



Sierra Vista

FIRE & MEDICAL SERVICES



2017 - 2019

Strategic Plan





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INTRODUCTION

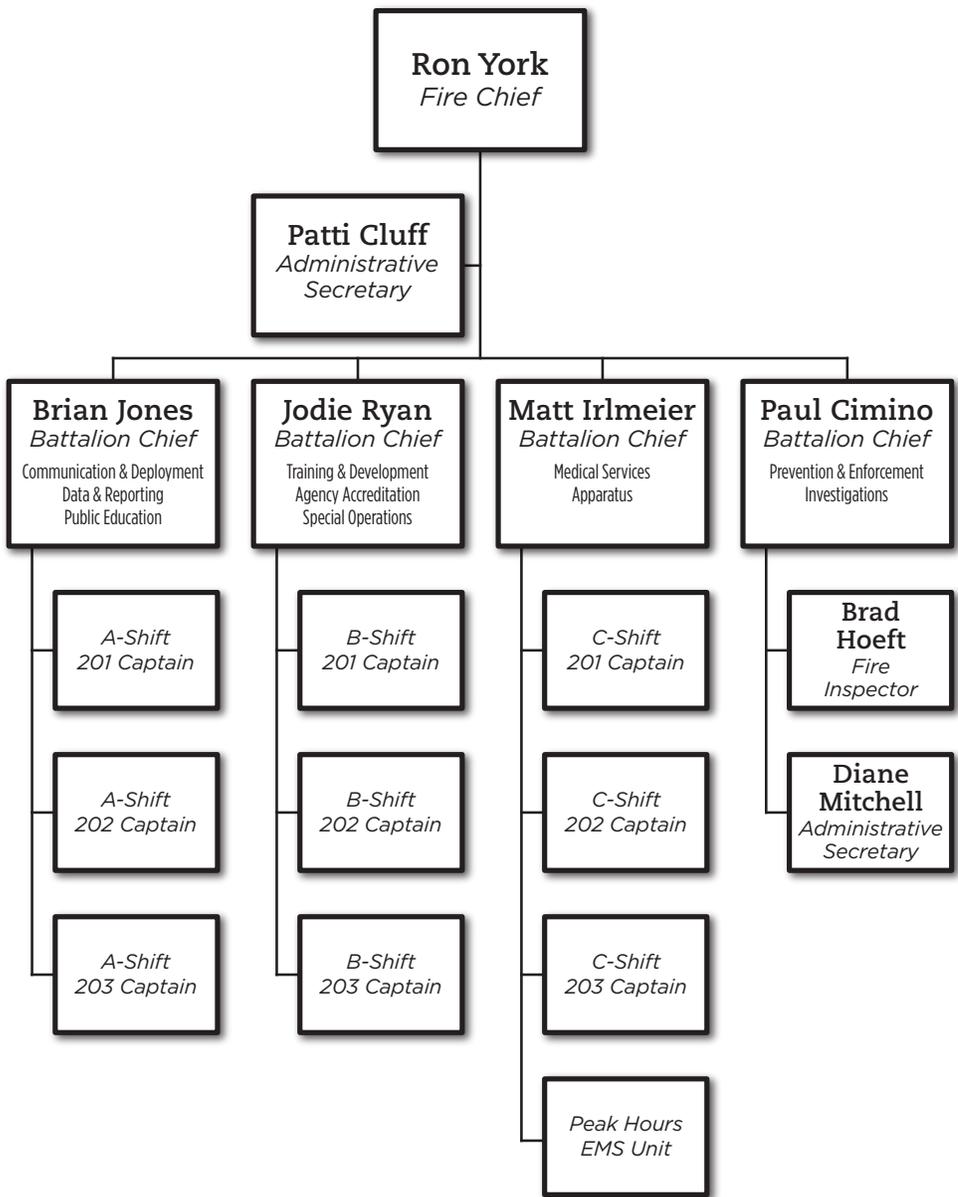
Sierra Vista Fire & Medical Services (SVFMS) provides fire suppression, emergency medical services, specialized rescue, hazardous materials mitigation, fire prevention, and disaster preparedness to the citizens and visitors of Sierra Vista, Arizona. SVFMS is consistently working to exceed the expectations of those it serves.

The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation International's *Fire & Emergency Service Self-Assessment Manual*, 9th Edition.

The community-driven strategic planning process goes beyond just the development of a document. It challenges the membership of SVFMS to critically examine paradigms, values, philosophies, beliefs and desires, and provides the membership with an opportunity to participate in the development of our organization's long-term direction and focus.

This strategic plan, with its foundation based in community and membership input, revisits the agency's guiding principles (Mission, Vision, and Values) and provides a continuous improvement plan that offers a road map for a justifiable and sustainable future.

