

TIMBER MESA

FIRE & MEDICAL DISTRICT



STRATEGIC MANAGEMENT PLAN

2024-2026





TIMBERMESAFIRE.ORG

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ACKNOWLEDGEMENTS

The Timber Mesa Fire and Medical District would like to thank the following persons for their contribution to the 2024-2026 Strategic Management Plan: (CC 3B.3)

FIRE BOARD (CC 3A.1)

Chairperson – **Jamie Adams** · Board Clerk – **Paul Wyatt**
Board Member – **Amy Kay** · Board Member – **Lynn Browne-Wagner**
Board Member – **Jim Molesa**

EXTERNAL STAKEHOLDER COMMITTEE (CC 3B.1, PI 2D.10, PI 3C.3)

City of Show Low Mayor/ District Resident – **Junior Leech** · Town of Pinetop-Lakeside Mayor – **Stephanie Irwin**
AZ Department of Forestry and Fire Management/ District Resident – **Bob Arthur**
Summit Regional Medical Center/ District Resident – **Jonathan Felton**
City of Show Low/ District Resident – **Anna Atencio** · Navajo County – **Chris Pasterz**
Summit Regional Medical Center – **Amanda Gnagy** · Show Low School District/ District Resident – **Erick Rask**
State Farm/ District Resident – **Trevor Tinkel** · MacGregor Real Estate/ District Resident – **Joey MacGregor**
District resident – **Dr. Roger Williams** · White Mountain Firefighters Association/ District Resident – **Nik Cruze**
White Mountain Firefighters Association/ District Resident – **Jack Gessner**

INTERNAL WORKING GROUP (CC 3B.1, PI 3B.6)

Fire Chief – **Randy Chevalier** · Assistant Chief of Administration – **Darren Cluff**
Assistant Chief of Logistics – **Clay Wood** · Assistant Chief of Operations – **Josh Livermore**
Division Chief – **Conrad Loney** · Battalion Chief – **Taber Heisler**
Fire Marshal – **James Pepper** · Receptionist – **Trinity Savage**
Administration Captain – **Dan Jerome** · Captain – **Jack Gessner**
Captain – **Nicole Parrack** · Fire Mechanic – **Kevin Reading**
Fire Mechanic – **Cody Bender** · Support Services – **Mark Duncan**
Engineer – **James Morin** · Firefighter Paramedic – **Nik Cruze**
Firefighter Paramedic – **Dustin Barth** · Firefighter Paramedic – **Jon Peters**
Firefighter Paramedic – **Chris Burkhardt** · Firefighter – **Randy Haugen**

INTRODUCTION



The Timber Mesa Fire and Medical District (TMFMD) was formed in 2014 as the successful result of collaborative efforts and subsequent merger of the Lakeside, Show Low, and Linden Fire Districts. In 2018, the White Mountain Lake Fire District was consolidated into Timber Mesa as well. As of October 2020, Timber Mesa Fire and Medical District is the only ambulance provider in our fire district. On this auspicious and momentous occasion marking the 10th anniversary of the Timber Mesa Fire and Medical District and the successful merger, we are honored to present our strategic plan—a roadmap that encapsulates our collective mission, vision, commitment, and resilience in protecting lives and property within our communities. As we reflect on past accomplishments and challenges, we recognize the pivotal role TMFMD plays in ensuring the safety and well-being of our community.

Our strategic plan is not just a document; it is a testament to our unwavering dedication to excellence in fire protection, fire prevention and education, all hazard response, full-time fire, and medical services including state-of-the-art Advanced Life Support (ALS) and transportation services, as well as the important role of community engagement. The challenges faced by modern fire districts demand a proactive and comprehensive approach, and our strategic plan is designed to guide us through these complexities with a focus on innovation, collaboration, and continuous improvement. Milestones were reached; full-time personnel were hired as the needs of the community increased; services were expanded to include all areas of fire, emergency medical and ambulance transportation services. Beyond traditional services, the TMFMD is progressing rapidly toward an integrated risk management model. This model will change the fire service as we know it as we adjust our posture from a predominantly reactive force to a more proactive community risk reduction model.

Our vision is clear: A community prepared for the challenges of tomorrow. We strive to provide superior fire and medical services by empowering our employees to be proactive risk managers and leaders, who are committed to improved and effective community service. TMFMD provides an exceptional level of emergency and customer services. We maintain cooperative agreements with area partners to provide a higher level of service for the community. We have developed alternative revenue sources including ambulance transportation, wildland fire response, and a robust fleet services division. All of which have reduced the burden on the primary revenue source and helped provide this higher level of service. All of this is preparation for the unknown challenges that await our community in the future.

This Strategic Plan has been developed to set a course and outline the direction of the TMFMD in its pursuits to meet our mission and vision. This plan is a management tool for the staff and elected officials; it is designed to identify our achievements, values, priorities, goals, and objectives. It was developed through an analysis process involving input from all levels of the organization and the communities we serve. It is designed to be progressive and meet the needs of the district and its customers. This is not a static document; it will require review and revision on a periodic basis. To make the plan successful, we must have buy-in from all members of the organization and our community partners. Each stakeholder has a role in the success of this strategic plan.



MISSION AND VISION

(CC 1B.1, PI 1A.5)

MISSION STATEMENT

DELIVER EXCELLENT SERVICE TO OUR
COMMUNITY THROUGH EMPATHY,
EMPOWERMENT, AND PROFESSIONALISM.



