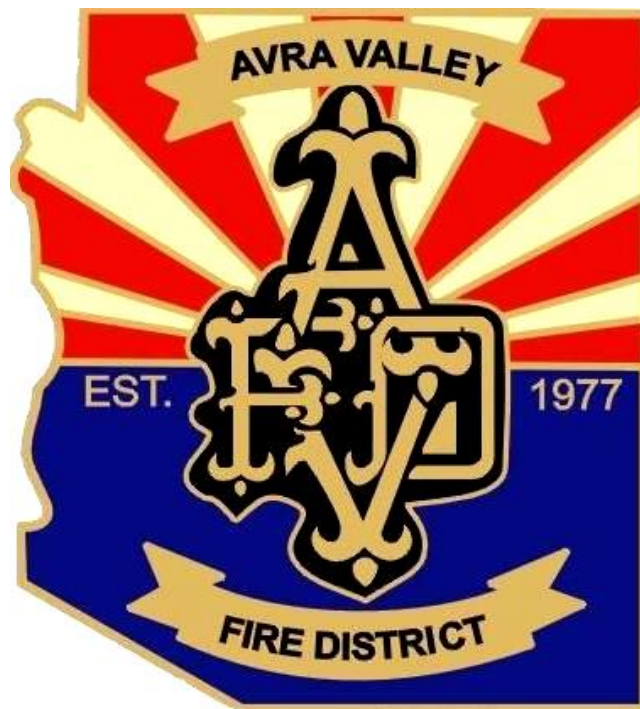


# AVRA VALLEY FIRE DISTRICT



## STRATEGIC PLAN

FY 2020 – FY 2030

Updated May 1, 2019

## **INTRODUCTION**

The Avra Valley Fire District has successfully achieved our overall goals planned over the past ten years. We have increased the daily suppression staffing from seven full-time firefighters to twelve and we doubled the number of fire stations within that time period. These achievements have led to an increase in the services we offer, a decrease in our response times, and an increase in the safety of our personnel and community.

Looking forward and considering the growth predictions for our District, especially in the areas of the Interstate 10 corridor and Pinal Airpark, it is clear that we will need to be proactive in preparing for the expanding needs of our District.

It is important to understand that this Strategic Plan is a template used to outline the allocations of talents and resources to achieve expressed goals. This plan will remain flexible and will be regularly evaluated and adapted to the socio-economic changes of the District, as well as the expanding needs of our residents.

As part of our strategic planning process, the District held three planning sessions. These planning sessions were scheduled to include all shift personnel and our Fire Board members were invited to attend. Prior to these meetings, a questionnaire was distributed to all personnel that focused on the following questions/areas:

1. What do you value most about AVFD?
2. What should be the aspirations of the AVFD?
3. What are the strengths that distinguish us from other businesses and fire districts?
4. In what areas are we weak compared to other businesses and fire districts?
5. What specific opportunities can we exploit to achieve our aspirations?
6. What are the obstacles that stand in the way of us reaching our aspirations?
7. How do we wish to be known?
8. Where should we focus our efforts to advance our mission?

At the meeting personnel were divided into groups to discuss these questions, provide feedback, and make recommendations to incorporate into a ten year strategic plan for the District. Feedback and recommendations constantly pointed to developing and supporting the following four main initiatives:

Professional Development  
Community and Business Outreach  
Health and Fitness  
Operational Response and Deployment

## **Initiative #1: Professional Development**

The purpose of this initiative is to evaluate and modify the District's current organizational structure with the goal of preparing, educating, and mentoring our members for advancement of themselves and our organization.

### **1. Succession Planning**

- a. Assess the current level of interest, knowledge, and capabilities of our members.
- b. Provide training, education, and mentoring opportunities that continue to meet NFPA standards to develop our members.
- c. Support our personnel's attendance at the National Fire Academy and the State of Arizona Fire School.
- d. Develop and ensure that mentoring programs are successfully meeting the District's future needs.
- e. Promote and assist our personnel in obtaining undergraduate and graduate level college degrees.
- f. Promote and assist our personnel in obtaining credentials through agencies such as the Commission on Professional Credentialing.
- g. The training we will emphasize includes:
  - i. PCC Associate Degree Program
  - ii. Fire Service Leadership
  - iii. Fire Instructor
  - iv. Fire Officer
  - v. Hazmat Technician
  - vi. Technical Rescue Courses
  - vii. NIMS
  - viii. Incident Safety

### **2. Organizational Restructure**

- a. Restructure the organization to provide a span of control of three to seven.
- b. Streamline services to increase communication and reduce duplication .
- c. Identify and assign individuals to areas, groups, and divisions to promote increased knowledge and capabilities.

