STRENGTHEN
ORGANIZATIONAL
RESILIENCE**

GOAL 2

PROVIDE EXCEPTIONAL SERVICE DELIVERY



OBJECTIVE: **MAINTAIN EFFECTIVE EMERGENCY AND NON-EMERGENCY RESPONSE**

1

Provide adequate staffing to accomplish all operational and administrative functions

- Ensure appropriate policies are in place for usage of leave time and staffing backfill employees
- Prepare and deliver impactful budget Change Requests to attain needed staffing-related funding
- Run fire academies at regular intervals to prevent long-term vacancies impacting service

2

Identify and evaluate enhancements to service delivery

- Gather data associated with the utilization and response of all units to guide decisions with data-driven analysis
- Evaluate the current deployment model and explore alternatives and/or enhancements
- Identify potential gaps in service delivery

3

Support South Chandler response and redundancy through the addition of Station 12

- Identify and include formal staffing and capital costs in future budget plans
- Collaborate with other City departments including Public Works and Utilities to establish final station location
- Analyze and evaluate response needs and capabilities to determine services from Station 12

4

Implement Updated CFD-Staffed EMS Deployment Model

- Recruit and attain additional personnel
- Integrate ambulance assets into the regional system
- Develop and deliver comprehensive ambulance training for all firefighters



**PROVIDE EXCEPTIONAL
SERVICE DELIVERY**

24

GOAL 2

OBJECTIVE:

LEVERAGE TECHNOLOGY ENHANCEMENTS

1

Monitor and address challenges and opportunities created by existing technology and technological advancements

- Identify data and report needs of the various divisions and ensure that current software and hardware systems are meeting these needs
- Maintain an awareness of new technology and how it impacts fire department services
- Maintain and enhance the partnership with the Chandler IT department to facilitate the selection and implementation of new technology solutions

2

Integrate new CAD system and related capabilities

- Participate in regional stakeholder meetings and trainings
- Utilize "Train the Trainer" group to deliver internal training
- Explore integration of fire pre-plan process with updated system

3

Evaluate and benchmark deployment system performance

- Maintain Standards of Cover document
- Produce quarterly response reports
- Monitor for excessive U.H.U. and develop strategies to maintain response times

**PROVIDE EXCEPTIONAL
SERVICE DELIVERY**

25



PROVIDE EXCEPTIONAL
SERVICE DELIVERY

GOAL 2

OBJECTIVE:

IDENTIFY BEST FIRE DEPARTMENT PRACTICES

1

Leverage the expertise of regional committees

- Continue as a regular member of the Fire Regional Operations Consistency Committee (ROCC)
- Continue as a regular member of the EMS ROCC
- Maintain leadership role within the Central Arizona Life Safety Committee

2

Lead as a recognized Regional Training Center

- Host Fire and Paramedic academies for CFD and regional partners
- Host East Valley ladder training sessions
- Provide instructors for regional hazardous materials and technical rescue training
- Host regional events including HazMat drills and Arizona State Fire School at CFD facilities
- Participate in regional events such as East Valley Command Officer training

3


Research and attend national learning events

- Leverage the Public Safety Training Center to attract national speakers and courses
- Support and encourage personnel requests to seek career development opportunities

**PROVIDE EXCEPTIONAL
SERVICE DELIVERY**



GOAL 3



MAINTAIN WORKFORCE PERFORMANCE

OBJECTIVE: **WORKFORCE DEVELOPMENT**

1

Develop well-rounded Chief Officers who are capable of assuming multiple types of command duties

- Develop a plan that ensures that Chief Officers are adequately prepared to serve in any line or administrative Chief position
- Support Chief Officer tactical training through regional resources such as the Virtual Incident Command Center

2

Focus training opportunities on meeting the specific needs of Department members

- Utilize a comprehensive training program that includes classroom, practical, minimum competencies, and specialty training
- Continue to evaluate required and specialty training needs and prepare an annual training calendar
- Continue to evaluate required and specialty training needs and prepare an annual training calendar

GOAL 3

MAINTAIN WORKFORCE PERFORMANCE



- Continue to provide opportunities for training and growth such as the Captain's Academy and Leadership Library and develop additional opportunities based on personnel needs

3

Evaluate staffing needs to match demand as a Regional Training Center

- Engage stakeholders to determine training needs and current best practices
- Leverage dynamic staffing when appropriate
- Assess opportunities to utilize Public Safety Reserve to hire and/or promote early
- Utilize Subject Matter Experts to support paramedic class and Fire Academy needs

MAINTAIN WORKFORCE PERFORMANCE



GOAL 3

OBJECTIVE: SUCCESSION PLANNING

1

Engage future leaders

- Provide membership with open communication about professional planning
- Empower line personnel to participate in organizational programs for growth
- Project future vacancies and communicate the most current DROP list with all membership

2

Continue, maintain, and enhance development courses to support career development

- Continue to offer intern development programs
- Identify needs for new training courses

3

Position current leaders to assume advanced roles

- Mentor leaders through sharing experiences and responsibilities
- Enhance exposure to City-wide and regional activities
- Clearly and regularly communicate minimum requirements and encourage personnel to exceed those minimums