VISION STATEMENT

A COMMUNITY PREPARED FOR THE
CHALLENGES OF TOMORROW.

VALUES



(PI 3B.6)

EXCELLENCE:

A DEDICATION TO CONSTANT IMPROVEMENT AND ENDURING VIGILANCE IN THE PURSUIT OF EXCEPTIONAL SERVICE.

COMMUNITY:

THE COLLECTIVE OF PEOPLE AND ORGANIZATIONS THAT WE SERVE AND SERVE WITH; OUR CITIZENS, OUR PARTNERS, AND OUR EMPLOYEES. OUR COMMUNITY IS THE REASON WE EXIST.

EMPATHY:

THE ABILITY TO UNDERSTAND AND SHARE THE FEELINGS OF OUR COMMUNITY. IT CULTIVATES A DEEP AWARENESS OF THE EMOTIONAL, PHYSICAL, AND PSYCHOLOGICAL STATE OF OTHERS; FOSTERING TRUST, ENHANCING COMMUNICATION, AND ENSURING THAT EVERY INTERACTION IS CENTERED ON THE WELL-BEING OF THOSE WE SERVE AND SERVE WITH.

EMPOWERMENT:

WE EMPOWER OUR PEOPLE TO DO THE RIGHT THINGS, NOT JUST DO THINGS RIGHT. WE PROVIDE OUR MEMBERS WITH THE SKILLS, RESOURCES, AND ORGANIZATIONAL SUPPORT TO MAKE RESPONSIBLE DECISIONS. OUR PEOPLE ARE TRUSTED TO TAKE ACTION AND DO WHAT'S BEST FOR THOSE WE SERVE AND SERVE WITH.

PROFESSIONALISM:

A DEMONSTRATION OF EXCELLENT CHARACTER PRESENTED THROUGH INTEGRITY, COMPETENCY, AND HIGH ETHICAL STANDARDS ON AND OFF DUTY.



ACHIEVEMENTS

(PI 3B.4)

THE TIMBER MESA FIRE AND MEDICAL DISTRICT HAS HAD MANY ACHIEVEMENTS IN ITS BRIEF HISTORY. THIS LIST REPRESENTS RECENT ACHIEVEMENTS THAT HAVE HAD A SIGNIFICANT IMPACT ON THE DIRECTION OF THE ORGANIZATION AND BENEFIT FOR THE COMMUNITY.

2023 – Partnered with NPC for the first “accelerated” Paramedic program

2022 – Completed the first TMFMD Captains academy.

2020 – Awarded FEMA AFG SAFER funds to hire nine new firefighters.

2020 – Completed first ever Engineer Academy.

2020 – Added an Assistant Chief of Administrative Services with responsibility for oversight of administrative services, grants management and public information.

2020 – Recognized by GFOA for Excellence in Financial Reporting for the third consecutive year.

2019-2021 – Dedicated capital funds to provide a second set of personal protective equipment to all firefighters as a part of the District’s cancer prevention efforts.

2019 – The District earned an ISO Protection Class III rating making the Fire District among the top 10% of Fire Departments/Fire Districts in the Country.

2019 – Developed the Job Task Analysis (JTA) to evaluate firefighter fitness.

2018 – Awarded Expanded CON for ambulance services.

2018 – Completed the Bison Ridge annexation.

2018 – Partnered with regional fire providers to secure AFG funding for new SCBAs.

2017 – Prepared the first Comprehensive Annual Financial Report (CAFR).

2017 – First ever Meet and Confer MOU with the Firefighters Association.

2016 – Awarded Premier Provider status from the Az Dept. of Health Services.

