OUR MISSION

TO SAVE LIVES, PROTECT PROPERTY, AND CARE FOR OUR COMMUNITY.
“It is obvious there is a lot of pride in this organization...”

- COMMUNITY FORUM MEMBER
“I feel safe knowing I am in the Northwest Fire District”

- COMMUNITY FORUM MEMBER
Rather than a “start from scratch” approach, the 2017-2019 Strategic Plan is designed to be an update to the 2014-2016 Strategic Plan. The Strategic Planning Team came to the conclusion that the 2014-2016 Strategic Plan left plenty of opportunity for further development and was still highly relevant to our organization and community. New information and adjustments have been included and are explained in the 2017 - 2019 UPDATE call-out sections throughout this document.
“Don’t lower your standards – love and admire them.”

– COMMUNITY FORUM MEMBER
We’re big on strategic planning at the Northwest Fire District; we have been for decades and find great value in this process. We’ve used strategic planning to help us achieve exceptional and ambitious feats in the past and will continue to look toward the horizon as we plan today. I remain convinced that it is our organization’s vision for the future and sheer determination that continues to drive the Northwest Fire District, our great people, and our high-standards forward.

The concept driving our planning is simple: Achieve positive outcomes in saving lives, protecting property and caring for our community. The process to do so is anything but simple and we rely heavily on strategic planning to help us chart that course.

We were ambitious in creating our previous Strategic Plan for 2014-16. In the past three years, the District accomplished a great deal based on that Plan’s direction. And yet, as we approached a new strategic timeframe requiring an updated plan, we recognized that much work remained within the 2014-16 Plan’s five goals.

The foundation, development process and informational trends that shaped our previous strategic plan continue to be relevant today. Even accounting for all the progress that was made, our goals are still aspirational three years later. As such, our organization opted to update and build upon the good work of the 2014-16 Strategic Plan rather than create a new plan from the ground up.

We revived our original strategic planning processes, validated the core elements of the Strategic Plan, incorporated new information crucial to our progress, and adjusted the specifics of each goal to guide us forward for the next three years. In this document, you will see the original work of the 2014-16 Strategic Plan along with the many updates and revisions brought forward by the 2017-19 effort.

This document alludes to the fact that we have also made a concerted effort to create greater links between our Strategic Plan, our Accreditation requirements, and our Budget process. Harnessing the power of each of these processes has been exceptionally powerful. Unifying them will further create synergy not yet seen by our organization.

We’re eager to begin a new journey and invite you to review our path forward in the pages that follow. I also encourage you to continue to provide us with your insight and perspective as the District moves forward in partnership with our community.

Michael J. Brandt
Fire Chief
ORGANIZATIONAL OVERVIEW

The Northwest Fire District (NWFD) was established in 1983 by a group of conscientious residents in the unincorporated areas of northwest Tucson who were dissatisfied with fire and rescue services that, at the time, were provided by a private entity on a subscription basis. On August 23, 1983, an election was held for the purpose of creating the Northwest Fire District. On October 18, 1983, the Pima County Board of Supervisors passed a resolution allowing the formation of the Northwest Fire District.

NWFD provides all-risk emergency and non-emergency services to approximately 117,000 residents in areas of north Pima County and the Town of Marana that total 144 square miles. Services provided include:

- Emergency Medical
- Fire Suppression
- Hazardous Materials Response
- Technical Rescue
- Community Assistance Program for post emergency assistance
- Community Education and Information
- Fire Prevention and Code Compliance

NWFD has 225 full-time employees and five part-time employees. The District maintains a constant staffing of 54 Operations personnel deployed daily from ten fire stations. In addition, an adaptive response engine company that travels throughout the District is staffed during daytime hours Tuesday - Friday. Administration, Training, Fleet, Logistics and EMS facilities are also maintained. In 2015, NWFD responded to 14,451 calls.

More detailed information about the emergency services NWFD provides, including community risk assessment and response time data, may be found in our Community Risk Assessment - Standards of Cover document located on our website, www.northwestfire.org.

NWFD is accredited by The Commission on Fire Accreditation International. The accreditation process includes assessment in ten categories:

- Governance and Administration
- Assessment and Planning
- Goals and Objectives
- Financial Resources
- Human Resources

- Physical Resources
- Training and Competency
- Essential Resources
- External Systems Relationships
- Programs

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Accreditation criteria in these areas include 252 detailed performance indicators of which 86 are considered core competencies. These core competencies must be met to achieve organizational accreditation. Reaccreditation is required every five years with NWFD’s next reaccreditation process scheduled for 2017. This effort will signify the District’s third consecutive five-year accreditation period. NWFD is one of only 234 fire/emergency medical agencies to be accredited out of approximately 30,000 in the United States (as of October 2016). The 3rd edition of the District’s Community Risk Assessment – Standards of Cover was developed as part of the reaccreditation process.

The total assessed property value within NWFD is $1.036 billion as reported for the 2016/17 fiscal tax year. Funding for the District is primarily provided through limited assessed value property taxes. Other funding sources include fees generated from ambulance transportation, state wildland firefighting contracts, and various other service fees (inspections, etc). The District is also the recipient of various state and federal grants, and the Arizona State Fire District Assistance Tax.