SVFMS ORGANIZATIONAL STRUCTURE



MISSION STATEMENT

We, the members of Sierra Vista Fire & Medical Services, will passionately serve our community by being helpful and kind.

Always.

VISION STATEMENT

We, the members of Sierra Vista Fire & Medical Services, will aggressively pursue new opportunities to enhance our services and exceed our community's expectations.



VALUES

Sierra Vista Fire & Medical Services holds the following basic tenets close to the heart of our organization. We recognize them as crucial to successfully accomplishing our mission and vision:

We Value Safety

We recognize that in order to protect our community, we must first protect ourselves. We will strive to exceed the most current safety standards, to ensure every member goes home.

We Value Trust

We believe our actions should be reliable, dependable, and consistent. In order for this to occur, each member of Sierra Vista Fire & Medical Services must possess both character and competence. Character is who we are. Competence is what we do. This combination forms the foundation of trust necessary for each member of the organization to work together as a team in a safe and effective manner.

We Value Diversity

We will seek out unique, highly capable employees, who will enable us to meet a wide range of community needs. We believe excellent people will provide excellent service.

We Value Compassion

We realize when people call us for service, they are probably having one of their very worst days. We will treat our customers with compassion, and act as if their problem is, in fact, our very own.

COMMUNITY EXPECTATIONS

In developing the department's strategic plan, department staff sought out community stakeholders to gather input on service delivery expectations. As a result of community feedback analysis, the following Community Expectations were identified:

1. Compassionate and caring service providers
2. The capacity of the department to respond to emergency incidents quickly and reliably
3. The capacity of the department to effectively mitigate emergency incidents and minimize harm to the public
4. Departmental preparedness for large-scale incidents and community disasters
5. Adequately trained service providers
6. Community-oriented preventative programs
7. A diverse workforce that is representative of the community served





PROGRAMS & SERVICES

Membership identified the following programs and services currently provided to the community:

Emergency Services & Programs

- Fire Suppression
- Fire Prevention and Inspections
- Emergency Medical Services
- Disaster Planning and Preparedness
- Special Rescue
- Hazardous Materials Mitigation
- Fire Investigations
- Departmental Training & Support Services

Non-Emergency Services & Programs

- Fire & Life Safety Simulator
- Bicycle Helmet Distribution
- Car Seat Education and Distribution
- Blood Pressure Checks
- CPR Instruction
- Citizen's Fire Academy
- C.A.D.E.T. Program
- Youth Firesetter Prevention
- Fall Prevention
- Community Paramedic (C.A.R.E.)
- Christmas Toy Drive
- Community AED Program
- Smoke Detector Checks and Installation
- Department Honor Guard
- Ride-Along Program
- Burn Permit Issuance
- Community Knox-Box Program
- Drowning Prevention Program
- H.E.R.O. Designated Driver Program
- Adopt-a-School Program

S.W.O.T. ANALYSIS

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was conducted with the goal of allowing our organization to openly identify its positive and less-than-desirable attributes.

Strengths

Organizational strengths were identified in order to ensure that we are capable of providing the services expected by the community and to ensure that our strengths are consistent with the issues faced by our organization.

The identification of organizational strengths also provides us with a tool for channeling our efforts toward primary community needs that match those strengths. As part of our departmental accreditation process, programs that do not match our organizational strengths, or the primary function of the organization, will be reviewed to evaluate the rate of return on staff time.

Through a consensus process, membership identified the strengths of SVFMS as follows:

- Passionate
- Innovative
- Community Partnerships
- Visionary
- Quality Personnel
- Community Support
- Quality Training
- Creative Thinking
- High Morale
- Open Communication
- Technology
- Proactive Approach
- A Culture of Safety
- Close-Knit Team





Weaknesses

The performance level of our organization depends greatly on the identification of weaknesses and how they are confronted.

For our organization to serve the community effectively, we must not only be able to identify our strengths, but also those areas where we function poorly or not at all.

These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress.

The following items were identified by membership as weaknesses:

- Staffing
- Radio Infrastructure/ Communications
- Aging Apparatus
- Lack of Transport Units
- Lack of a Training Facility
- Automatic Aid Reliability
- Fire & EMS Dispatching
- Extended Response Times
- Increasing Service Demand
- Budgetary Support
- Lack of Diversity
- Technology

Opportunities

Our organizational opportunities are framed by the identification of strengths and weaknesses. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area.