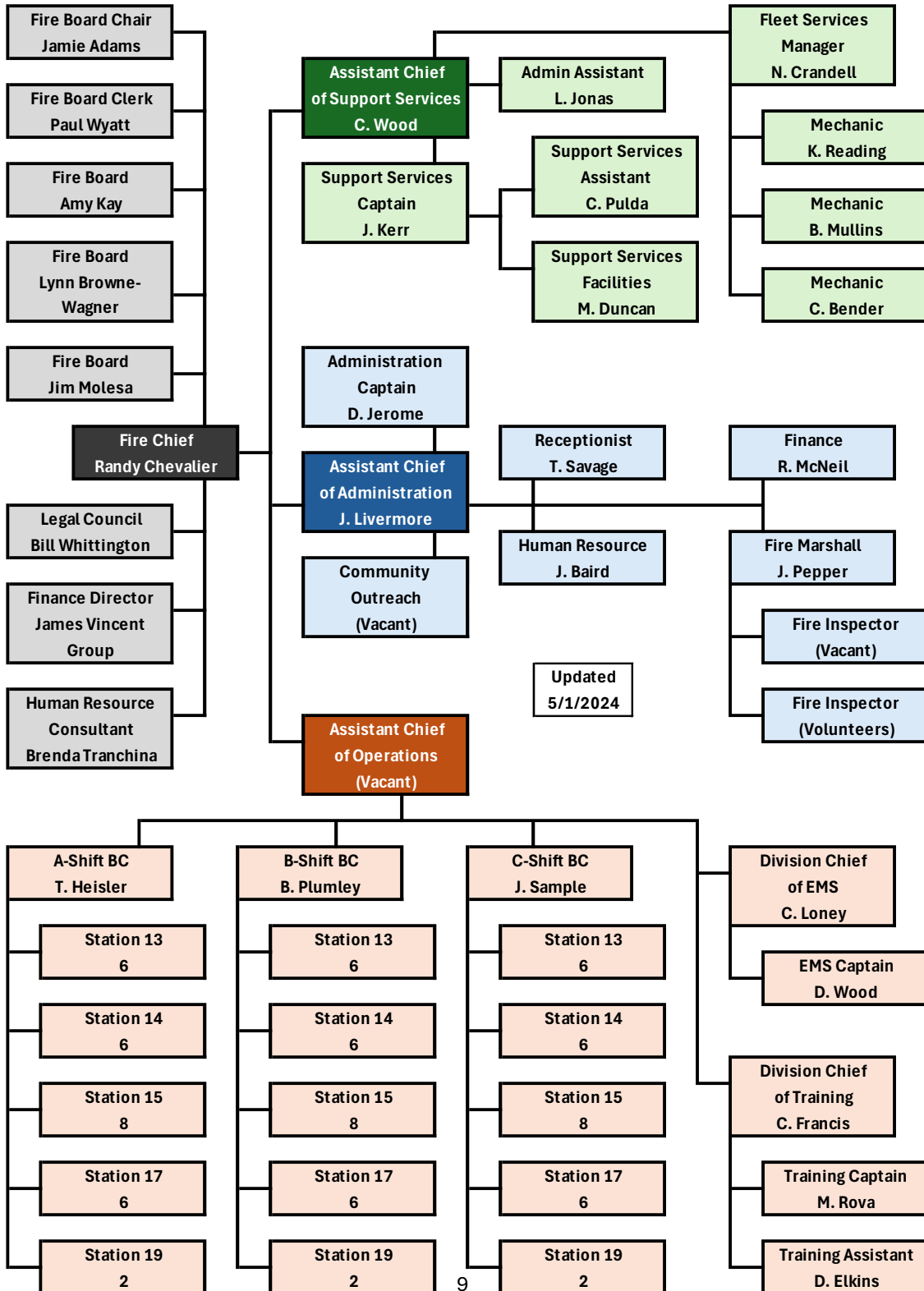
September 19, 2014 – The TMFMD was established.

2008-2014 – Real estate market crashes in 2008 leading to a prolonged period of decline in assessed values for real property. This was a driving force behind regionalization.

ORGANIZATIONAL CHART



(CC 1B.1)





DISTRICT DEMOGRAPHICS

DISTRICT DEMOGRAPHICS (PI 2A.7)

District Size	216 miles ²
Ambulance Transport Service Area (CON)	440 miles ²
Full-time Resident Population	34,500
Part-time, Seasonal Population	70,000 (est.)
Stations	7 (5 full-time staffing)
Staffing:	
• Administrative Section	8
○ Fire Prevention	2
• Operations Section	87
○ EMS Division	2
○ Training Division	3
• Logistics Section	4
○ Fleet Services	4
Budget – 2023/24	\$19,879,768

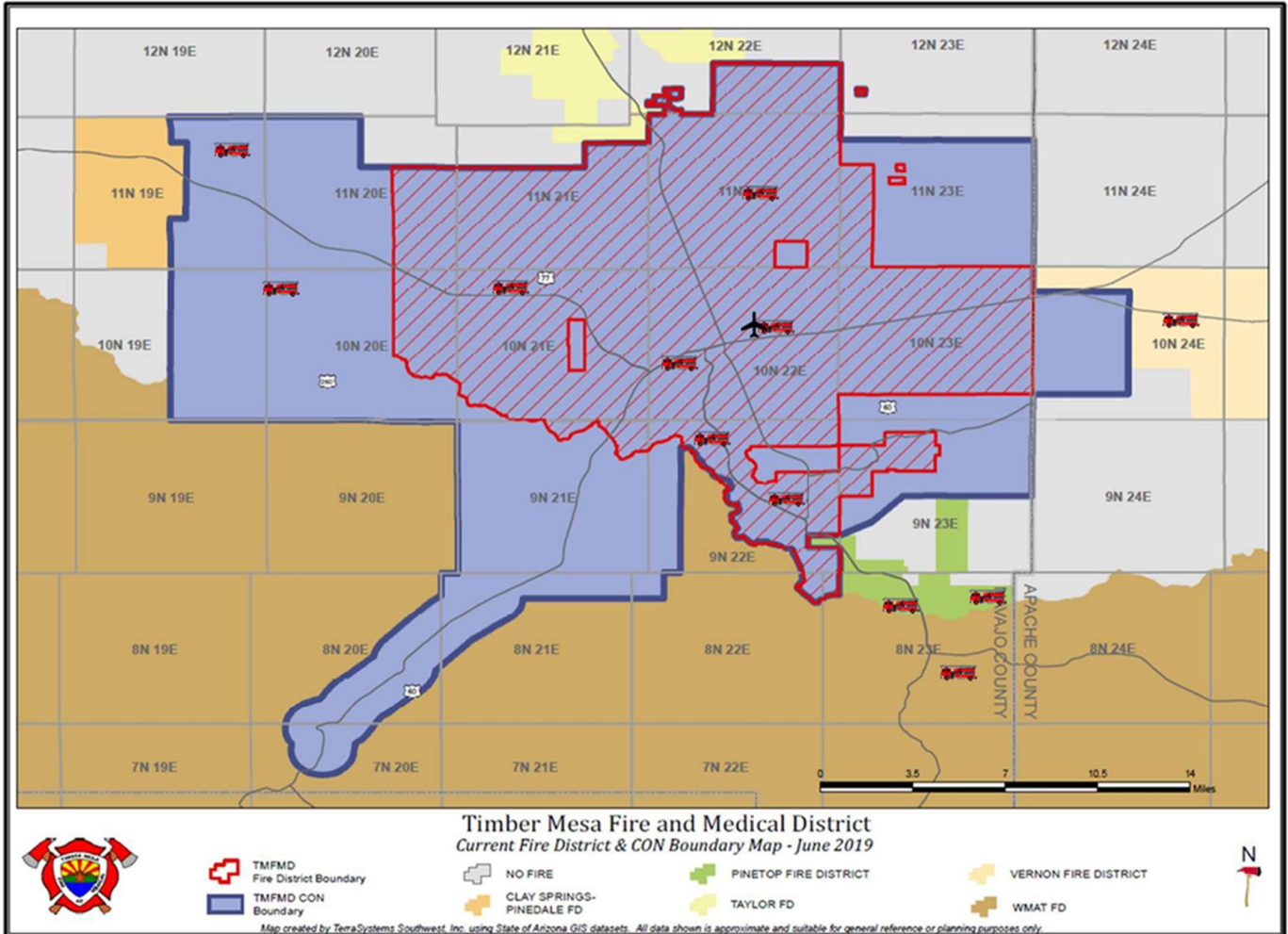
Current grant obligations, intergovernmental agreements, state requirements and national standards suggest a staffing level of four firefighters for engine companies and two firefighters for rescues providing medical transport. This level is maintained to provide safe and effective fire suppression activities and life safety for our customers and members.

