

Sedona Fire District

Strategic Plan Fiscal Years 2015/16—2017/18



Planning For Success



December 15, 2015

Table of Contents

Message From the Fire Chief	3
Executive Summary	4
Fire District Board Philosophy.....	5
Strategic Planning Team Members	6
Vision, Mission and Values	6
Assumptions for Planning	7
Strategic Goals and Action Items	
Goal: <i>Maintain, Enhance and Expand Services</i> with Action Items.....	8
Goal: <i>Improve Standardization of Operational Continuity</i> with Action Items	8
Goal: <i>Develop a Positive and Supporting Culture</i> with Action Items	9
Goal: <i>Develop Sound Financial Principles for Economic Sustainability and Operational Enhancement</i> with Action Items....	9
Goal: <i>Enhance Organizational and Community Communication</i> with Action Items	10
Goal: <i>Strengthen Community Involvement with Effective Connectivity to the Public</i> with Action Items.....	10
Goal: <i>Leverage Statistical Intelligence</i> with Action Items	11
Beyond the Plan: Upcoming Years Four and Five	11
Goal and Action Item Implementation and Tracking Matrix	12



Message from the Fire Chief



The process of developing a new road map for Sedona Fire District has been a high priority. A group of 14 employees were selected to represent all aspects of SFD core services and three Governing Board Members who participated for our community. Today's world is an ever-changing place, seeming to change quicker than most can keep pace. By developing a three year Strategic Plan, we all believe the snapshot into the future is realistic and identifies the issues we see coming our way. This plan has also created a glimpse beyond three years with some items we feel we need to keep an eye on. The plan is designed to help create a focus and direction for strategic and operational decisions to be made going forward as we strive to make our community as safe as possible for all those who live, work, or explore within Sedona Fire District.

The Sedona Fire District is a highly skilled, competent, innovative, and motivated group truly dedicated to a better community and being highly efficient. There are expectations for perfection and measurable outcomes in almost everything we do by our internal and external customers. The goals and action items we have established will be the guiding principles to elevate the quality of our service. Our commitment to success is evident in all that we undertake and the work we produce each and every day.

It is our intent to bring this Strategic Plan to life and make sure we use it to stay focused on where we are going and assure we arrive at our destination by design. It is easy for anyone to get distracted in today's world and it is our mission to have a plan and stick to it in order to achieve our measured goals, as set forth in Planning for Success.

I want to thank all the people who have participated in this in-depth review and provided a prospective look forward for SFD. In order for our team to be successful at our goals, we need to work together and be focused on the outcomes we have set forth. I am very proud of the organization and our commitment to serve the community with **Safe, Friendly, and Dedicated** service each and every day.

Respectfully submitted,

A handwritten signature in black ink that reads "Kris Kazian".

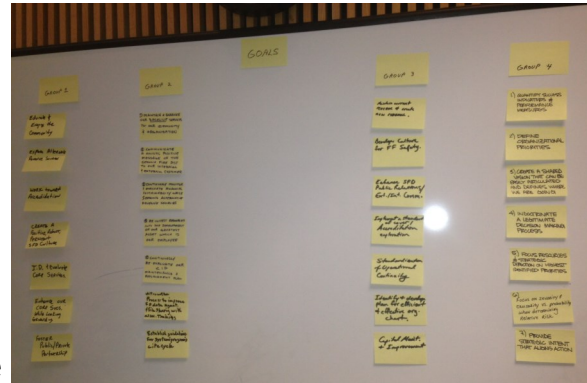
Kris Kazian
Fire Chief—Sedona Fire District



Executive Summary

Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it. It can facilitate communication and participation, accommodate divergent interests and values, and foster orderly decision making and successful implementation. (*Strategic Planning for Public and Nonprofit Organizations— Bryson*).

At Sedona Fire District, this was accomplished through collaboration of the Strategic Plan Committee – utilizing a diverse group of SFD employees representing different facets of our organization who all brought issues to the table. This committee analyzed SFD’s strengths, weaknesses, and challenges to help future operations.



Pictured—Goals created and discussed by Strategic Plan Committee in April 2015

Strategic planning focuses attention on those issues that matter most, and helps to accomplish what is truly important to a community. It better positions the organization to take advantage of our strengths and develop future opportunities. It may unveil new issues not identified previously and can help to guide the budget and capital improvement/replacement process. Lastly, it can be used as a means to align departmental initiatives, to key objectives, and ultimately, the actions that will need to be taken within the organization to make them become a reality. (*Exceeding Customer Expectations –Bruegman*).