The Northwest Fire District was able to maintain the same tax levy for five (5) years from 2010-2014. In 2015 and 2016, however, levy increases were necessitated by inflation and growth within the District. While there has been a very modest increase in assessed value during this period, it has not been enough to offset increasing expenses. Further, a recent annexation of a portion of Northwest Fire District negatively impacted the District’s revenue stream. Future outside annexations into the Northwest Fire District would continue to have an adverse financial impact on NWFD. In the coming three years, NWFD expects property valuations to continue to increase at a very modest pace. These relatively insignificant gains in assessed values, coupled with the effect of Proposition 117 (a State of Arizona voter-approved resolution that limits property tax valuations increases), and continued increases in operational costs, will continue to have an impact on what the District can and will levy in future years.
For nearly 20 years, NWFD has employed the strategic planning process to work towards its goals and meet the needs of the community. Strategic planning has many suitable definitions, but one that seems to best fit our application is below:

Strategic planning is a systematic, formal process that is used to set priorities, focus energy and resources to ensure that all organizational members are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization’s direction in response to a changing environment and the community’s needs.

When done effectively, strategic planning:

— Provides a road map to show where the District is going and how it will get there
— Facilitates a process that results in the best allocation of resources (time, talent, and funding) that provides the most benefit for the taxpayers
— Provides an opportunity to question the status quo
— Identifies the District’s potential through the identification of its strengths and weaknesses
— Builds a shared vision that is values-based
— Creates a participatory process in which management and all employees take on a shared ownership
— Ensures accountability to the community and is based on quality data
— Creates a frame of reference for annual budget development and short-range operating plans

Like many fire/medical agencies, we currently find ourselves in a dilemma; being capable of responding to an increasing call volume while often being asked to do so with the same or less funding. With the assumption that these expectations will not quickly resolve in coming years, a solid Strategic Plan becomes even more relevant for the future. The strategic planning process helps to balance these seemingly opposing factors by enabling the opportunity to challenge paradigms, values, and current delivery programs to modify and adjust accordingly to meet the needs of the District’s businesses, residents, and visitors.
2017 – 2019 UPDATE

In keeping with our objective to continue our previous Strategic Plan and further build upon it, the planning methodology for this update was a scaled-down version of the process used for the 2014-16 Strategic Plan. The process to refresh the Plan consisted of a single meeting with external stakeholders representing entities involved in the 2014-16 Strategic Plan, as well as meeting with the internal Strategic Planning Team for a half-day workshop. The outcomes of these two events are further discussed in the Strategic Planning Process section of this update on page 10.

In the 2014-16 Strategic Plan, we introduced the dilemma of an increasing call volume coupled with continuing pressure to minimize financial impacts on our residents. This challenge continues to intensify for the District; the period of 2013-2015 approached nearly a 12% increase in call volume. Should this growth pattern continue, the net increase in call volume for the 2017-2019 Strategic Plan will be approximately 19%, a sizable number that would certainly have an impact on emergency service delivery.

FIRE CHIEF CRITERIA FOR THIS PLAN

In December of 2012, Fire Chief Brandt gave direction to initiate a new Strategic Plan that would cover the calendar years 2014-2016. A three-year period of time was selected over a longer period of time on account of the rapidly changing internal and external environments. Given this reality, any longer period of time makes it difficult to forecast economic and other significant factors with any reasonable accuracy. Chief Brandt listed the following requirements of the new plan:

— Simple and concise
— Builds on work of previous strategic plans
— Based on open and honest dialog from internal and external stakeholders
— Capable of being cascaded throughout the organization and integrated into current processes

RESEARCH

In determining the strategic planning process “structure,” we reviewed numerous fire department strategic plans as well as recognized strategic planning resources. The final framework for the new strategic planning process:

1. Met the Fire Chief’s criteria
2. Generally followed guidelines established by U.S. Federal Consortium Benchmarking Study Team
3. Included principles of strategic planning from Fire Department Strategic Planning, Creating Future Excellence
4. Included best practices identified from other fire Strategic Plans

CRITERIA & RESEARCH RESULTS

As a result of this development process, the 2014-16 Strategic Plan includes the following components:

— External stakeholder survey results
— Summary of the District’s strengths, weaknesses, opportunities and challenges
— Discussion of strategic issues identified
— Revised Mission, Vision, and Values statements
— Identification of Core Services
— Five organizational goals and corresponding objectives to move NWFD toward the stated vision
— Implementation plan

The strategic planning process consisted of three major components; each of these components is addressed in detail in this section.

**EXTERNAL STAKEHOLDER INPUT**

**INTERNAL STRATEGIC PLAN TEAM DEVELOPMENT AND SUBSEQUENT WORKSHOPS**

**INPUT OPPORTUNITY FOR ALL EMPLOYEES**

**EXTERNAL STAKEHOLDERS WORKSHOPS – GETTING COMMUNITY INPUT AND GUIDANCE**

Understanding the needs and expectations of the community we serve is a prerequisite to creating a successful strategic plan. To help achieve an understanding of the needs and expectations of the community, the first step taken in the strategic planning process was to gain input from our external stakeholders. In March 2013, two external stakeholder workshops were held and drew approximately 40 attendees. The external stakeholders were members of the business and governmental community, as well as representatives from homeowner associations and non-profit organizations. The workshops consisted of an information overview of NWFD including:

- Demographics and resources of the Northwest Fire District
- Overview of emergency and non-emergency services provided
- Taxing structure and financial review of the District
- Question and answer session
- Attendees surveys on NWFD programs and fire district expectations
2017-2019 UPDATE
In June of 2016, an external stakeholders meeting was held to communicate the status of the current Strategic Plan Goals and Objectives. The meeting also provided an opportunity to gain input regarding staff’s desire to refresh the current Strategic Plan versus beginning with an entirely new process. The consensus of the external stakeholder group was to move forward with an update approach, ensure the creation of realistic timelines for objectives, and dedicate more effort to regular internal strategic plan progress meetings. Additionally, the group wanted to ensure that current response times were maintained. A summary of the internal stakeholders Strategic Planning Team is presented in the Strategic Planning Team and Insight section.
Results of the external stakeholder survey are included below. In addition to the survey results, valuable commentary and constructive concerns were collected from workshop attendees.