The Timber Mesa Fire and Medical District strives to maintain this level and provides advanced life support medical treatment with every staffed unit. Emergency medical service is the most utilized service provided to our customers.

The district will respond to any emergency that threatens life, safety, or property. Timber Mesa will dispatch the closest available unit(s) with appropriate capabilities to control the emergency or provide the service. Timely response and effective management of medical, rescue and fire control situations represent the most immediate priorities of the fire district.

We also respond to various non-emergency situations that are not routinely handled by other agencies or providers. These non-emergency responses would include things such as wellness checks, home safety surveys, in-home healthcare, pest removals, and other situations to assist our customers. Our community risk reduction strategies are based on the premise that we can proactively attempt to address our customer's needs and meet the basic goals of our mission before someone must access the 911 system.

FIRE DISTRICT BOUNDARIES



AUTOMATIC AID (CC 10A.1)

We work closely with our neighboring fire departments and fire districts to provide the quickest response to any emergency.

Timber Mesa maintains automatic aid agreements with the Pinetop Fire District and the Heber-Overgaard Fire District. Additionally, we have mutual aid agreements with all Arizona fire districts and departments.



THE PLAN

The Strategic Plan was developed through a collaborative effort between external stakeholders, an internal working group, and the sections of the organization. The Administration, Logistics, and Operations Sections are responsible for the day-to-day execution of the organizational mission. To provide a clear path for decision making in every aspect of fire and emergency management, the strategic plan was organized by Sections, Priorities, Goals, and Objectives. The plan is formatted as follows:

(CC 3A.1)

SECTION

PRIORITY

Goal

- Objective: To achieve the objectives, and ensure they are S.M.A.R.T. (specific, measurable, achievable, relevant, and time-bound), each one identifies who is responsible for the completion of the objective and how that objective will be measured as complete. The objective will not have a specific time component included as it is assumed that the measurable portion of the objective will be achieved in the timeframe of the plan, which is two years. (CC 3B.1)
 - **Responsibility identifier (CC 3C.1)**
- Objective: Furthermore, objectives could not be completed without identified tasks. Therefore, each objective will have tasks assigned to either an individual or groups within the district that will lead to the successful completion of the objective. These tasks will not be identified here, rather they will live within a guiding document within each section and will be overseen by the correlating section chief.
 - **Responsibility identifier**
- CC's and PI's: The process of continual improvement is outlined in the fire service by an organization called The Center for Public Safety Excellence (CPSE). CPSE has paved the way for fire service organizations to improve their internal processes to match the best practice recognized across the nation. Through the Commission on Fire Accreditation International (CFAI), the CPSE has identified certain Core Competencies (CC) and Performance Indicators (PI) that each fire service organization should have established. We have utilized the CFAI process to identify objectives that address specific core competencies. These CC's and PI's will be attached to areas of the strategic plan that address these needs and continue the never-ending process of continuous improvement. It is important to note that not all objectives will have a corresponding CC or PI.

ADMINISTRATION



S.P. 1 - COMMUNITY

INCREASE OUR PRESENCE AND LEVEL OF ENGAGEMENT IN THE COMMUNITIES SERVED.

- **Hire a Community Outreach Coordinator. (CC 7A.1, PI 9C.1)**
 - *Human Resources*
- **Develop a strategic plan for Community Outreach and Public Education.**
 - *Community Outreach/ Public Information Officer*
- **Identify and purchase the correct equipment for managing and producing public information media. (PI 9D.3)**
 - *Community Outreach/ Public Information Officer*

IMPROVE OUR RECRUITMENT EFFORTS.

