



NORTHWEST FIRE DISTRICT

2020-2024 Strategic Plan

As of January 22, 2024

	Objective	Objective Lead	Timeline
GOAL 1 GOAL LEAD: Assistant Chief of Administration Services, Scott Hamblen Develop and document administrative processes to foster communication, collaboration, involvement, transparency, fiscal responsibility, and succession.	A. Develop a formal process for communication development and delivery methods.	Scott Hamblen / Heather Robey	Apr-24
	B. Create document workflows and flow paths of all responsibilities for all Divisions and Departments.	Scott Hamblen w/ managers from each area	COMPLETE
	C. Implement project management techniques and software.	Scott Hamblen / Heather Robey	COMPLETE
	D. Incorporate data analysis into every Division and Department with an emphasis on Accreditation, ISO, and Annual Report reporting requirements.	Scott Hamblen w/ managers from each area	COMPLETE
	E. Design, develop, and implement an annual reporting procedure to include the production and dissemination of a District Annual Report.	Brian Keeley / Heather Robey	COMPLETE
	F. Identify, purchase, and implement a Contract Management System that integrates with other critical reporting platforms.	Raymond Thibault	COMPLETE
	G. Design, develop, and implement an internal meeting process which fosters greater communication and engagement with the members.	Heather Robey	COMPLETE



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GOAL 2 GOAL LEAD: Manager of Technical Services, Robert Dutcher Develop consistent functionality and security of all IT systems.	A. Complete a need-gap analysis of current platforms, to include all divisions.	Marco Vidal	COMPLETE
	B. Implement changes to current information systems with an emphasis on integration and functionality across the organization.	Robert Dutcher	Apr-24
	C. Identify, purchase, and implement new software platforms	Robert Dutcher	Apr-24
	D. Audit all hardware and develop a replacement schedule.	Mark Dickinson	COMPLETE
	E. Develop a process to regularly monitor, maintain, and back up critical systems to ensure reliability and security.	Robert Dutcher w/ IT Team	COMPLETE
	F. Identify and document responsibilities of hardware and software support of all technology systems (i.e. radios, MDTs, ImageTrend, etc.).	Robert Dutcher / Marco Vidal	COMPLETE
	G. Centrally manage passwords for all personnel and programs.	Robert Dutcher	Apr-24
	H. Implement SharePoint as the District's main intranet site to include providing for initial and ongoing training for all District members.	Marco Vidal	COMPLETE



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GOAL 3 GOAL LEAD: Fire Chief, Brad Bradley Maximize collaboration with outside partners and stakeholders.	A. Utilize the U of A & JTED for internships and research studies.	Fire Chief w/ assistance as needed	Ongoing
	B. Collaborate with surrounding municipalities (Town of Marana, Town of Oro Valley, City of Tucson, & Pima County) to ensure consistent and uninterrupted service.	Fire Chief w/ assistance as needed	Ongoing
	C. Collaborate through auto aid (with Golder Ranch Fire District & Tucson Fire Department) to build a dependable region-wide response system while reducing redundancies.	Fire Chief w/ assistance as needed	Ongoing
	D. Reduce duplicate expenditures through agreements, specifically with Marana Unified School District, Golder Ranch Fire District, Rincon Valley Fire District, and Southern Arizona Fire and Emergency Response Consortium members.	Fire Chief w/ assistance as needed	Ongoing



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GOAL 4 GOAL LEAD: Assistant Chief of Operational Services, Alex Sepulveda Establish systems to maintain compliance with regulating and certifying authorities.	A. Design, develop, and implement an Office of Health and Safety to safeguard all employees from potential hazards.	Alex Sepulveda	COMPLETE
	B. Provide for a structured internal review of current Insurance Service Office rating requirements and identify and implement opportunities to maintain and strengthen the current rating of 1.	Roger Moore	COMPLETE
	C. Maintain Accreditation status and implement all requirements into daily process.	Scott Hamblen	Apr-24
	D. Maintain annual recognition from the Government Finance Officers Association.	Kim Sotomayor	Apr-24
	E. Create processes to protect HIPAA information and develop reporting systems in the event of a breach.	Scott Hamblen	COMPLETE
	F. Develop monthly reporting process to assure compliance with Arizona Department of Health Services response time and financial reporting requirements.	Brian Keeley	COMPLETE



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GOAL 5 GOAL LEAD: Assistant Chief of Essential Services, Scott Draper Create greater financial efficiencies and ensure financial sustainability and responsibility.	A. Develop a structured internal review to ensure the procurement process takes advantage of the changing marketplace.	Raymond Thibault	COMPLETE
	B. Create a centralized inventory/procurement system.	Raymond Thibault / Kristen Sillett	2024-2028
	C. Design, develop, and construct a new District Administration facility, ensuring compliance with Governing Board and Bond Election financial parameters.	Scott Draper	COMPLETE
	D. Design, develop, and implement a schedule for the sale of surplus District facilities, apparatus, and equipment.	Raymond Jones / Scott Draper	COMPLETE
	E. Design, develop, and propose a plan to consolidate all essential service functions to one location.	Scott Draper	2024-2028
	F. Design, develop, and propose a plan to consolidate all training personnel across the organization onto the District's Training Center.	Kyle Canty / Brian Keeley	COMPLETE
	G. Design, develop, and implement a scope and schedule document for the utilization of remaining bond capacity.	Kim Sotomayor	COMPLETE
	H. Design, develop, and implement annual maintenance schedules for all facility systems.	Dave Davis	COMPLETE
	I. Develop a comprehensive vehicle replacement strategy which includes the development of strategic funding sources through the annual budget process.	Raymond Jones	COMPLETE
	J. Develop and implement a strategic funding strategy to manage long term pension rate increases.	Kim Sotomayor	COMPLETE



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GOAL 6 GOAL LEAD: Business Services Director, Kim Sotomayor Support and reinforce the critical functions of personnel related services.	Objective	Objective Lead	Timeline
	A. Explore and implement regularly scheduled professional development for all non-uniformed members to include Executive Staff members.	Managers, Training Chief, HRS and Finance Directors	Apr-24
	B. Research and implement proven recruitment techniques to obtain quality staff.	Managers and HRS Team	COMPLETE
	C. Design, develop, and implement procedures to record and report staffing numbers and locations, assure accuracy and consistency with compensation, and develop triggers related to hiring needs.	Managers and HRS Team	COMPLETE
	D. Design, develop, and implement a procedure for onboarding of new personnel.	Managers and HRS Team	COMPLETE
	E. Design, develop, and implement a procedure for offboarding of existing personnel.	Managers and HRS Team	COMPLETE
	F. Design, develop, and implement succession planning processes for all civilian level positions.	Managers and HRS Team	Apr-24
	G. Design, develop, and implement a procedure to audit all PCAs; conduct an annual audit of all policies, procedures, and job descriptions; and implement an annual review schedule.	Nichole Robertson	COMPLETE
	H. Establish and operationalize a Family Nurse Practitioner program to provide primary care for members and families, which results in quality care and cost efficiency for the organization and its members.	Trish Ciardulli	Apr-24