**EXPECTATION SURVEY RESULTS**

<table>
<thead>
<tr>
<th>EXPECTATION</th>
<th>RANKING</th>
<th>RATING SCALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensuring maximum safety for firefighters</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Expedite response time</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Adequate staffing, apparatus, equipment</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Skill, competency, training</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Professional behavior</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Utilizing nationally recognized standards</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Providing for adequate physical conditioning for firefighters</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Utilizing an effective nationally recognized fire code</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>Fostering a continuous improvement environment</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td>Involvement in research and latest developments</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>Striving for fire sprinkler protection in all new residential construction</td>
<td>11</td>
<td>3</td>
</tr>
</tbody>
</table>

5 = absolute expectation
4 = high expectation
3 = medium expectation
2 = low expectation
1 = not an expectation

A set of expectations was provided to attendees to rank in order of importance. Survey results have been rounded to better demonstrate ranking differential.

**PROGRAM SURVEY RESULTS**

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>RANKING</th>
<th>RATING SCALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire/emergency medical services</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Fire Prevention programs</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Special operations</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Domestic preparedness &amp; planning</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Public education &amp; community outreach</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Fire investigation</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Community assistance program</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Wildland fire program</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>Smoke detector battery change</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td>Snake removal</td>
<td>10</td>
<td>2</td>
</tr>
</tbody>
</table>

5 = essential service
4 = very important service
3 = important service
2 = some value in service
1 = no value in service

A set of programs was provided to attendees to rank in order of importance. Survey results have been rounded to better demonstrate ranking differential.
“Continue striving for community feedback.”
- COMMUNITY FORUM MEMBER
ENVIRONMENTAL SCAN

A scan of the internal and external environment is an important component of the strategic planning process. A SWOC Analysis (Strengths, Weaknesses, Opportunities, and Challenges) was utilized to meet this need. The strengths and weaknesses represent a measurement of the internal environment; opportunities and challenges, a measurement of the external environment.

SWOC ANALYSIS

The detailed results of the SWOC Analysis developed by the Strategic Planning Team can be found in the following section. These results were utilized throughout the Goals and Objectives development process and will continue to be utilized as Action Plans are created for the various Objectives listed in this document.

FIRE SERVICE TRENDS

As part of the next step of the strategic planning process, we wanted to gain an understanding of relevant and common issues facing the fire service across the country and how those issues apply to NWFD’s future. The International Association of Fire Chiefs (IAFC) published an article in December of 2012 titled “Defining Relevance for the Fire Service in 2013.” The article’s points of relevance were discussed at several of our workshops and include the following:

**AGILE** – manage and thrive in a changing environment

**ANALYTICAL** – forecast service demand needs before customers even realize they need them

**ABLE TO PRIORITIZE** – issues and services

**COLLABORATIVE** – identify common goals and align with other fire/medical service organizations where appropriate

**COMMUNITY-ORIENTED** – remain in tune with the community, be engaged with them through education, stakeholders’ communication, and be a community advocate. Community involvement in the fire service can best determine and address priorities

**EMERGENCY MEDICAL SERVICES FOCUSED** – demand for this service will continue to increase

**INNOVATIVE** – crucial in the evolution of an all-hazards response capability to better serve our communities

**TECH SAVVY** – leverage technology as a tool; avoid the temptation of technology for technology’s sake

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Another timely article from the *International Association of Fire Chiefs* (December, 2013) titled “Five Wicked Issues We Can No Longer Ignore” was also discussed to aid the identification of key strategic issues. The five wicked issues, identified as generally applicable to the fire service as a whole, included:

**COST EFFICIENCY** - Citizens and public administrators expect services to be delivered in an effective and cost-efficient manner.

**DATA** - There remains much work to be done to collect, develop, and disseminate meaningful and current fire service data that helps inform decision-makers and policy.

**DEPLOYMENT AND STAFFING** – involves efforts to define how best to protect communities, especially from the perspective of all of the resources available and how they are used.

**CULTURE** - The environment today’s fire service operates in is constantly changing. Demands for service are dramatically different; the fire problem has changed and demand for Emergency Medical Services represent the major fire service activity. Generational differences between previous firefighters and those of tomorrow further emphasize the need to reevaluate the skills, competencies and attitudes required for the modern fire service at all levels.

**POLITICAL ACUMEN** – The fire service is increasingly surrounded by political environments. Stakeholders including labor groups, elected officials, and business interests all operate in and are influenced by political processes.

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**STRATEGIC ISSUE IDENTIFICATION**

Discussion of the IAFC’s “Relevancy” and “Five Wicked Issues” articles helped provide a springboard for identifying key strategic issues the District currently faces and will continue to face over the course of the next three years.

