

**2020-2024 Strategic Plan**

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

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<b>GOAL 2</b> <b>GOAL LEAD:</b> Manager of Technical Services, <b>Robert Dutcher</b> Develop consistent functionality and security of all IT systems.	<b>A.</b> Complete a need-gap analysis of current platforms, to include all divisions.	Marco Vidal	COMPLETE
	<b>B.</b> Implement changes to current information systems with an emphasis on integration and functionality across the organization.	Robert Dutcher	Apr-24
	<b>C.</b> Identify, purchase, and implement new software platforms	Robert Dutcher	Apr-24
	<b>D.</b> Audit all hardware and develop a replacement schedule.	Mark Dickinson	COMPLETE
	<b>E.</b> Develop a process to regularly monitor, maintain, and back up critical systems to ensure reliability and security.	Robert Dutcher w/ IT Team	COMPLETE
	<b>F.</b> Identify and document responsibilities of hardware and software support of all technology systems (i.e. radios, MDTs, ImageTrend, etc.).	Robert Dutcher / Marco Vidal	COMPLETE
	<b>G.</b> Centrally manage passwords for all personnel and programs.	Robert Dutcher	Apr-24
	<b>H.</b> 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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<b>GOAL 3</b>  <b>GOAL LEAD:</b> Fire Chief, <b>Brad Bradley</b>  Maximize collaboration with outside partners and stakeholders.	<b>A.</b> Utilize the U of A & JTED for internships and research studies.	Fire Chief w/ assistance as needed	Ongoing
	<b>B.</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
	<b>C.</b> 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
	<b>D.</b> 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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<b>GOAL 4</b>  <b>GOAL LEAD:</b> Assistant Chief of Operational Services, <b>Alex Sepulveda</b>  Establish systems to maintain compliance with regulating and certifying authorities.	<b>A.</b> Design, develop, and implement an Office of Health and Safety to safeguard all employees from potential hazards.	Alex Sepulveda	COMPLETE
	<b>B.</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
	<b>C.</b> Maintain Accreditation status and implement all requirements into daily process.	Scott Hamblen	Apr-24
	<b>D.</b> Maintain annual recognition from the Government Finance Officers Association.	Kim Sotomayor	Apr-24
	<b>E.</b> Create processes to protect HIPAA information and develop reporting systems in the event of a breach.	Scott Hamblen	COMPLETE
	<b>F.</b> 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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<b>GOAL 5</b>  <b>GOAL LEAD:</b> Assistant Chief of Essential Services, <b>Scott Draper</b>  Create greater financial efficiencies and ensure financial sustainability and responsibility.	<b>A.</b> Develop a structured internal review to ensure the procurement process takes advantage of the changing marketplace.	Raymond Thibault	COMPLETE
	<b>B.</b> Create a centralized inventory/procurement system.	Raymond Thibault / Kristen Sillett	2024-2028
	<b>C.</b> Design, develop, and construct a new District Administration facility, ensuring compliance with Governing Board and Bond Election financial parameters.	Scott Draper	COMPLETE
	<b>D.</b> Design, develop, and implement a schedule for the sale of surplus District facilities, apparatus, and equipment.	Raymond Jones / Scott Draper	COMPLETE
	<b>E.</b> Design, develop, and propose a plan to consolidate all essential service functions to one location.	Scott Draper	2024-2028
	<b>F.</b> 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
	<b>G.</b> Design, develop, and implement a scope and schedule document for the utilization of remaining bond capacity.	Kim Sotomayor	COMPLETE
	<b>H.</b> Design, develop, and implement annual maintenance schedules for all facility systems.	Dave Davis	COMPLETE
	<b>I.</b> Develop a comprehensive vehicle replacement strategy which includes the development of strategic funding sources through the annual budget process.	Raymond Jones	COMPLETE
	<b>J.</b> Develop and implement a strategic funding strategy to manage long term pension rate increases.	Kim Sotomayor	COMPLETE

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<b>GOAL 6</b>  <b>GOAL LEAD:</b> Business Services Director, <b>Kim Sotomayor</b>  Support and reinforce the critical functions of personnel related services.	<b>A.</b> 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>B.</b> Research and implement proven recruitment techniques to obtain quality staff.	Managers and HRS Team	COMPLETE
	<b>C.</b> 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
	<b>D.</b> Design, develop, and implement a procedure for onboarding of new personnel.	Managers and HRS Team	COMPLETE
	<b>E.</b> Design, develop, and implement a procedure for offboarding of existing personnel.	Managers and HRS Team	COMPLETE
	<b>F.</b> Design, develop, and implement succession planning processes for all civilian level positions.	Managers and HRS Team	Apr-24
	<b>G.</b> 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
	<b>H.</b> 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