



# **DAISY MOUNTAIN FIRE & MEDICAL**

**HONORABLE • COMPASSIONATE • EXCEPTIONAL**

# **Strategic Plan 2019-2023**

Developed November 29<sup>th</sup>, 2018

## Executive Summary

On behalf Daisy Mountain Fire Board, we are proud to present the Daisy Mountain Fire District 2019 – 2023 Strategic Plan.

With the ending of the 2013-2018 five-year strategic plan the labor management team met in a retreat to set new priorities that will guide the organization for the next five years. As an organizational management activity, the focus of the retreat was to be in agreement on common goals established around intended outcomes that will quantify success. These goals have assigned ambassadors whose responsibility is to see that these goals are completed in the timeline(s) that have been assigned to them.

The strategic plan that is being presented outlines the organizations desire to become more fiscally sound, identified areas to strengthen operations, pursuit for future growth, to be enterprising, and succession planning.

### November 2018 Labor Management Team Retreat



*Daisy Mountain Fire Board*



**Joe Cantelme, Board Clerk**

*Serving the community since 1998*



**Dr. Randy Hancock, Board Member**

*Serving the community since 2003*



**Delene Mahoney, Treasurer**

*Serving the community since 2012*



**Jonathan Maitem, Board Member**

*Serving the community since 2011*



**Brian Moore, Board Chair**

*Serving the community since 2002*



## *Values*

**Service:** The department service before self, service that exceeds expectations, courtesy, and compassionate.

**Regional cooperation:** Participate in partnerships that provide all communities with the highest level of service, reciprocate, collaborative, and seamless. This value aligns itself with the value of service in that it reflects that DMFD provides a high level of customer service regardless of the community.

**Professional image:** Representation, embodiment, perception, appearance, demeanor, and conduct. Professional image is far more than just appearance or how you are dressed. It is not only a visible representation but also a set of behaviors, real or perceived, that are linked to ethical behavior, our commitment, and competent/professional behavior.

**Commitment to quality:** Pursue excellent quality in service, forward thinking, seek access to cutting edge technology, and creativity. This value is about doing the right thing consistently, in a timely manner. We seek better ways to continuously sustain an exceptional level of service. It is about seeking continuous improvement through a variety of means.

## *Values Statement*

**D**iligence in our service

**M**aking our community better

**F**ocused on your family and ours

**M**ission driven

## *Mission Statement*

**Honorable. Compassionate. Exceptional**

## *Vision*

**Seeking innovative ways to protect the community we serve.**



## DMFM 2019-2023 Strategic Initiatives

1. Build a 3 months cash reserve, including a capital reserve and replacement plan.  
*(ambassadors: David Maxwell and David Alexander)*
2. Create a dedicated training staff and facility to address multiple areas of need within the department including Fire, EMS, supervision, management and other areas.  
*(ambassadors: Dave Jensen and Matt Wood)*
3. Address opportunities for growth in surrounding geographic areas to solidify financial stability and provide improved customer service and firefighter safety.  
*(ambassadors: Dave Hamilton and Darren Salotti)*
4. Identify needs and set goals to become self-reliant in both services and finances.  
*(ambassadors: David Maxwell and David Alexander)*
5. Create a career development and succession plan for the Fire Chief and other key positions within the department.  
*(ambassadors: Mark Nichols and Eugene Lindsay)*
6. Educate, inform and influence elected officials about the uniqueness and needs of fire districts.  
*(ambassadors: Mark Nichols and Kemp Quackenbush)*
7. Explore opportunities for revenue generation.  
*(ambassadors: Dave Wilson and Nade Galligan)*
8. Consistently work to analyze and evaluate the needs of the communities and customers we serve in an effort to provide exceptional and compassionate service.  
*(ambassadors: Dave Nielsen and Garrett Attig)*

**Strategic Initiative #1: Build a 3 months cash reserve, including a capital reserve and replacement plan. (3<sup>rd</sup> Quarter of FY 18-19)**

