

# AGENDA

## STRATEGIC PLAN DEVELOPMENT GOVERNING BOARD STUDY SESSION

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**STRATEGIC PLANNING METHODOLOGY PRESENTATION**

**PRESENTATION OF INTERNAL SWOC EXERCISE**

**PRESENTATION OF OBJECTIVES**

**DISCUSSION ON EXTERNAL STAKEHOLDER FEEDBACK**

**GUIDANCE AND FEEDBACK FROM THE BOARD**

# DEVELOPMENT GAMEPLAN

<b>FEB 15</b>	<b>INTERNAL STAKEHOLDER SWOC ANALYSIS</b>	<b>1</b>
<b>MAY 13</b>	<b>INTERNAL STAKEHOLDER OBJECTIVE DEVELOPMENT</b>	<b>2</b>
<b>JUN 3</b>	<b>EXTERNAL STAKEHOLDER SWOC/OBJECTIVE PRIORITIZATION</b>	<b>3</b>
<b>JUN 11</b>	<b>GOVERNING BOARD STUDY SESSION</b>	<b>4</b>
<b>JUN 25</b>	<b>GOVERNING BOARD APPROVAL OF FINAL PLAN</b>	<b>5</b>

# 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 that provides the most benefit for 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 mission-based and accountable to the community.

Ensures that employees and other stakeholders are working toward common goals, intended outcomes, and results.

Creates a frame of reference for annual budget development.

# ACCREDITATION

## PI 3B.2

The agency conducts an environmental scan when establishing its goals and objectives.

## CC 3B.3

The agency solicits feedback and direct participation from internal and external stakeholders in the development, implementation and evaluation of the agency's goals and objectives.

## PI 3B.6

When developing organization values, the agency seeks input from its members and is in alignment with its community.

## CC 3D.2

The agency reviews, at least annually, its overall system performance and identifies areas in need of improvement, which should be considered for inclusion in the organizational goals and objectives.

# ACCREDITATION

## CC 4A.7

The agency's budget, short and long-range financial planning, and capital project plans are consistent with the agency's strategic plan and support achievement of identified goals and objectives.

## PI 10A.3

The agency researches, evaluates and considers all types of functional relationships that may aid in the achievement of its goals and objectives.

## PI 10A.2

The agency's strategic plan identifies relationships with external agencies/systems and outlines a process to identify any impact or benefit to the agency's mission, operations or cost-effectiveness.

**CONTINUOUS  
IMPROVEMENT**

# CONTINUOUS IMPROVEMENT



## **PERFORMANCE TRANSPARENCY**

- Makes goals public
- Cascades goals to all levels of the organization
- Transparently tracks progress



## **KNOWLEDGE SHARING**

- Breaks down organizational silos
- Allows for diverse perspectives and ideas



## **EMPLOYEE INVOLVEMENT**

- Employees have the richest insight into how their work can be done better



OUR  
MISSION:

SAVE LIVES,  
PROTECT PROPERTY,  
AND CARE FOR OUR  
COMMUNITY.



OUR  
VISION:

EXEMPLARY  
LEADERSHIP AND  
PERFORMANCE IN  
SERVING OUR  
COMMUNITY.