- **Develop a strategic approach to recruitment, both locally and nationally. (PI 7B.2)**
 - *Community Outreach/ Public Information Officer*
- **Invite and equip members who may be interested in recruitment efforts. (PI 7B.2)**
 - *Community Outreach/ Public Information Officer*

LINK COMMUNITY RISK REDUCTION (CRR) EFFORTS TO IDENTIFY RISKS AND VULNERABILITIES.

- **Complete a Community Risk Assessment (CRA). (CC 2B.1, CC 5A.2, CC 5A.3, CC 5B.2)**
 - *Fire Marshal, Administration Captain*
- **Develop a comprehensive plan for CRR efforts that address the identified risks and vulnerabilities. (CC 2B.4, CC 2C.1, CC 5B2)**
 - *Fire Marshal, Administration Captain*

PURSUE IMPROVEMENTS IN THE DISTRICTS INSURANCE SERVICES OFFICE (ISO) RATING.

- **Evaluate the areas that need improvement as identified in the previous ISO evaluation. (CC 2D.6)**
 - *Administration Captain*

- **Develop a plan to address the areas of concern that have not already been improved upon.**
 - ***Administration Captain***
- **Ensure a plan for continued management and improvement of all areas that affect the district's ISO rating. (CC 2D.1)**
 - ***Administration Captain***
- **Ensure all members are educated on the ISO process, purpose, and the role each employee has in improving the evaluation results.**
 - ***Administration Captain***

ENSURE OUR COMMUNITY IS FIRE ADAPTED. (PI 5K.2)

- **Evaluate and pursue the adoption of International Wildland Urban Interface (IWUI) building codes. (CC 5A.1)**
 - ***Fire Marshal***
- **Develop and implement a plan to train all personnel and interested community members as Fire Wise assessors. (CC 5B.1, PI 5B.3)**
 - ***Training Division***
- **Take steps to ensure the district is working collaboratively with other community partners to maximize wildfire community preparedness efforts. (CC 5K.3)**
 - ***Community Outreach/ Public Information Officer, Fire Marshal***

IMPROVE COMMUNICATIONS WITH OUR COMMUNITY, OUR EMPLOYEES, AND OUR PARTNERS FOR EMERGENCY PREPAREDNESS AND RESPONSE.

- **Leverage social media to improve community involvement and outreach.**
 - ***Community Outreach/ Public Information Officer***
- **Strengthen community partner networks (CC 10A.1)**
 - ***Community Outreach/ Public Information Officer***

S.P. 2 - STAFFING/PERSONNEL

ADDRESS THE GROWING NEED FOR HR SUPPORT AND EXPERTISE.

- **Recruit and hire a qualified HR Manager. (CC 7A.1)**
 - ***Administration Section Chief, Human Resources***
- **Evaluate and develop a 5-year plan for the HR Division (Separation of General HR, Recruitment/Retention, Benefit Management) (PI 7A.2)**
 - ***Administration Section Chief***
- **Evaluate training needs related to HR and develop plans for addressing training needs. (PI 7D.5)**
 - ***Administration Section Chief***

ADDRESS THE GROWING DEMAND FOR DATA ANALYTICS AND RMS MANAGEMENT.

- **Evaluate the possibility of hiring a Data Analyst/RMS Manger. (CC 9C.1)**
 - ***Administration Section Chief***
- **Evaluate the training needs for Admin personnel who deal with data and data analytics.**
 - ***Administration Section Chief***
- **Propose a plan to address the staffing and/or training needs related to data analytics and RMS management.**
 - ***Administration Section Chief***

EVALUATE JOB DESCRIPTIONS AND THE EVALUATION PROCESS TO ENSURE THEY ARE CURRENT AND RELATIVE TO THE POSITION.

- **Evaluate all job descriptions and update as needed. (PI 7D.2)**
 - ***Human Resources***
- **Evaluate and improve how personnel are compensated when filling multiple jobs or operating outside of their normal job description. (CC 7E.1)**
 - ***Administration Section Chief***
- **Work with the Administrative Section to evaluate current processes and mechanisms to evaluate employee and supervisor performance and update as needed. (PI 7D.3)**

- **Human Resources**

ENSURE WAGES AND BENEFITS ARE COMPETITIVE.

- **Complete comprehensive evaluation/overhaul of the pay plan. (CC 7E.1)**
 - **Fire Chief, Administration Section Chief**
- **Ensure that all positions have clearly identified succession pathways and opportunities for personal growth and advancement with or without promotion. (PI 7D.6)**
 - **Administration Section Chief**
- **Evaluate ways to add and maximize other employee benefits. (PI 7E.2)**
 - **Administration Section Chief, Human Resources**
- **Develop a strategy to ensure stability in healthcare benefits. (PI 7E.2)**
 - **Human Resources**

ENSURE ADEQUATE STAFFING FOR ALL DIVISIONS.

- **Evaluate staffing needs for all organization sections. (PI 7B.4)**
 - **Human Resources**

S.P. 3 - FINANCE/ADMIN FUNCTIONS

ENSURE MAXIMUM EFFICIENCY IN ALL FINANCIAL PROCESSES.