The Committee participated in a Strategic Planning Workshop on April 13-14, 2015. This document is a direct result of their efforts. The workshop was facilitated by Cliff Jones, the retired Fire Chief from Tempe Fire Medical Rescue Department. The seven goals below—with associated action items—were set during the workshop:

- ◆ Maintain, Enhance, and Expand Services
- ◆ Improve Standardization of Operational Continuity
- ◆ Develop a Positive and Supporting Culture
- ◆ Develop Sound Financial Principles for Economic Sustainability and Operational Enhancement
- ◆ Enhance Organizational and Community Communication
- ◆ Strengthen Community Involvement with Effective Connectivity to the Public and Maintain Relevancy
- ◆ Leverage Strategic Intelligence



Fire District Board Philosophy

The Sedona Fire District Governing Board recognizes that our employees are our most valuable assets. SFD's goal is to be recognized and respected as an organization that provides its employees with a rewarding and fulfilling work experience and does the utmost to protect their safety.

The SFD Governing Board directs and entrusts the management and staff of Sedona Fire District to provide a wide range of community services. We will attempt to preserve a balance between community and organizational commitment. By continuously improving our planning process, we strive to achieve maximum civic and financial responsibility for the public we serve.

Sedona Fire District will maintain its strategic advantage by playing a major role in developments affecting our communities' services.



SFD Governing Board—Left to Right

Diane Schoen, Member; Corrie Cooperman, Clerk; Ty Montgomery, Chairman; Nazih Hazime, Member; Scott Jablow, Member



Strategic Planning Team Members

Committee members were chosen to represent each shift and section of the organization—labor and management—offering different perspectives and bringing ideas from their peers.

Command Staff—Fire Chief Kris Kazian; Division Chief Buzz Lechowski; Division Chief Scott Schwisow

Operations—Battalion Chief Jayson Coil; Firefighter Jonathan King; Firefighter Brent Johnson; Fire Captain Pat Ojeda; Fire Engineer Allen Schimberg

Administration—Finance Manager Sandi Schmidt; Human Resources Manager Jane Witt; Finance Specialist Pam Wester; Executive Assistant Tricia Greer

Support—Telecommunications Supervisor Bob Motz; Fire Inspector Kevin Sullivan

Governing Board—Corrie Cooperman; Scott Jablow; Diane Schoen

Vision, Mission and Values

Vision—The Sedona Fire District will be a community leader in emergency services to make our District one of the safest places in the world to live, work, and explore.

Mission—We help people through **Safe, Friendly, and Dedicated** service.

Values

(Note: The Committee did not tackle “Values” as a whole, the members were to work on these individually and make suggestions for no more than 10 Values, and come to consensus on them.)

We value the faith and trust of the community and each of our members will support the mission by adhering to the following values:

Safe, Friendly, and Dedicated Service.

Cost-saving initiatives and multi-tasking for organizational improvement and sustainability.

Compassion—fostering a genuine concern for those we serve.

The ability to anticipate, influence, and adapt to change.

Personal accountability and professionalism, adhering to a strong code of moral and ethical conduct.

Teamwork—working together for a common goal.

The desire to serve, the courage to act, the ability to perform.



Assumptions for Planning

Assumptions were presented by the group as things we assume will happen in order to facilitate the Plan. When things we have assumed change or do not happen, the possibility of the goal or related objectives needing to be altered is probable. Assumptions are a moderating factor in determining the validity of the goals and objectives set forth during the planning stage.

Operational Expectations, Structure, and Culture

We assume SFD will:

- Maintain wildland and technical rescue capabilities as risks and prevalence of these incidents are significant and of a high frequency. Additionally, our topography and weather create major challenges to the need to be response ready in every season.
- Experience a steady increase in calls for service including incidents in the back country areas requiring greater technical response capabilities, thus creating an increasing labor intensive work load for responding personnel.
- Have large wildland urban interface concerns throughout a majority of the District.
- Have a limited ability to count on mutual aid and automatic aid partners due to the distance and staffing abilities of neighboring agencies. SFD must continue to maintain and enhance an ability to be self-sufficient in initial attack response capabilities.
- Maintain an Elected Governing Board which is supportive of SFD's established core services and responsibilities as a priority for the community.
- Realize limited growth throughout the District. At this time, there are still areas for growth, but nothing large is planned and no large tracts of land are eligible for substantial development.
- Host a large influx of visitors to the greater Sedona area creating population swells throughout the year with specific surges during high tourist season.
- Have a population made up of a higher median age than many comparable cities, thus putting added stress on the EMS readiness SFD must maintain.
- Maintain resources aligned with strategic intent and direction as service needs evolve, while keeping current with trends, mandates, and best practices for resource deployment and training expectations.
- Be properly prepared for succession planning needs of the near future in order to be best prepared for successful transition and internal promotional preparedness.
- Have stressed roadway infrastructure with increased traffic and limited means of traveling from north to south and east to west in our response district.