In distilling some of these national trends and applying them to our organization, we began by defining a *Strategic Issue* as a fundamental challenge affecting NWFD’s mission or core service, customers, costs, financing, organization or management about which something can be done. A larger list of strategic issues identified by the Strategic Planning Team was consolidated to seven topics as seen below:

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**2017 – 2019 UPDATE**

*Growth was identified as a new key element of Economic Sustainability. See page 19 for 2017-2019 update details.*
SWOC ANALYSIS

STRENGTHS
- Leadership ability
- Staffing: four person engine companies, Incident Safety Officers/EMS Captains
- Diversity of services (also listed as a weakness)
- Hardware systems
- Facilities
- Financial stewardship/stability
- Strong safety culture
- Employees have strong knowledge, skills and abilities; training and experience
- Core services delivery
- Equipment/apparatus
- Practices
- Good reputation/public support
- Accreditation
- Labor-management relationship
- “Agility”
- Enthusiasm/energy
- NFPA compliance/best practices

WEAKNESSES
- Diversity of services (also listed as a strength)
- Internal and external organizational communications
- Teamwork (on the upswing)
- Application of technology
- Lack of support staff
- Lack of comprehensive project management
- Diversity
- Engagement/focus
- Functioning pay scale
- Accountability (on the upswing)
- Lack of mission focus
- Internal customer service
- Lack of follow-through
- Succession planning
- Disconnected projects
- Promoting/celebrating successes
- Lack of “organizational rhythm”
- Getting on the same page regarding core services
- Lack of communication to the public of our Standards of Cover document (IE: response model)
- Tax rate
- Data integrity
- Political acumen
- Clarify procedures for board meeting items
- Identifying the plan and sticking with it
- Use of seasonal crew in recruiting efforts
- Ability to prioritize
- Attitude of entitlement by some employees
- Family culture (improving)
- Community-oriented
- Collaborative efforts
- Lack of cascaded Strategic Plan
- Inconsistency in protocols/playbooks
- Distinguishing programs from projects
- Informational and operational silos
- Comparison of service delivery with data
OPPORTUNITIES
- Dispatch (also listed as a challenge)
- Regional community effort (gov’t, private, community, etc...)
- Our positioning relative to the external community
- Automate operations
- Refine services via financial parameters (fine tune)
- Partner with other gov’t agencies to lower tech costs
- Reconfiguration based on data-driven results
- Utilize prevention to address education pieces that have not been communicated well (community risk v. business model)
- Grants
- Regionalization (fire agency/ district focused)
- Neighboring municipal annexations (also listed as a challenge)
- Pima County
- Tap college community for enhanced partnerships – PCC, UA and UAMC
- Affordable Care Act – revenue source potential
- School partnerships and professional development internships
- Data superiority – regional/ industry leader in data-driven decision making
- Recruit a workforce to reflect the dedication and skill set we need (and that which we currently have)
- Medical transport – continuity of service
- Annexations
- Community that NWFD serves

CHALLENGES
- Revenue diversity
- Annexations
- Dispatch (also listed as opportunities)
- Lack of general public knowledge of fire service models: privatized, municipal, district (competing fire agencies)
- Affordable Care Act - the unknowns
- Impact of economic downturn on surrounding agencies
- Continuing political tax reforms
- Transportation infrastructure – ongoing construction
- Landlocked – limited annexation opportunities
- Litigious society
- Pension reform
- Some partner relationships
- State legislation
- Land valuation reference to tax rate
- Large scale incidents such as pandemics, natural disasters, etc
A team approach combined with community input is a key element in successful strategic planning. The internal Strategic Planning Team was developed to represent all aspects of the organization. A total of 19 members made up the team (see page 34 for the Strategic Planning Team Members).

The team first met in June of 2013 and assembled for a total of seven workshops with the final session held in January of 2014.

As we began the internal strategic planning process, we wanted to ensure that Goals met the following guiding principles:

- Align vision, mission, and values with the core services
- Strategic in nature (vs. tactical); kept at the “40,000 foot” level
- Built on consensus from the team
- Few in number - to maintain focus on the strategic change we value most
- Align with accreditation requirements\(^4\), particularly our Standards of Cover
- External shareholder input taken into account
- Health/Safety aspects remain a priority
- Technology is considered and integrated as applicable
- Ensure all applicable regulations, codes and standards are maintained

We also wanted to ensure that quality employee training (including a comprehensive effort directed toward succession planning) and quality documentation/management of records received high priority in all of the development of Goals and Objectives.

Part of developing realistic goals is having a clear understanding of the anticipated financial environment of the District in the next three years. At one of the workshops, our Finance Director provided us with an overview of what the financial picture of the District to look like for the period of 2014-2016. While we conservatively expect an approximate 3% increase in tax revenue each of the three years, revenues will likely be exceeded by an increase in operating expenses. As such, the District will continue to face significant financial challenges over the next three years.

\(^4\)NWFD is accredited by the Commission on Fire Accreditation International; current period of accreditation is 2012-2017
**OPPORTUNITY FOR INPUT BY ALL EMPLOYEES**

Once the five Goals were identified, input was sought from all employees to help us reach the Desired Outcomes established for each Goal. This was accomplished in the following manner:

1. **Managers/Supervisors** reviewed goals with employees.
2. **Employees** offered opportunity to provide input to reach goals.
3. Input categorized and forwarded to the Strategy Planning Team for use in objective development.

Following input by employees, Objectives were developed primarily by the key internal stakeholders associated with each Goal, along with input from Strategic Planning Team members. The Objectives were approved at a final workshop meeting in January of 2014.

**2017 – 2019 UPDATE**

The Strategic Planning Team met in a half-day workshop in July of 2016. Key points from the workshop included:

- The Team agreed that efforts to cascade the 2014-16 Strategic Plan throughout the organization have been successful. It is common practice for employees to refer to the plan as part of organizational decision-making processes and it is kept “front of mind” on daily tasks at various levels throughout the organization.

- The Team verified that the foundation of the 2014-16 Strategic Plan, including the identified strategic issues and the five (5) goals, are still very relevant to the organization and community. As such, it was determined that the overarching theme for the development of the next three-year plan would be to “refresh and update” the existing plan, not to build a new plan from the ground up.