- **Evaluate options to maximize automation in the payroll process.**
 - **Finance**
- **Evaluate all internal controls and safeguards related to financial management.**
 - **Administrative Section Chief**
- **Evaluate and ensure maximum efficiency in liabilities, billing, and accounts receivable processes. (PI 4A.2, CC 4A.3)**
 - **Finance**

ENSURE REDUNDANCY AND CONTINUITY OF BUSINESS IN ALL AREAS.

- **Ensure clear workflows exist for all processes. (PI 4B.1, PI 4B.2)**
 - ***Section Chiefs***
- **Create redundancy in roles through training and job shadowing. (PI 4B.1)**
 - ***Section Chiefs***

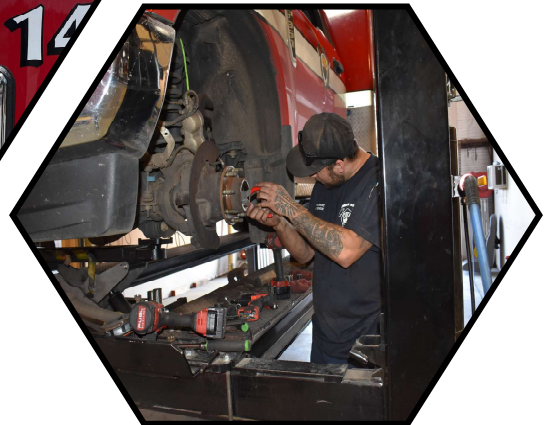
ENSURE THAT ALL NON-TAX LEVEL REVENUE IS MAXIMIZED AS APPROPRIATE.

- **Evaluate ambulance billing processes to ensure maximum returns and ensure compliance with district billing expectations.**
 - ***Finance***
- **Evaluate opportunities to appropriately increase non-tax levy revenue, including wildland, training, fleet, prevention fees, out of district responses, and ambulance revenue to reduce the districts dependence on tax-levy revenue. (PI 4B.7)**
 - ***Administration Section Chief***
- **Ensure the district is taking all appropriate steps to prepare for potential challenges in future economic conditions (downturn/recession). (CC 4C.1, CC 4C.5)**
 - ***Fire Chief***

MAXIMIZE USE OF AVAILABLE GRANT FUNDING.

- **Evaluate duties of the Grant Administrator to ensure primary focus is on grants and grant management.**
 - ***Administration Section Chief***
- **Seek out all local, state, federal, and corporate grant dollars and subsidies that are available.**
 - ***Administration Captain***
- **Ensure all grant management processes are compliant and sustainable. (PI 4B.9)**
 - ***Administration Captain***
- **Develop clear workflows and redundancy in all job duties related to grant management.**
 - ***Administration Section Chief, Administration Captain***

LOGISTICS



S.P. 4 - EQUIPMENT

ENSURE AN ADEQUATE INVENTORY OF SUPPLIES, EQUIPMENT, AND APPARATUS IS CONSISTENTLY IN PLACE TO MEET THE NEEDS FOR EMERGENT AND NONEMERGENT SERVICES.

- **Evaluate current district vendors, and seek potential alternatives, to ensure competitive costs and reduce the negative effects of supply chain issues. (CC 10B.1)**
 - ***Logistics Captain***
- **Ensure all equipment inspections, testing, and maintenance are performed to industry standards. (CC 6E.3)**
 - ***Logistics Captain***
- **Create a maintenance and replacement schedule for all equipment with a service date or end of life date. (PI 6E.1)**
 - ***Logistics Captain***
- **Employ a centralized asset management and procurement system. (PI 6E.4)**
 - ***Logistics Captain***
- **Acquire and maintain standardized medical equipment on ambulance and fire apparatus. (PI 6E.5)**
 - ***EMS Captain***
- **Finish providing a second set of personal protective equipment (PPE), inclusive of firefighting gloves and barrier type hoods, for each firefighter. (CC 6F.1)**
 - ***Logistics Captain***

S.P. 5 - FACILITIES

ADDRESS THE GROWING DEMAND FOR I.T. EQUIPMENT AND SUPPORT.

- **Evaluate current IT contracts and explore alternative vendors to ensure compliance and competitive pricing. (PI 9D.3)**
 - ***Logistics Section Chief***
- **Evaluate the current system for performance gaps, integration, backup, and security. (PI 9D.4)**

- **Logistics Section Chief**
- **Identify and document responsibilities of hardware and software support of all technology systems. (PI 9D.3)**
 - **Logistics Section Chief**

STANDARDIZED DESIGN AND MAINTENANCE OF FACILITIES. (CC 6B.3)

- **Employ a scheduled maintenance/replacement plan for essential items at facilities. (PI 6B.2)**
 - **Logistics Section Chief**
- **Develop an action plan for the replacement/addition of structures, land, and/or future facility needs. (PI 6B.1)**
 - **Logistics Section Chief**

COMPLETE CURRENT PROJECTS AND FUTURE PLANNING FOR DISTRICT FACILITIES

- **Complete the Station 13 roof replacement and water drainage projects.**
 - **Logistics Section Chief**
- **Complete the Station 15 remodel to include NFPA design standards and ADA compliance.**
 - **Logistics Section Chief**
- **Complete remodel and expansion to house a third firefighter at Station 19.**
 - **Logistics Section Chief**
- **Begin the engineering and architectural process for the future Station 20 build and evaluate the overall land size for potential market value.**
 - **Logistics Section Chief**
- **Complete training site/facility needs assessment and site plan with all stakeholders (Operations, Logistics, Admin, NPC). (CC 8C.1)**
- **Logistics Section Chief**

S.P. 6 - FLEET

ADDRESS THE GROWING DEMAND FOR VEHICLE/ASSET MAINTENANCE AND REPLACEMENT.