Financial Solvency

We assume SFD will:

- Have a limited and challenged ability for new revenue opportunities.
- Maintain current revenue streams without considerable reductions, such as in the area of healthcare reform and ability to maintain ambulance revenue (Medicare, Medicaid, and AHCCS) as well as with new unfunded mandates that may be established inhibiting our ability to collect future revenue.
- Stabilize costs in Public Safety Pension Retirement, Workers Compensation, and Healthcare. These costs continue growing substantially and with no slowdown, could outpace our ability to meet demand/costs.
- Experience legislation creating financial challenges and increasing financial burden.
- Aggressively apply for and receive local, state, and federal grants as an alternate revenue source.
- Fund our Capital Improvement Plan as necessary and amend it as time goes on. SFD currently plans to budget all capital purchases through levy and other revenue sources.
- Effectively operate our annual budget with limited capital reserve fund balance.
- Need a successful bond election for replacement of Station 4 and potential renovation of Station 1 in future years, as outlined in this plan.
- Continue mitigation and enforcement of fire codes.



Strategic Goals and Action Items

Goal: Maintain, Enhance and Expand Services

Action Item 1: Maintain and reassess core services in accordance with National standards and regulations. (Years 1 to 3 and ongoing)

Action Item 2: Ensure operational readiness and sustainability for all core services with measurable benchmarks. (Year 3 and ongoing)

Action Item 3: Balance changing fire service standards, innovations, and new technology with goals of firefighter safety, organizational effectiveness, and needs of customers (Years 1 through 3)

Action Item 4: Develop relationships with resources in the community to monitor potential impacts to our service delivery. (Year 1 and ongoing)

Action Item 5: Strengthen Emergency Operation Center capabilities. (Year 2)

Action Item 6: Identify, evaluate, and promote essential services through data management, risk analysis, defining standards, and incentives that promote excellence. (Year 2 and ongoing)



Left to Right—Battalion Chief Jayson Coil; Firefighter Brent Johnson; Telecom. Supervisor Bob Motz; Division Chief Scott Schwisow

Goal: Improve Standardization of Operational Continuity



Left to Right—Div. Chiefs Scott Schwisow and Buzz Lechowski; Firefighter Jonathan King; HR Manager Jane Witt

Action Item 1: Reassess current staffing model to ensure safe, efficient, and effective response to best serve the District. (Year 1)

Action Item 2: Identify standards of continuity of daily operations across the three shifts in relation to staffing and training. (Year 1)

Action Item 3: Develop and implement performance based evaluations for individual and company competency standards. (Years 2 to 3)

Action Item 4: Develop and implement an effective workforce model to set up the organization for success. (Years 1 to 3)

Action Item 5: Reassess and prioritize core services; standardize and support training. (Years 1 to 3)

Action Item 6: Develop and implement an organizational chart and informational flow path for groups/committees to ensure standardization of training and operations. (Year 1 and ongoing)

Action Item 7: Review and standardize the recruitment, testing, retention, development, and advancement of personnel through succession planning. (Years 1 to 3)

Action Item 8: Develop and implement a standardized approach to analyze, adopt, and rollout services, systems, and programs. (Years 1 and 2)



Goal: Develop a Positive and Supporting Culture

Action Item 1: Define a shared vision and communicate it to all personnel. (Year 1 and ongoing)

Action Item 2: Educate personnel and management on “Change Management” and processes including prioritization techniques. (Year 2 and ongoing)

Action Item 3: Build robust leadership, mentoring programs, and employee development protocols, and a cohesive succession plan. (Year 2 and ongoing)



Left to Right—Telecom Supervisor Bob Motz; Board Member Scott Jablow



Pictured—Engineer Allen Schimberg

Action Item 4: Create a culture of safety and situational awareness to include critical thinking skills. (Year 3 and ongoing)