**Major Objectives:**

1a. Build a 3-month cash reserve (4<sup>th</sup> Quarter of FY 22-23)  
*(co-chairs: David Maxwell and David Alexander)*

1b. Identify and build a minimally acceptable capital reserve fund level (3<sup>rd</sup> Quarter of FY 18-19)  
*(co-chairs: Alan Zangle and David Alexander)*

1c. Create a capital replacement plan that includes the required annual funding amounts (3<sup>rd</sup> Quarter of FY 19-20)  
*(co-chairs: Alan Zangle and David Alexander)*

**Strategic Initiative #2:** Create a dedicated training staff and facility to address multiple areas of need within the department including Fire, EMS, supervision, management and other areas. (2<sup>nd</sup> Quarter FY 23-24)

**Major Objectives:**

- 2a. Identify and staff dedicated training positions (1<sup>st</sup> Quarter FY 19-20)  
*(co-chairs: Dave Jensen and Matt Wood)*
  
- 2b. Create a training plan for each division within the department (3<sup>rd</sup> Quarter FY 19-20)  
*(co-chairs: Dave Jensen/Mike Hill and Matt Wood)*
  
- 2c. Design a needs-based training facility (4<sup>th</sup> Quarter FY 21-22)  
*(co-chairs: Alan Zangle/Dave Jensen and Matt Wood)*
  
- 2d. Identify and obtain the resources necessary to build and implement the training facility (2<sup>nd</sup> Quarter FY 23-24)  
*(co-chairs: Dave Jensen and Matt Wood)*

**Strategic Initiative #3:** Address opportunities for growth in surrounding geographic areas to solidify financial stability and provide improved customer service and firefighter safety. (3<sup>rd</sup> Quarter FY 20-21)

**Major Objectives:**

3a. Research and identify potential areas for growth (1<sup>st</sup> Quarter FY 19-20)

*(co-chairs: Dave Hamilton and Darren Salotti)*

3b. Consider a preferred option for each growth area (annexation vs Fire Protection Agreement)

(1<sup>st</sup> Quarter FY 19-20)

*(co-chairs: Dave Hamilton and Darren Salotti)*

3c. Conduct an analysis of the political landscape in each growth area and begin building necessary relationships (2<sup>nd</sup> Quarter FY 23-24)

*(co-chairs: Dave Hamilton and Darren Salotti)*

3d. Identify the logistical requirements to provide and support service delivery in each growth area (1<sup>st</sup> Quarter FY 20-21)

*(co-chairs: Dave Hamilton and Darren Salotti)*

3e. Conduct an analysis addressing customer service requirement and firefighter safety issues within each growth area (2<sup>nd</sup> Quarter FY 23-24)

*(co-chairs: Dave Hamilton and Darren Salotti)*

**Strategic Initiative #4:** Identify needs and set goals to become self-reliant in both services and finances. (4<sup>th</sup> Quarter FY 20-21)

**Major Objectives:**

4a. Maintain and build trust in critical relationships (2<sup>nd</sup> Quarter FY 23-24)  
*(co-chairs: David Maxwell and David Alexander)*

4b. Use the strategic plan as a guide to identify initial objectives and priorities for self-reliance (4<sup>th</sup> Quarter FY 19-20)  
*(co-chairs: David Maxwell and David Alexander)*

4c. Communicate and educate stakeholders to understand goals and timelines that affect key partners such as the community, the membership, the union, the fire board, management, and others (2<sup>nd</sup> Quarter FY 23-24)  
*(co-chairs: David Maxwell/Alan Zangle and David Alexander)*

**Strategic Initiative #5:** Create a career development and succession plan for the Fire Chief and other key positions within the department.  
(4<sup>th</sup> Quarter FY 19-20)

**Major Objectives:**

*\*Fire Chief Succession*

5a. Establish a workshop for the Fire Board and department labor/management representatives to discuss Fire Chief candidate qualifications (1<sup>st</sup> Quarter FY 19-20)  
*(co-chairs: Mark Nichols and Kemp Quackenbush/Darren Salotti)*