- **Plan for, and schedule, the sale or disposal of surplus district apparatus, equipment etc. (PI 6D.4)**
 - ***Fleet Manager, Logistics Captain***
- **Develop a schedule that forecasts vehicle replacement, considering district need, vehicle/chassis availability, delivery lead time, and appropriate order timelines. (PI 6C.2)**
 - ***Fleet Manager***

IMPROVE FLEETS INTERNAL CONTROLS AND CAPABILITIES.

- **Update and review parts inventory management systems and apply improvements as needed. (CC 6D.1)**
 - ***Fleet Manager***
- **Standardize and update fleet facilities tools and equipment. (PI 6D.2)**
 - ***Fleet Manager***
- **Develop a current fleet tool/equipment inventory tracking and replacement plan. (PI 6E.2)**
 - ***Fleet Manager***
- **Develop a quality control guide and procedures that meet NPFA Standards.**
 - ***Fleet Manager***
- **Track vehicle service schedules to ensure compliance and identify areas of improvement. (CC 6D.1, CC 6D.5)**
 - ***Fleet Manager***
- **Maintain and expand fleet capabilities through continuing education and certification opportunities. (PI 6D.3)**
 - ***Fleet Manager***

OPERATIONS



S.P. 7 - OPERATIONS

ENSURE CONSTANT IMPROVEMENT IN THE DISTRICT'S OPERATIONAL PERFORMANCE.

- **Develop a Standards of Cover document to identify the current and expected service demands and a plan to meet those demands. (CC 2A.3, CC 2B.1, CC 2B.4, CC 2C.1, CC 2C.2)**
 - ***Operations Section Chief, Administration Captain***
- **Create emergency operation plans in cooperation with local law enforcement agencies and local school districts to provide for unified command and to address significant safety, security, mass-casualty and fire events at our local schools and other target hazards. (PI 2B.7)**
 - ***Operations Section Chief***
- **Improve data collection and reporting management to assist the staff and fire board in supporting well-informed decisions for service delivery. (CC 2D.9)**
 - ***Administration Captain***

ENSURE A COMPREHENSIVE AND EFFECTIVE STANDARD OPERATING GUIDELINES MANUAL.

- **Identify currently published SOGs that are out of date and update with best practices as needed. (CC 5F.1, CC 9C.3)**
 - ***Operations Section Chief***
- **Identify, create, and publish additional guidelines which improve performance. (PI 2D.4)**
 - ***Operations Section Chief***

IMPROVE USE OF CURRENTLY AVAILABLE TECHNOLOGIES IN THE DISTRICT'S DISPATCH CENTER.

- **Increase use of Emergency Medical Dispatch (EMD). (PI 9B.10)**
 - ***Operations Section Chief***
- **Evaluate the implementation of Emergency Fire Dispatch (EFD).**
 - ***Operations Section Chief***
- **Evaluate viable alternative resource dispatching models for tiered responses.**
 - ***Operations Section Chief***

- Evaluate MDT offline mapping software for response efficiency and ease of maintenance. (PI 9B.12)
 - *Logistics Captain*

S.P. 8 - TRAINING

MAXIMIZE MUTUAL PARTNERSHIP WITH NORTHLAND PIONEER COLLEGE.

- Establish a presence on Northland Pioneer College Advisory Board. (CC 8C.1)
 - *Training Division Chief*
- Increase presence in all NPC fire and EMS programs.
 - *Training Division Chief*

PROVIDE AND MAINTAIN TRAINING TO MEET THE NEEDS OF THE ORGANIZATION AND THE COMMUNITY.

- Identify opportunities to promote employee development through tuition reimbursement funding. (CC 8A.1)
 - *Human Resources*
- Establish a plan to execute a Firefighter I/II academy. (PI 8B.1)
 - *Training Division Chief*
- Complete assessment of conducting our own accredited paramedic program. (PI 7B.4, PI 8B.1)
 - *Training Division Chief*
- Evaluate the viability of running a full off-the-street academy (FF/EMT).
 - *Training Division Chief*
- Evaluate the current LMS (Vector Solutions) and if needed, identify/evaluate alternative platforms. (PI 8C.3, PI 8C.4, PI 8C.7)
 - *Training Division Chief*
- Evaluate and update Minimum Company Standards (MCS) including a name change to Company Performance Standards (CPS) (Engine and Truck). (CC 8A.1, PI 8A.4)
 - *Training Division Chief*

- **Complete a captain and engineer academy every other year ongoing. (PI 7B.10, PI 8B.2, PI 7D.5)**
 - ***Training Division Chief***
- **Evaluate the potential expansion of TMFMD's role in the AZ State Battalion Chief Academy. (PI 7B.10, PI 7D.5, PI 8B.2)**
 - ***Training Division Chief***
- **Implement RQI or equivalent program to replace ASHI.**
 - ***Training Division Chief***
- **Increase EMS training to stay current with standards, protocols, best practices, and develop additional skills consistent with emerging technologies.**
 - ***EMS Captain, Training Captain***
- **Provide and maintain specialty response training consistent with the Community Risk Assessment and national standards to operational level for all operations personnel with at least one technician level operator on each shift. (CC 5F.1)**
 - ***Training Division Chief***

ENSURE POSITION QUALIFYING WORKBOOKS (PQW) ARE CURRENT AND EFFECTIVE.