Action Item 5: Develop a collaborative and empowered environment so Sedona Fire District is the agency of choice valuing and respecting personnel within a trust-filled environment. (Year 1 and ongoing)

Action Item 6: Engage all personnel, as appropriate, in decision making and implementation processes within SFD. (Year 1 and ongoing)

Goal: Develop Sound Financial Principles For Economic Sustainability and Operational Enhancement

Action Item 1: Maintain current revenue sources. (Year 1 and ongoing)

Action Item 2: Evaluate and create new revenue sources. (Years 2 to 3)

Action Item 3: Develop a plan to evaluate financial impacts of the Public Safety Personnel Retirement System. (Years 1 to 3)

Action Item 4: Aggressively pursue grant funding. (Years 1 to 3)

Action Item 5: Investigate long-term sustainable energy options. (Year 3 and ongoing)

Action Item 6: Develop a long-term plan for financial solvency. (Years 1 to 3)



Left to Right—Captain Pat Ojeda; Div. Chief Buzz Lechowski; Battalion Chief Jayson Coil



Goal: Enhance Organizational and Community Communication

Action Item 1: Train all Chief Officers and Community Risk Management personnel as Public Information Officers per NFPA and NWCG standards. (Year 2)

Action Item 2: Standardize a process ensuring the chain-of-command is utilized effectively to promote a common operating model. (6 months)

Action Item 3: Implement a process for sharing information quarterly to disseminate and/or carry out changes to policies and procedures. (Year 1)

Action Item 4: Empower personnel to communicate positive feedback and healthy dissent in decision making. (Year 1)

Action Item 5: Collectively develop and endorse a common approach to messaging SFD services. (Years 1 to 2)

Action Item 6: Develop and deliver an interpersonal communication training program for Sedona Fire District personnel. (Years 2 to 3)

Action Item 7: Define a communications model identifying the values, hazards, and relative risks of a proposed action. (Year 1)



Pictured—Technical Rescue Training at Midgley Bridge

Goal: Strengthen Community Involvement with Effective Connectivity to the Public and Remain Relevant

Action Item 1: Provide effective communications via website and mass notification for emergency and non-emergency information. (Year 1)



Left to Right—Board Clerk Corrie Cooperman; Finance Specialist Pam Wester (back to camera); Fire Chief Kris Kazian; Firefighter Brent Johnson

Action Item 2: Create access to Sedona Fire District social media platform. (Year 1)

Action Item 3: Create an open environment to engage the community in District events and activities, i.e. open houses. (Years 1 to 3)

Action Item 4: Promote transparency and accessibility in District matters to build community trust. (Years 1 to 3)



Goal: Leverage Statistical Intelligence

Action Item 1: Identify benchmarks to measure performance aligning with Commission on Fire Accreditation International requirements and other recognized national standards (ISO, NFPA). (Year 2)

Action Item 2: Define and standardize statistical information required to develop benchmarks for measuring incident response. (Year 1)

Action Item 3: Identify spatial information requirements for effective incident response. (Year 1)

Action Item 4: Identify information required to support effective emergency response system performance. (Years 1 to 3)

Pictured Below—Wildland Fire Preparedness Training



Pictured Above —Working the Little Bear Fire in New Mexico

Action Item 5: Ensure adequate training is an integral part of new and ongoing records management. (Year 1)

Action Item 6: Assess the impact of information collection and establish appropriate mechanism to encourage timely and accurate data entry. (Year 1)

Action Item 7: Assess life-cycle and integration cost prior to implementation of proposed changes. (Year 1 and ongoing)

Beyond the Plan... Items for Consideration in Upcoming Years 4 and 5

- ◆ The shifting healthcare paradigm
- ◆ Working toward Agency Accreditation with the Commission on Fire Accreditation International
- ◆ Management of the Capital Improvement Plan and facilities' maintenance (Station 4 replacement, Station 1 renovation, and Station 5 feasibility)
- ◆ Shared services and consolidation
- ◆ Stronger role in mitigation activities for a safer community, i.e. wildland, flood control, etc., based on community risk profile



Pictured—SFD's newest facility, Fire Station No. 6



Goal and Action Item Implementation and Tracking Matrix

The Tracking Matrix is an internal document, which can be found on SFD SharePoint. The intent of the Matrix is to help keep the organization as a whole and individuals who are assigned tasks focused and on track.

The Matrix will be updated periodically, as Goals and/or Action Items are initiated, implemented, and achieved.

Pictured—Engineer Jarrett Tarver

