

Mission Statement	The GRFD will provide the highest level of service to our community through a commitment to excellence.	Values Statement	The GRFD is committed to doing what is right through: Honesty Integrity Loyalty Teamwork Excellence
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Vision Statement	The GRFD strives to be an accredited national fire service leader that aligns with community needs and provides a secure work environment for its members. This is accomplished by diverse partnerships, increased adaptability, fluid communication, complete transparency and a preventative mindset towards all endeavors.
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### Command Staff COWS Analysis

Challenges	Opportunities
Politics <b>11</b>	Regional Cooperation <b>13</b>
Money <b>10</b>	Citizen/Politician Education <b>6</b>
Resources <b>8</b>	Private Partnerships <b>6</b>
Community <b>7</b>	Training <b>4</b>
Media <b>2</b>	Mobile Integrated Health Care <b>3</b>
Events <b>2</b>	Media <b>3</b>
	Finance <b>2</b>
	Leadership <b>2</b>
	Diversity <b>2</b>

Please rank how well the department is doing in the following areas of focus.

The values of the GRFD are Honesty, Integrity, Loyalty, Teamwork, and Excellence. Does the department align with these values?

### Internal Survey- 98 Responses (48.51%)

What are the roadblocks to creating a positive work environment in the GRFD?

Do you feel you are properly trained in the listed areas to do your job?

Do you receive regular and useful feedback from your direct supervisor?

### External Survey -114 Responses

Q2- How would you rate our personnel in terms of being courteous, respectful, or empathetic?

Q3- How would you rate our service?

Q-9 Are you aware of the transformation initiatives the GRFD has implemented to make better use of tax dollars?

### Weaknesses

Human Resources <b>13</b>
Attitude <b>12</b>
Communication <b>5</b>
Time Management <b>3</b>
Training <b>3</b>
Labor Relations <b>2</b>
CIO's <b>2</b>

### Strengths

Continuous Improvement Mindset <b>15</b>
Leadership <b>9</b>
Training <b>6</b>
Apparatus <b>3</b>
Workforce <b>3</b>
Operations <b>2</b>

Number of Respondents Willing to Assist by Area

The GRFD strives to treat our customers with courtesy, respect and empathy. On a scale of 1-10 with 10 being the best and 1 being the worst, how are we doing?

### Command Staff COWS Analysis Importance Ratings

We've recently started sharing more information with you about your turn-out time performance. Has this affected the way you respond to alarms?

With regards to the following areas, do you feel you are properly trained to progress to the next level in your career?

Would it be helpful for your personal/professional development to receive formal feedback on a more consistent basis?

Q4- How would you rate the timeliness of our response/service?

Q6- Have you seen the GRFD at a community or school event?

Q-10 If the GRFD develops a community CPR class, would you be willing to host or attend?

Area of Focus	Outcomes and Strategies	Fiscal Year 2016-2018 Goals
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<b>Response</b>	Outcome 1	Achieve 90 <sup>th</sup> Percentile for Core Performance Metrics	1 - Prioritize Daily Work	4 - Improve Data Through Awareness and Education
	Strategy 1	Improve Resource Allocation	2 - Standards of Coverage – Core Performance Metrics	5 - Dispatch Continuous Improvement
<b>Training</b>	Outcome 1	Staff Preparedness Aligns with Industry Standards	1 - Clearly Defined Training Requirements	4 - Burn Building Enhancements
	Strategy 1	Clearly Defined, Scheduled and Monitored Training	2 - Defined Competency Levels Objective Met	5 - Suppression Training Company
<b>Prevention</b>	Outcome 1	Reduce Commercial Fire Loss by 10%	1 - Increase Pre-Planning	4 - Marketing Materials
	Strategy 1	Implement/Improve Programs to Enhance Commercial Inspections Process	2 - Implement a Risk Based Inspection Cycle	5 - Increase Fire Prevention's ISO Score by 10%
<b>Wellness</b>	Outcome 1	Reduce Injury Rates by 10%	1 - Promote City Offered Fitness Classes	4 - Nutrition Training
	Strategy 1	Develop Targeted Programs for Injury Reduction	2 - Develop a Flexible Workout Schedule	5 - Establish Baseline Employee Health Care Costs
<b>Support Services</b>	Outcome 1	Provide Value for Internal and External Customers	1 - Accreditation	4 - Hiring and Diversity Plan
	Strategy 1	Continuous Improvement of Resource Management	2 - ISO Compliance	5 - Continuous Improvement