- The Team identified **growth** as a new element within “economic sustainability,” one of the seven (7) “core” strategic issues. Included within this key element is the topic of annexations. The Northwest Fire District is experiencing potentially negative offsets to the District’s growth (development infill and successful annexations). As part of this discussion, the Team wanted to ensure that adequate resources continue to be dedicated to annexation efforts.

- The Team acknowledged that a more dedicated effort to accomplishing Plan Objectives was needed, including the desire for quarterly Strategic Plan progress report meetings. This aligns with CFAI’s Criterion 3D, which requires that “processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are reexamined and modified periodically.”
MISSION, VISION, CORE SERVICES & VALUES

Before embarking on a review of our organization’s mission, vision, and values, we were reminded that the 2014-16 Strategic Plan was meant to clarify and simplify any complex concepts so that the plan is accessible to all – inside and outside our organization. Although previous versions of our mission, vision, values have certainly been relevant – we sought to fill any gaps and bring clarity through simplicity.

We revised these foundation pieces and reviewed them at each internal session to ensure their relevance for our organization. We also listed our core services to bring additional precision to our Mission and the development of our Goals and Objectives.

MISSION

The purpose of a mission statement is to define the reason for our existence.

DEFINED:
To save lives, protect property, and care for our community.

VISION

A vision statement sets the direction for our organization in the future. It serves as our inspiration and sets the framework for our strategic planning.

DEFINED:
Exemplary leadership and performance in serving our community.

CORE SERVICES

The Strategic Planning Team felt it important to define the core services offered by the Northwest Fire District to appropriately identify our strategic priorities moving forward. In identifying these services, the group reviewed the District’s community satisfaction surveys, Standards of Cover document, legal obligations, general risk assessments, and had several conversations about the scope of the District’s services.

DEFINED:
Fire • Emergency Medical Services • Prevention

VALUES

Our values define how we approach our mission as an organization and elaborate more fully on how we go about doing what we do. “Core values are an organization’s essential and enduring tenets. A small set of guiding principles…”

Our values have remained consistent since 2009. The 2017-19 Plan will mark the fourth strategic planning effort where our five values have remained intact. During the 2014-16 Plan, our values were enhanced with the addition of a sixth, inclusivity. The 2014-16 Strategic Planning Team also opted to add ‘clarifying statements’ to values in an effort to better define what each value specifically means from our organization’s perspective.

VALUE AND CLARIFYING STATEMENTS DEFINED

**HONESTY:** We are forthright in our dealings; we stand by our word.

**INTEGRITY:** We hold ourselves to the highest standards of professional and ethical conduct; we do what’s right.

**TRUST:** We firmly believe in each other to care for our community.

**RESPECT:** We understand that being held in high regard by our community is something we earn every day.

**HUMILITY:** We serve selflessly to achieve our mission.

**INCLUSIVITY:** We value individual uniqueness.
GOALS & OBJECTIVES

In developing our Plan’s Goals and Objectives, the Northwest Fire District defined a new implementation method for the 2014-16 Strategic Plan. The five Goals presented on the following pages are structured in a way that assists in each Goal’s fulfillment. These Goals represent crucial elements in our forward progress and in achieving our mission. Our Goals includes common focal areas, defined below, to facilitate their implementation:

GOAL
The Strategic Planning Team defined a Goal as the component that addresses a strategic issue and significantly contributes to our Mission. The result of achieving a Goal is often broader in nature compared to the result of an Objective (see page 15 for the Strategic Issues the Goals are meant to address).

OBJECTIVE
Goals and Objectives are similar in that they both describe an expected result. However, Objectives are typically far more specific in defining the result to be achieved as compared to the more general, and often more complex, nature of a Goal statement. Our Objectives are clear statements that articulate specific actions needed to reach the associated Goal. Objective timeframes are captured in calendar year quarters and completion is expected by the end of the quarter referenced.

DESIRED OUTCOME
For the Northwest Fire District, a Desired Outcome is defined as our best-case scenario in obtaining a Goal. Our Strategic Plan’s Desired Outcomes are meant to be a benchmark of ultimate performance from an internal perspective. It is not an indication of success or failure, but offers direction in achieving our Goals and Objectives well beyond our three-year Strategic Plan time frame.

GOAL LEAD
To assign greater accountability to the overall process, a “Goal Lead” was selected among the members of the Strategic Planning Team to manage the fulfillment of each of the five goals. The role of the Goal Lead is to coordinate the efforts of the various Division and Department Heads in reaching assigned Objectives.

ACTION PLANS
Although not published in this document due to their timely and dynamic nature, Action Plans are an important part of our Strategic Plan’s continued development. Action Plan Templates have been distributed to Division and Department Heads and will be completed as a tool to bring fruition to our Plan’s Objectives. This process allows each Division and Department to remain fully involved in fulfilling the Plan’s Objectives and affords the Goal Lead an opportunity to focus on the overall management of the Goal. Action Plans provide a means of capturing the tactical tasks required to achieve each Objective. It is a cornerstone piece in ensuring that the 2014-16 Strategic Plan is cascaded throughout NWFD.
2017 - 2019 UPDATE

In the Strategic Planning Team’s 2017-19 update workshop, there was significant discussion about properly resourcing and prioritizing our goals to assist in Objective completion. The consensus of the Team was that Goal 1 (internal and external programs) and Goal 3 (internal communication) would be priority goals moving forward and that a significant increase in resource allocation would be required to accomplish these ambitious goals within the objective timelines. The Desired Outcomes for these and the other three goals largely remain intact, with some adjustments included. The Quarterly Update meetings will serve to determine whether goals are resourced appropriately by the Strategic Planning Team and allow adjustments to be made, if necessary.