## OUR VALUES:

### 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.

# STEEPLE ANALYSIS

## TECHNOLOGICAL

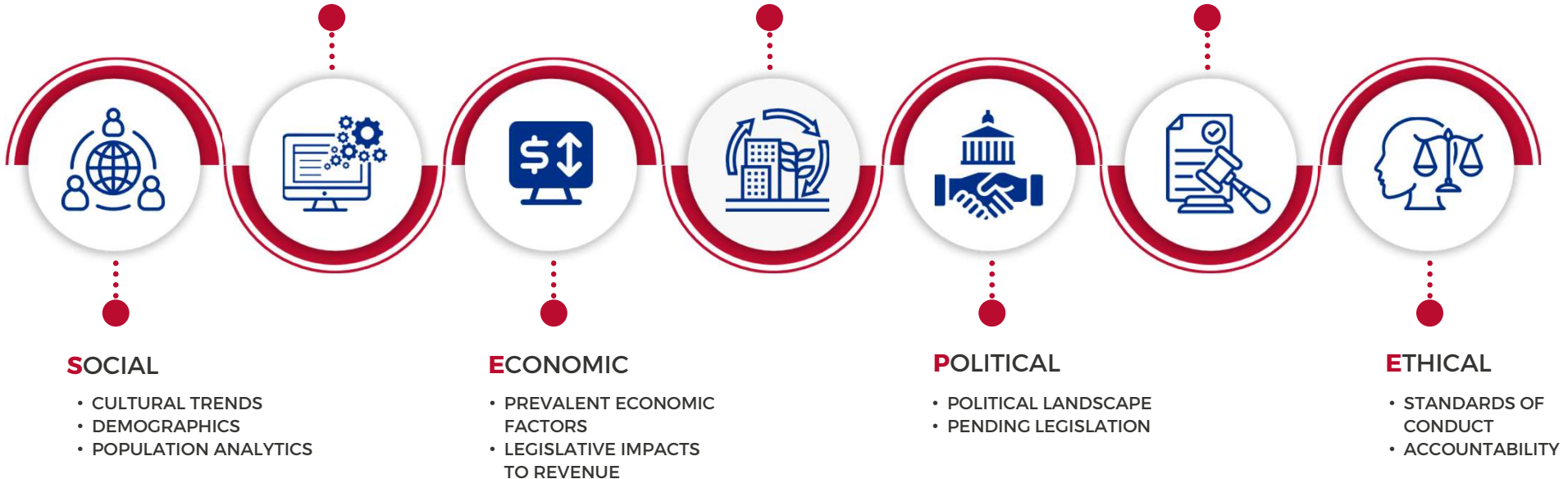
- EMERGING TECHNOLOGICAL INNOVATIONS
- TECHNOLOGY ASSISTED EFFICIENCIES

## ENVIRONMENTAL

- CLIMATE
- WEATHER
- GEOGRAPHICAL LOCATION

## LEGAL

- CURRENT LEGISLATION
- SAFETY STANDARDS
- LABOR LAWS





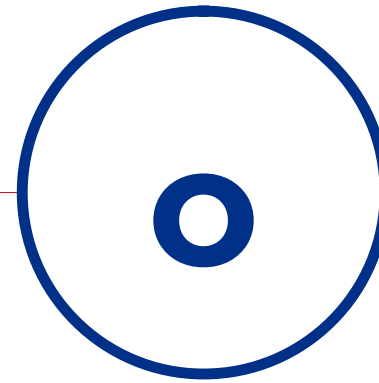
## **STRENGTHS**

- What do we do well?
- What sets us apart?
- Where do our teams excel?
- Why do employees like working here?



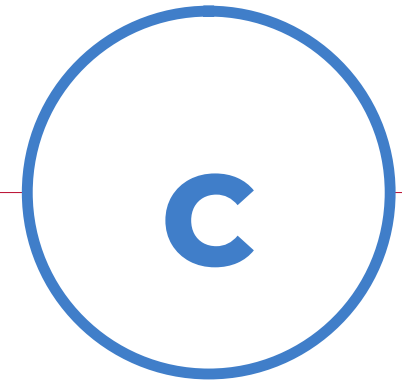
## **WEAKNESSES**

- Where do we need to improve?
- What are we lacking?
- In what ways are other agencies better than we are?



## **OPPORTUNITIES**

- What emerging trends could positively impact us?
- Are there needs we are not meeting that we could?



## **CHALLENGES**

- What factors are outside of our control?
- Could any of our weaknesses prevent us from meeting our mission?

# Goal 1

**Innovate to provide the highest quality services to meet our mission.**

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- A. Integrate and invest in community risk reduction programs, recognizing our community's crucial role in ensuring appropriate support and engagement to prevent emergency response.**
- B. Review, analyze, and define the scope of Emergency Medical Services to meet present and future needs, including providing for BLS transport.**
- C. Collaborate through automatic aid to enhance a region-wide response system while reducing redundancies.**
- D. Document and standardize the data analysis processes incorporated into every division, assuring our commitment to thoroughness and accuracy, emphasizing accreditation, ISO, and annual reporting requirements.**
- E. Evaluate emergency management functions to ensure collaboration, partnerships, and critical redundancies are all accounted for.**

# Goal 2

**Enhance and promote the organization's mental, physical, and occupational health, wellness, and safety.**

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- A. Identify and implement processes and procedures to demonstrate compliance with OSHA 1910.156 – Emergency Services proposed rule.**
- B. Research, develop, support and promote programs, initiatives, and opportunities for mental health support to all team members.**

# Goal 3

**Demonstrate responsible and transparent stewardship of organizational resources.**

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- A. Achieve the Government Finance Officers Association Distinguished Budget Presentation Award.**
- B. Evaluate and identify opportunities for revenue diversification.**
- C. Evaluate current systems and processes to ensure that inventories and asset management are current, relevant, and accurate.**
- D. Provide technology infrastructure that is reliable, interoperable, secure, and relevant.**
- E. Evaluate and identify opportunities to streamline efficiencies in all areas of the organization.**

# Goal 4

**Strengthen recruitment, development, and retention of an engaged workforce reflective of the organization's community and core values.**

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- A. Elevate our recruitment processes to attract, engage, and retain professionals who embody our values and contribute to our organizational goals.**
- B. Enhance the professional development framework that fosters continuous learning, growth, and skill enhancement for all employees across the organization focusing on cultivating leadership capabilities, technical expertise, and soft skills essential for success in their current roles and future career aspirations.**
- C. Sustain an environment where employees feel deeply engaged, valued, and fulfilled, leading to high satisfaction levels and long-term commitment to the organization.**
- D. Ensure the organization's benefits package remains competitive while also reflecting our workforce's unique values and preferences.**

# Goal 5

**Develop and execute strategies for overseeing the organization's future growth by leveraging partnerships and engagement with community collaborators and stakeholders.**

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- A. Establish a Benefits Trust to provide transparency and oversight of the organization's self-insured benefit plan.**
- B. Establish a Bond Committee to provide informed recommendations to the District for future bond elections.**
- C. Evaluate the potential for mergers and consolidations at any point where the community and agencies involved benefit.**
- D. Evaluate community growth from annexations and development to forecast the need for additional stations and apparatus to maintain exceptional service delivery throughout the District.**

# EXTERNAL STAKEHOLDER FEEDBACK

Mike Lefler – District Resident

Barbara Lefler – District Resident

Deputy Chief Roberto Jimenez – Marana Police Department

Galen Beam – Marana Regional Airport Manager

Amanda Wiggins – CEO, Marana Chamber of Commerce

Shelley Harris – Business Owner, Sol Dog Lodge

Luissel Palma – Marana Food Bank

Veronica Herrera – Marana Food Bank

Eli Bunch – District Resident

When you think of NWFD, what descriptive words come to mind?



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