- **Establish standard process for evaluating and revising PQWs and the PQW process. (PI 7D.5)**
 - ***Training Division Chief***
- **Revise the Probationary PQW to meet PFT standards. (CC 7B.6)**
 - ***Training Division Chief***

ENSURE THE NEW HIRE TRAINING PROCESS MEETS THE NEEDS OF THE DISTRICT.

- **Evaluate and define hiring and promotional procedures to clarify roles of Administration vs. Training. (CC 7B.3)**
 - ***Human Resources***
- **New hires complete a formal assessment process with PFT during the orientation process. (CC 7B.5)**
 - ***Training Division Chief***

ENSURE A COMPREHENSIVE HEALTH AND WELLNESS PROGRAM.

- **Conduct a full needs assessment of district wide policies, practices, engineering controls related to health and wellness. (PI 11A.1)**
 - ***Human Resources***
- **Improve communication between Administration and the Health and Wellness Committee on staff injuries. (PI 11A.7)**
 - ***Human Resources***
- **Provide employee education specific to cancer, cardiac risks, physical fitness, and employee mental health. (PI 11B.3)**
 - ***Health and Wellness Working Group***
- **Expand the annual district physicals to include enhanced cancer screening and behavioral health assessment. (PI 11B.5)**
 - ***Human Resources***

S.P. 9 - MEDICAL SERVICES

IMPROVE INTERNAL CUSTOMER SUPPORT, SPECIFICALLY RELATED TO INCREASED 911 SERVICE DEMAND AND INTERFACILITY TRANSPORT SERVICES.

- **Evaluate and implement alternative dispatch and response models. (CC 5F.1)**
 - ***Operations Section Chief***
- **Research the feasibility of Alternative Response Vehicles (ARV). (CC 6C.1)**
 - ***Operations Section Chief***
- **Evaluate Reserve interfacility transport (IFT) staffing program. (PI 7B.10)**
 - ***EMS Division Chief***

ENSURE EXCELLENT PATIENT CARE THROUGH BEST PRACTICES.

- **Develop Company Performance Standards for EMS related activities. (CC 8B.3)**
 - ***Training Division Chief***
- **Remain engaged in the current EMS Quality Improvement Grant. (PI 5F.7)**

- ***EMS Division Chief***

FULLY DEVELOP THE CQI PROCESS FOR CONTINUED IMPROVEMENT IN PATIENT OUTCOMES.

- **Identify and develop training curriculum based off CQI findings and related areas for improvement. (CC 8A.1, PI 8B.1)**
 - ***Training Division Chief***
- **Move the entire CQI process from the current Report to Review side of Image Trend. (PI 5F.7)**
 - ***EMS Division Chief***
- **The six CQI subject matter experts create two reviews per year in their respective subject areas that identify key performance indicators, trends, areas of excellent performance, and areas of needed improvement. (PI 8B.2)**
 - ***EMS Captain***

EVALUATE THE NEED FOR “VALUE ADDED” SERVICES.

- **Evaluate the need for a community paramedicine program. (CC 5F.1)**
 - ***EMS Division Chief***
- **Evaluate the need to partner with Summit to support home healthcare.**
 - ***EMS Division Chief***
- **Expand the existing treat/refer program. (CC 5F.2, CC 5F.4)**
 - ***EMS Division Chief***



COMM  UNITY

EXCELLENCE EMPATHY EMPOWERMENT PROFESSIONALISM





EVALUATION

STRATEGIC GOAL ANNUAL APPRAISAL (PI 3B.4)

The Annual Appraisal is a bridging document between several district processes that often exist in a silo-type environment - accreditation, budget, and the strategic plan. The annual program appraisals serve as a link for each of these processes when the appraisals are used beyond the sole requirement for the program performance indicators.

DATE OF APPRAISAL:

SECTION:

PRIORITY:

IDENTIFIED GOAL:

APPLICABLE CC'S AND PI'S:

1.OBJECTIVE:

Responsible identifier:

Associated tasks:

a.

b.

PROGRESS APPRAISAL:

NEEDS:

THE ANNUAL APPRAISAL...

- Supports the section’s proposed budget for the new budget year by definitively identifying resources needed to accomplish the identified goals and objectives. Budget worksheets can be attached to the appraisal as part of the report narrative or as an addendum. The appraisal essentially becomes a justification document for the requested budget.
- Ensures that the section’s goals and objectives are in sync with the agency’s strategic plan. The goals of the section can be linked to the district’s strategic initiatives or goals.
- Provides an opportunity for the associated PI’s to be updated and included as evidence of a comprehensive annual self-assessment.
- Provides a resource to draw from for the development of a district-wide annual report for the governing board and public; this process makes it a much easier task for the annual report facilitator.
- Provides a daily operation playbook for the program manager – an annual appraisal that contains goals and objectives for the current year can be used as a guiding document for daily operations.
- Provides an annual performance summary for the supervisor of the program manager as well as the fire chief.
- Process can be expanded to all areas of the district beyond the requirements of accreditation, such as logistics, training, HR, etc.