There was discussion among Team members about the possibility of an additional goal to house the newly identified strategic element of jurisdictional growth and potential reductions. The Team determined that this issue would be covered within the Goal #1 Objectives. In addition, this topic would also be captured through the development of a Master Plan which would also be housed within the Objectives of Goal #1 (a Master Plan is a long-term planning piece that goes beyond the parameters of the Strategic Plan to accomplish the mission of the District).

The Goals and Objectives accomplished by the 2014-16 Strategic Plan and new objectives developed for the 2017-19 Strategic Plan update are presented on pages 24 - 28.
GOAL 1

Create greater financial efficiencies in the delivery of internal and external services based on changing circumstances and in support of our mission and identified core services (Fire, Emergency Medical Service, Prevention).

GOAL LEAD
Leadership Team (composed of Management Leaders and Local 3572 Leaders)

OBJECTIVES

1A Identify internal and external services provided by each division by 3rd quarter of 2017.

1B Prioritize services based on community risk assessment, community needs assessment, and financial capacity by 3rd quarter of 2017.

1C Evaluate resource requirements of each provided service with emphasis on supporting our mission and identified core services by 3rd quarter of 2017.

1D Develop an ongoing needs and resource assessment process to project and meet financial limitations by 4th quarter of 2018.

DESIRED OUTCOMES

1. Deliver services that match the community needs/risk assessment.

2. Internal support services align with the mission and identified core services.

3. Greater emphasis on IT Services.

4. Greater financial efficiencies identified and implemented in the delivery of external and internal support services.

5. Quarterly reporting system to continually evaluate performance.

6. Strategically address the District’s growth and long-term planning.
GOAL 2

Cultivate and strengthen mission-centered relationships with the community.

GOAL LEAD
Manager of Community Affairs

OBJECTIVES

2.A Identify, evaluate, and prioritize partnerships that enhance our ability to meet our mission by 3rd quarter of 2018.

2.B Designate a NWFD point of contact for partnerships identified in Objective 2.A. Relationships should be formalized with written agreements, as necessary, by 2nd quarter of 2019.

2.C Develop an evaluation process to be used on an annual basis by 3rd quarter of 2019.

DESIRED OUTCOMES

1. Positive shareholder feedback.

2. Reciprocal services that are measurable.
GOAL 3

Create a sustainable system of internal communication that facilitates the sharing of information in a manner that is timely, relevant, and accurate.

GOAL LEAD

Deputy Chief of Operations – South Battalion

OBJECTIVES

3.A Identify and evaluate the effectiveness of current information systems by 2nd quarter of 2017.


3.C Identify what information needs to be communicated to include: from whom, to whom, how often, and by what medium by 1st quarter of 2018.

3.D Develop an evaluation process to measure the effectiveness of the changes implemented as a result of Objectives 3.A - 3.C by 4th quarter of 2018.

3.E Develop a formal process for communication development and delivery methods by 4th quarter of 2018.

3.F Develop an annual communication update plan that includes relevant information as it pertains to the District’s progress toward its goals and objectives by 4th quarter of 2017.

DESIRABLE OUTCOMES

1. Positive shareholder feedback.

2. Improved employee morale.

3. Increased employee involvement in the organization.

4. Improved opportunities to celebrate our successes.
Ensure that effective professional development programs exist so that organizational development can occur.

GOAL LEAD
Business Services Committee Co-Chairs (representing the Professional Development Committee)

OBJECTIVES

4.A Develop a communication plan for succession planning tools and programs by 2nd quarter of 2017.

4.B Implement a customized professional development program for all personnel by 2nd quarter of 2018.

4.C Annually evaluate a formal process for the succession of all organizational positions by 2nd quarter of 2019.


DESIRED OUTCOMES

1. Effective succession plan in place.

2. Personnel effectively performing their roles and responsibilities.

3. Institutional knowledge formally documented.

4. Improved organizational processes.
To provide the highest standard of pre-hospital medical care and ambulance transportation within the region, utilizing the most technologically enhanced and evidence based processes and procedures.

GOAL LEAD
Deputy Chief – Medical Services

OBJECTIVES

5.A Improve utilization of NWFD Basic Life Support personnel by enhancing their skill set, increasing targeted training and providing feedback on their care by 2nd quarter of 2018.

5.B Improve medical training by improving our utilization of QA/QI programs, growing our sim lab, developing minimum company standards and exploring different avenues of training via our relationship with UAMC by 4th quarter of 2017.

5.C Improve the QA/QI process by providing more timely and targeted feedback for personnel, company and battalion levels and by increasing the role of our medical direction in the QA/QI process by 2nd quarter of 2017.

5.D Improve the medical feedback loop (internal communications) by including more upward communication opportunities and providing our medical directors with more opportunity to share their perspectives on evidenced based medicine by 2nd quarter of 2018.

5.E Educate the public in ways to prevent medical emergencies and/or ensure the best possible outcome when they do occur by 2nd quarter of 2017.

DESIRED OUTCOMES

1. Improved patient outcomes.

2. Effective report management system in place.

3. Improved efficiency and continuity of care.
“...we value being a team partner. Thank you for all that you do!”

- COMMUNITY FORUM MEMBER
IMPLEMENTATION METHODOLOGY

The Strategic Plan is only useful as long as it achieves the desired results, and the only way to know if those results have been achieved is through periodic examination and performance measurement.

To accomplish the identified Goals and Objectives, Action Plans will need to be created. A template has been developed for this purpose for use by the Goal Lead. To manage the 2014-16 Strategic Plan and its associated Goals/Objectives, a program management software system will be identified and acquired.

The Strategic Planning Team will meet quarterly to ensure we are staying the course and to address any issues that arose in the previous quarter that may impact the Goals and Objective completion dates. At each of these quarterly meetings, each of the Goal Leads will present a progress report regarding the status of the associated objectives. A summary of these meetings will be made available to NWFD employees.