5b. Establish a transition timeline and plan for the Fire Chief position (1<sup>st</sup> Quarter FY 19-20)  
*(co-chairs: Mark Nichols and Darren Salotti)*

5c. Update the Fire Chief job description (1<sup>st</sup> Quarter FY 19-20)  
*(co-chairs: Mark Nichols)*

*\*Career Development*

5d. Review and update current move-up books (2<sup>nd</sup> Quarter FY 19-20)  
*(co-chairs: Dave Wilson and Eugene Lindsay)*

5e. Establish an in-house academy for each fire department position (2<sup>nd</sup> Quarter FY 19-20)  
*(co-chairs: Dave Wilson/Dave Jensen and Matt Wood)*

5f. Establish formal education requirements for fire department positions (2<sup>nd</sup> Quarter FY 19-20)  
*(co-chairs: Mark Nichols and Kemp Quackenbush)*

5g. Develop a mentorship program within the department (4<sup>th</sup> Quarter FY 19-20)  
*(co-chairs: Dave Wilson and Garrett Attig)*

**Strategic Initiative #6:** Educate, inform and influence elected officials about the uniqueness and needs of fire districts. (2<sup>nd</sup> Quarter FY 23-24)

**Major Objectives:**

- 6a. Identify specific outreach groups and influential officials (3<sup>rd</sup> Quarter FY 18-19)  
*(co-chairs: Mark Nichols and Kemp Quackenbush)*
  
- 6b. Create a standard presentation that can be used to educate a variety of audiences about the purpose and functions of a fire district in general, and the Daisy Mountain Fire and Medical Department specifically (1<sup>st</sup> Quarter FY 19-20)  
*(co-chairs: Dan Jarrett and Kemp Quackenbush )*
  
- 6c. Conduct an annual State of the Department briefing for all members (3<sup>rd</sup> Quarter FY 18-19)  
*(co-chairs: Tiffany Marik and Darren Salotti)*
  
- 6d. Maintain current relationships with organizations that are critical to the Department such as the PFFA, AZFC, AFDA and others. (2<sup>nd</sup> Quarter FY 23-24)  
*(co-chairs: Mark Nichols and Kemp Quackenbush)*

**Strategic Initiative #7:** Explore opportunities for revenue generation.  
(2<sup>nd</sup> Quarter FY 23-24)

**Major Objectives:**

7a. Develop partnerships with outside agencies to explore cost savings through joint purchasing, acquisitions and services (2<sup>nd</sup> Quarter FY 23-24)

*(co-chairs: Alan Zangle/Randy Clark and Eugene Lindsay)*

7b. Seek state and federal grant opportunities (2<sup>nd</sup> Quarter FY 23-24)

*(co-chairs: Dave Hamilton and Nade Galligan)*

7c. Explore additional funding mechanisms through EMS, Wildland, and Training services (2<sup>nd</sup> Quarter of FY 23-24)

*(co-chairs: Dave Wilson and Nade Galligan)*

**Strategic Initiative #8:** Consistently work to analyze and evaluate the needs of the communities and customers we serve in an effort to provide exceptional and compassionate service. (2<sup>nd</sup> Quarter FY 23-24)

**Major Objectives:**

8a. Identify community groups and stakeholders and assign a liaison for each (4<sup>th</sup> Quarter FY 19-20)

*(co-chairs: Dave Nielsen and Garrett Attig)*

8b. Track, list and follow up on commendations and complaints to identify how customers perceive our services (2<sup>nd</sup> Quarter FY 23-24)

*(co-chairs: Dave Nielsen and Garrett Attig)*

8c. Utilize social media outreach and surveys to gather information and monitor current community events for potential issues and opportunities (2<sup>nd</sup> Quarter FY 20-21)

*(co-chairs: Dave Wilson/Brent Fenton/Dan Jarrett and Garrett Attig)*

8d. Explore implementing a community service program to better address our most requested services (2<sup>nd</sup> Quarter FY 20-21)

*(co-chairs: Dave Nielsen/Paul Schickel and David Alexander)*