### **3. Retention of Personnel:**

- a. Invest in employees by providing competitive compensation and benefits
- b. Provide the best possible equipment
- c.
- d. Manage our budget resources in a way that provides future job security
- e. Work to promote good relationships both internally and externally

#### 4. Funding Priorities

- a. Competitive Compensation/Pay
- b. Affordable benefit programs
- c. College degree and credentialing
- d. State Fire School attendance
- e. National Fire Academy/FEMA attendance

## **Initiative #2: Community and Business Outreach**

The purpose of this initiative is to prepare for and assist with the growth and development of our community while continuing to provide exceptional services that meet the needs of our residents. Outstanding customer service will remain the District's top priority through the retention and expansion of services.

1. Annexation and Subscription Agreements
  - a. Identify properties within and adjacent to District boundaries that are being provided District services but have not been annexed and are not supporting the District through property taxes and/or subscriptions.
  - b. Reach out and educate potential District residents on the importance of annexation into the District.
  - c. Promote annexation efforts while maintaining District response times.
2. Growth and Development
  - a. Work with developers to develop planned residential and business properties within and adjacent to District boundaries.
  - b. Continue to work with municipalities, developers, and utility service providers to prepare for future growth and development.
3. Community Integrated Healthcare Program (CIHP)
  - a. Evaluate and expand the District's CIHP to include additional patients and/or additional chronic care conditions.
  - b. Investigate cost recovery mechanism to recover the expenses of our CIHP.
  - c. Evaluate the implementation of a treat and refer level of emergency medical services.
4. Customer Service:
  - a. Expand public education opportunities
  - b. Build public relations through marketing
  - c. Maintain the District's ISO rating
  - d. Meet and further reduce response times to fulfill CON and SORC response time goals
5. Funding Priorities
  - a. Public education (i.e. CPR, First Aid, etc.)
  - b. Marketing material to promote District services

### **Initiative #3: Health and Fitness**

The purpose of this initiative is to increase the safety and wellbeing of our members through a proactive safety and fitness program. Identifying and implementing steps to continually boost morale and the emotional and mental condition of personnel will be at the forefront of this initiative. Good morale will be measured by our personnel's confidence, cheerfulness, discipline, zeal, and willingness to perform the functions and tasks at hand.

1. Morale:
  - a. Promote a shared vision
  - b. Strive to maintain unity and group cohesiveness
  - c. Employees should be assigned meaningful work
  - d. Employees should feel their work is important
  - e. Take time to celebrate accomplishments
  - f. Grant time and resources to employees to pursue projects that they are passionate about
  - g. Find creative ways to fulfill our mission
  - h. Don't forget to have fun
2. Peer Fitness Instructors
  - a. Identify individuals interested in becoming peer fitness instructors
  - b. Increase the number of peer fitness instructors to six; two per shift
3. Continuing to promote health and fitness with the overall goal of avoiding injuries.
  - c. Evaluate the District's current health and fitness program to identify strengths and weaknesses in the program.
  - d. Develop a health and fitness program that promotes healthy mechanisms for dealing with the physical stress of the job.
  - e. Develop fitness routines that incorporate job performance skills with the goal of reducing injuries and promoting long term health and fitness.
  - f. Continue to support a pro-health and fitness environment that motivates our personnel to increase their fitness level and obtain "Tier 1" fitness status.
  - g. Promote mental and psychological health programs with the overall goal of maintaining and treating mental wellbeing.
    - i. Maintain a robust set of options and providers for employees to access.
    - ii. Educate personnel on the signs of mental stress and how to access appropriate care.
4. Funding Priorities
  - a. Initial and continual training of PFTs
  - b. Maintain our current exercise equipment and obtain new exercise

## **Initiative #4: Operational Response and Deployment**

The purpose of this initiative is to continue to evaluate and meet the needs for emergency incident response throughout our District. Our overall goal remains exceptional customer service.

1. Standards of Response Coverage (SORC)
  - a. Evaluate the District's current SORC which was adopted in 2011 and update as necessary.
  - b. Update the SORC document with the addition of Station 192 and Station 194.
  - c. Determine and adopt achievable response times based on last three years of response data.
2. Increase Personnel
  - a. As revenue increases, work to increase staffing to four per engine company
  - b. As revenue increases, add additional dedicated medic units and decrease cross staffing of units.
3. Capital Equipment
  - a. Evaluate current capital equipment against life expectancy predictions to identify current and future capital equipment needs.
  - b. Develop a ten year capital replacement strategy based on life expectancy predictions.
4. Water Supply
  - a. Work with developers and utility companies to install hydrants within the District as land is developed for residential and/or commercial use.
  - b. Identify grants and other funding streams to increase the District's water supply capabilities.
5. Insurance Services Office (ISO) Rating
  - a. Maintain our ISO rating 3/8B
6. Funding Priorities
  - a. Increase staffing
  - b. Increase and/or replace apparatus as needed
  - c. Increase and/or replace equipment as needed