In addition, an annual Strategic Plan Update will be created each spring that outlines the progress made on the five goals, successes will be celebrated and issues that may have arisen in the past year that could influence the goals of the strategic plan will be addressed. This report will be made available to NWFD employees and for review by the public on the District’s website.

An annual update will be scheduled each spring to inform the participants of our original external stakeholder meetings of our strategic plan progress. This will also provide a means of regular feedback from external customers.
**2017 - 2019 UPDATE**

The intent of the 2014-2016 Strategic Planning Team was to meet quarterly to ensure we were “staying the course” and to address any issues that may impact Goal and Objective completion dates. Accomplishing the quarterly meetings was only moderately successful. This fact is due largely to other competing organizational priorities and several changes in the Strategic Plan’s implementation management.

To avoid a similar outcome during this next Strategic Plan operational period, the following corrective actions will be implemented:

- **Management responsibilities** will be co-facilitated by the Special Projects Division Chief and the Community Affairs Manager. They will report directly to the Fire Chief for this responsibility.

- **Quarterly Meeting dates and times** will be established for the Plan’s operational period and will receive high priority on the organization’s planning calendar. This is in line with CFAI Accreditation Core Competency 3C.1 which states: Some form of organizational management process is identified and used to track progress and results of agency goals and objectives relating to general organizational and operational programs. Summary reports of the Quarterly Meetings will be submitted to the Governing Fire Board and posted on the District’s BackOffice intranet for access by all employees. This is in line with CFAI accreditation performance indicator 3D.3: The agency provides progress updates to the governing body, its members, and the public regarding goals and objectives.

- **On an annual basis, the District will review all Goals and Objectives** and produce an Annual Strategic Plan Report that outlines progress and any necessary adjustments to Goal content and associated Objective timelines. The report will be made available to the Governing Fire Board, all NWFD employees, and the public. This is in line with CFAI Accreditation Core Competency, 3D.1: The agency’s goals and objectives are examined and modified at least annually for quality and to ensure they remain current and consistent with the agency’s mission, vision, and long range plan(s).

- **A progress meeting will be held for external stakeholders annually in the second quarter of the operational period of this Strategic Plan update.**
ACKNOWLEDGEMENTS - COMMUNITY

To further engage our community in our strategic planning process, we invited several individuals who reside and/or work in or partner with the Northwest Fire District to participate in a collaborative information sharing session. We selected representatives from commercial and retail businesses, government, non-profits, community organizations and citizen groups to join us in the conversation. This forum involved an overview of NWFD, a question and answer session, a brief survey to capture attendee input, and an opportunity to continue conversations over a casual lunch. Many of these conversations have developed further and have already led to new or enhanced partnerships that we are proud to associate with these original outreach sessions.

We would like to thank the members of our community, once again, who dedicated their time to ensure our strategic planning process included their organization’s perspective and insight. We look forward to further collaborations as we move forward.

COMMUNITY FORUM ATTENDEES - EXTERNAL STAKEHOLDERS

Doug Aho, Executive Manager Operational Support, Amphitheater School District

Aaron Brady, Environmental Services Director, Amber Lights

Todd Canale, Assistant Fire Chief-Training, Davis Monthan Air Force Base Fire and Emergency Services

Dennis Cole, UM/QM Manager, Marana Health Center

Tamara Crawley, Director of Public Relations, Marana Unified School District

Carol Cullivan, Associate Executive Director, Northwest YMCA

Gilbert Davidson, Town Manager, Town of Marana

Tonja Greenfield, Past President, Marana Rotary Club

Bill Hall, Tucson Mountain Reserve Homeowners Association

Meghan Hackler, Physical Therapist, Proactive Physical Therapy

Doug Hanna, Lt., Pima County Sheriff’s Office

Marlene Hilligoss, Casas Del Norte Homeowners Association

Chris Hill, Deputy Manager, Metropolitan Water District

Libby Howel, Corporate Communications, Southwest Gas Corporation

Jeff Hughes, Store Director, Walmart Supercenter 5031

Bonnie Kampa, Executive Director, Interfaith Community Services

Chrissy Kelly, RN & Nursing Manager, Northwest Urgent Care Network

Cheryl Lord-Hernandez, Practice Manager, Marana Health Center

Sally Martinez, Health and Well-Being Director, Northwest YMCA

Steve Miller, Airport Manager, Marana Regional Airport

Reuben Nunez, Captain, Marana Police Department

Del Post, Assistant Town Manager, Town of Marana

Lynn Ramstad, Tucson Mountain Reserve Homeowners Association

Pat Sledge, Director of Facilities, Amphitheater School District

Ed Stolemaker, President/CEO, Marana Chamber of Commerce

Mark Stratton, General Manager, Metropolitan Water District

Bob Taylor, Store Manager, Safeway Inc.

Jim Thomas, Cortaro Ranch Homeowners Association

Lee Transue, General Manager, Firehouse Subs #566

Kurt Wadlington, Employee Owner, Sundt Construction, Inc.,

Tim Wilcox, Administrative Director of Emergency Services, Northwest Medical Center

John Woolf, Managing Partner, Proactive Physical Therapy
2017 – 2019 UPDATE

For our External Stakeholder Session, we reached out to those who helped shape our previous Strategic Plan or who had participated in an organizational process providing them with exposure to our previous Strategic Plan (i.e. promotional testing processes, capital improvement planning, professional development programs, etc...). We carefully noted their input, continue to appreciate their partnership, and thank them, once again, for their time and perspective.