GOAL 3

OBJECTIVE:

SUSTAIN EXCEPTIONAL RECRUITMENT AND HIRING PRACTICES

1

Strengthen current Candidate Assessment Program (CAP)

- Evaluate current practices within the CAP process of recruitment
- Identify and implement opportunities for improvement in program schedule and curriculum

2

Create an exceptional Fire Academy program

- Engage Regional Training Committee as one of five recognized Fire Academy providers
- Ensure IFSAC certification requirements are met during Academy
- Assess and strengthen program based on feedback and review

3

Provide emphasis on active recruitment process

- Continue to promote recruitment practices through various avenues including job fairs, affinity groups, colleges, universities, and high schools
- Increase marketing for the Chandler Fire Department



MAINTAIN WORKFORCE PERFORMANCE

GOAL 3

OBJECTIVE: **WORKPLACE SAFETY**

1

Support and sustain a safe and healthy workplace for all personnel

- Emphasize safety as a key priority and promote the physical well-being of Department members
- Identify and promote behavioral health options for members

2

Limit on-duty injury

- Provide accident review through documentation evaluation following each event
- Identify causation of duty-related preventable injuries
- Continue to support the Chandler Injury Review Committee
- Educate members through clear communication of preventable injuries

3

Address future firefighter risks

- Create a comprehensive, ongoing cancer screening program
- Participate in studies and clinical trials focused on firefighter risk
- Embrace health study findings to drive future processes, purchases, programs

GOAL 4

PROMOTE COMMUNITY RISK REDUCTION

OBJECTIVE: COMMUNITY OUTREACH

1

Continue to develop improved ways to communicate with the community

- Periodically update the CFD website
- Search for progressive social media outlets to communicate with the community
- Routinely leverage social media to improve the safety of the community
- Seek involvement with local charities and enhance community engagement efforts in partnership with Chandler Firefighter Charities

2

Develop a comprehensive marketing and communications plan that focuses on integrating public education and community risk reduction within the community

- Use incident data to target neighborhoods, in partnership with Arizona Burn Foundation, to offer smoke detector inspections as well as installations on an annual basis
- Use data to target area-specific messaging through a variety of mediums including electronic and physical events
- Utilize social media to provide a fast and efficient way to provide Public Safety Announcements



GOAL 4

3

Create a Narcan Leave Behind Program to reduce the risk of opioid overdose in the community

- Work with appropriate staff and stakeholders to develop program
- Leverage funding through the State of Arizona to support program
- Collaborate with CFD's Medical Director to develop offline procedures for the Leave Behind Program
- Develop a training and implementation plan for all response crews
- Create a communication and marketing plan for the program

**PROMOTE COMMUNITY
RISK REDUCTION**

GOAL 4

OBJECTIVE: **PUBLIC EDUCATION**

1

Engage the community whenever possible to improve the safety and awareness of Chandler residents

- Identify and participate in community events to promote safety and awareness
- Determine public education needs and develop community programs that correspond to these needs
- Continue to ensure an adequate budget exists for safety programs
- Continue to evaluate and develop existing programs such as CERT training, Partnership for LIFE, and the Cadet Academy
- Leverage social media to engage the community regarding important safety events and initiatives including Fire Prevention Week, lithium ion battery education, and Drowning Prevention Week



**PROMOTE COMMUNITY
RISK REDUCTION**



GOAL 4

2

Strengthen, support, and expand the Fire Department's volunteer programs

- Maintain the utilization of volunteers in Department programs where appropriate
- Recruit and maintain an active volunteer team

3

Determine public education needs and develop programs to address these needs

- Review Chandler specific data regarding community risks through internal division collaboration
- Identify service and program gaps
- Create a supportive budget to address needs
- Evaluate current staffing levels to better support public education programs and foster the development of new programs

GOAL 4

OBJECTIVE: **FIRE PREVENTION**

1

Maintain and pursue new strategies to strengthen the role of Fire Prevention in the areas of fire inspections, fire investigations, plan review, and hazardous materials reporting

- Ensure all occupancy inspections are completed annually, biennially, or triennially
- Maintain partnership with Chandler Police to ensure all cause/origin investigations are completed
- Annually evaluate the frequency of fire prevention and code enforcement inspections and the impact of growth
- Further explore the voluntary self-inspection program and opportunities for non-traditional support



**PROMOTE COMMUNITY
RISK REDUCTION**

GOAL 4

PROMOTE COMMUNITY RISK REDUCTION



2

Maintain City role during plan review and integrate building changes into organizational planning

- Continue to participate in pre-tech and communicate the development of new buildings to operations
- Administer building and fire code in a manner that protects firefighter safety and supports fire operations

3

Explore a third-party compliance engine to assist businesses with safety systems

- Weigh impact to businesses against overall community risk reduction benefit
- Consider integration with current inspection software

4

Address staffing needs

- Identify appropriate staffing level given current City building inventory
- Project future City development and growth
- Deploy staff effectively to meet workload requirements