2017 - 2019 COMMUNITY FORUM ATTENDEES - EXTERNAL STAKEHOLDERS

Gilbert Davidson, Town Manager, Town of Marana

Jamsheed Mehta, Deputy Town Manager, Town of Marana

Jeff Bronaugh, Managing Partner, BCE Consulting, LLC

Dr. John Bjelland, Tucson Mountain Reserve Homeowners Association

Libby Howel, Executive Director, Media, Community & Government Relations, Pima Community College

Todd Canale, Fire Chief, Davis-Monthan AFB Fire Emergency Services

Ed Stolemaker, President/CEO, Marana Chamber of Commerce

Chrissy Kelly, Northwest Medical Center, Registered Nurse & Nursing Manager
ACKNOWLEDGEMENTS - PLANNING TEAM

We’d also like to thank the members of NWFD’s Strategic Planning Team which includes 19 individuals and two facilitators who represented every facet of our organization. Seven of the 19 team members, or roughly 1/3 of the team, are members of the District’s labor union, Local 3572. During the development process, we had the opportunity to solicit input from our entire organization as the plan moved from 19 members of the Strategic Planning Team to 226 members of staff.

Our gratitude goes to everyone who took the time to offer valuable input in the development process. The development of the 2014-16 Strategic Plan has truly been a team effort at NWFD, as will be the implementation of the plan.

2014-16 STRATEGIC PLANNING TEAM

Patricia Aguilar  
Director of Human Resources

Brad Bradley  
Division Chief - Operations

Michael Brandt  
Fire Chief

Kyle Canty  
President of Local 3572; Captain, Engine 336

Mike Duncan  
Battalion Chief

Doug Emans  
Assistant Chief - Operations

Dave Gephart  
Director of Finance

Cheryl Horvath  
Division Chief of Logistics

Dugger Hughes  
Battalion Chief of Wildland and Special Operations

Kelly McCoy  
Division Chief of Training

Roger Moore  
Captain, Engine 337

Carla Reece  
Administrative Manager

Dennis Stiegleiter  
Interim Fire Marshal

Dustin Schaub  
Captain, Engine 330

Alex Sepulveda  
Captain, Training

Brian Sturgeon  
Vice President of Local 3572; Engineer, Engine 330

Kirk Travis  
Firefighter, Engine 339

Gary Watson  
Engineer, Engine 337

Paul Wright  
Manager of Information Technology

*Represents rank during strategic planning
2017 - 2019 UPDATE

The Strategic Planning Team for the 2017-2019 effort includes 20 representative members from across the organization. The team consists of ten (10) members who served on the 2014-16 Strategic Plan Team to maintain continuity with the previous process while also providing development opportunities for ten (10) new members. Particular attention was paid to maintaining the position and organizational representation of the Team’s original footprint.

Thank you again to all our Strategic Planning Team members and those throughout our organization who have committed their time and energy into this process:

<table>
<thead>
<tr>
<th><strong>2017-19 STRATEGIC PLANNING TEAM</strong></th>
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<tbody>
<tr>
<td>Patricia Aguilar</td>
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<tr>
<td>Director of Human Resources</td>
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<td>Brad Bradley</td>
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<tr>
<td>Assistant Chief, Operations</td>
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<tr>
<td>Michael J Brandt</td>
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<tr>
<td>Fire Chief</td>
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<td>Sean Culliney</td>
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<td>Paramedic / Instructor</td>
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<td>Heather D’Amico</td>
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<td>Secretary III</td>
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<td>Scott Draper</td>
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<td>Deputy Chief, Medical Services</td>
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<tr>
<td>Michael Duncan</td>
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<td>Division Chief, Operations</td>
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<td>Doug Emans</td>
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<td>Assistant Chief, Support Services</td>
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<td>Donald Garcia</td>
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<td>Fire Marshal</td>
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<td>David Gephart</td>
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<td>Director of Finance</td>
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<td>Scott Hamblen</td>
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<td>Deputy Chief, Training</td>
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<td>Dugger Hughes</td>
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<td>Deputy Chief, Logistics</td>
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<td>Brian Keeley</td>
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<td>Vice President, Local 3572, Captain/PIO</td>
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<td>James LeBrun</td>
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<td>Engineer, Training</td>
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<td>Steve Noble</td>
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<td>Captain, Engine 332</td>
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<td>Dustin Schaub</td>
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<td>Captain, Engine 330</td>
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<td>Kirk Travis</td>
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<td>Firefighter, Engine 339</td>
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<td>Gary Watson</td>
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<tr>
<td>President of Local 3572, Captain, Engine 332</td>
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<td>Collin Wyckoff</td>
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<td>Captain, Training</td>
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<tr>
<td>Joshua Zent</td>
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<td>Captain, Eng 333, Special Operations</td>
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ACKNOWLEDGEMENTS - GOVERNING BOARD

NORTHWEST FIRE DISTRICT GOVERNING BOARD MEMBERS

We would like to acknowledge the time and effort of the five-member team who make up the Northwest Fire District’s Governing Board. These elected volunteers live in the District and serve four-year terms.

On behalf of the men and women of the Northwest Fire District, we thank you for serving a vital role in our community.

George Carter
Chairman

Bruce A. Kaplan
Vice Chair

Rebecca Arend-Hicks
Board Clerk

David Talas
Board Member

Peg Green
Board Member

2017 – 2019 UPDATE

In October of 2016, the Northwest Fire District Governing Board welcomed Rebecca Arend-Hicks as a new Board Member, replacing Tim Clayton.
OUR VALUES

HONESTY • INTEGRITY • TRUST • RESPECT • HUMILITY • INCLUSIVITY