The membership identified the following potential opportunities:

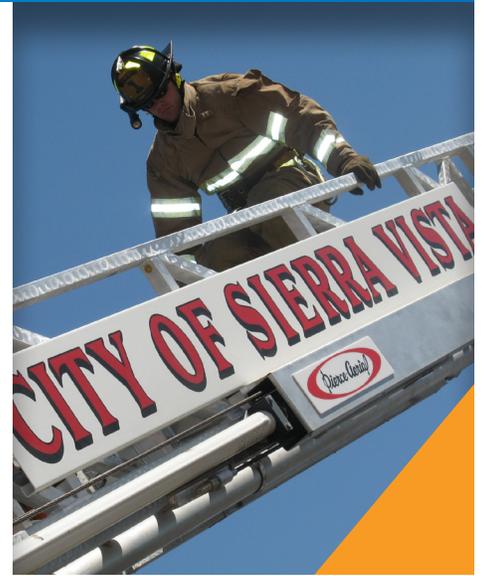
- Growth
- Improved Fire & EMS Dispatching
- Revenue Recovery/Expansion
- Professional Development
- Expanded Partnership with Ft. Huachuca
- Recruitment
- Professional Development
- Health & Safety Improvement

Threats

To draw strength and gain full benefit of any opportunity, the threats to our organization must also be identified in the strategic planning process. By recognizing possible threats, our organization can significantly reduce the potential for loss. Fundamental to the success of our strategic plan is the understanding that threats are not completely and/or directly controlled by the organization.

The membership identified the following potential threats:

- Privatization
- Occupational Health Risks
- Personnel Fatigue/Burnout
- Local Economy
- PSPRS Liability
- Employee Retention
- Lack of Budgetary Support
- Public Perception
- Politics
- Water/Environmental Issues
- Fort Huachuca Cutbacks
- Misuse of Social or Local Media





CRITICAL ISSUES AND SERVICE GAPS

After reviewing community expectations, and identifying strengths, weaknesses, opportunities and threats, the membership identified primary critical issues and service gaps as the foundation for the development of goals and objectives in order to meet our strategic vision.

Critical Issues and Service Gaps Identified:

- Lagging Response Times
- Inadequate Staffing
- Need to Improve Dispatching Capabilities
- Aging Apparatus
- Upcoming Retirement of Senior Staff

GOALS AND OBJECTIVES

In order for SVFMS to achieve its mission, the following goals and objectives have been established to enhance strengths, address identified weaknesses, provide individual members with clear direction, and seek to meet the expectations of the community.

Within departmental staff meetings, SVFMS leadership will periodically review progress toward these goals and objectives and adjust timelines as needs and the environment change.

The goals and objectives will now become the focus of the efforts of SVFMS.

As goals and objectives are management tools, they should be updated on an ongoing basis to identify what has been accomplished and to note changes within the organization and the community. The realization of an objective should be recognized and celebrated to provide a sense of shared accomplishment.

GOAL: Improve Response & Deployment

TIMEFRAME: 1-2 years

OBJECTIVES:

- Ensure response capabilities to city areas that currently lack appropriate response times
- Pursue staffing levels that meet service delivery demands and more closely align with industry standards
- Ensure current fleet of apparatus maintains readiness status through replacement schedule developed by fleet
- Improve dispatching capabilities to include the implementation of GPS-dispatching, computerized station alerting, and Pulse-Point bystander notification
- Pursue administrative oversight of fire and EMS dispatching within regional dispatch center

GOAL: Expand EMS Capabilities

TIMEFRAME: 1 year

OBJECTIVES:

- Maintain adequate staffing for CARE program to ensure its continued viability
- Support two to three personnel in attending paramedic training at Cochise College

GOAL: Become an Internationally Accredited Agency

TIMEFRAME: 2 years

OBJECTIVES:

- Complete Community Risk Assessment - Standards of Cover (CRA-SOC) document
- Enter Applicant Status with CPSE

GOAL: Ensure Stable Organizational Succession

TIMEFRAME: 2 years

OBJECTIVES:

- Prepare personnel for impending promotional opportunities due to retirement of Fire Chief and Fire Marshal
- Develop strategies for optimizing entry-level recruitment as well as employee retention

GOAL: Pursue Fort Huachuca EMS Contract

TIMEFRAME: 1-2 years

OBJECTIVE:

- Work with City Management, City Procurement, and Fort Huachuca Leadership to pursue contract





- If you don't measure the results of your plan, you can't tell success from failure
- If can't see success, you can't reward it
- If you can't reward success, you're probably rewarding failure
- If you can't recognize failure, you can't correct it or learn from it
- If you can demonstrate results, you can win public support

Reinventing Government
David Osborn
and Ted Gaebler



THE SUCCESS OF THE STRATEGIC PLAN

SVFMS has approached its desire to develop and implement a Departmental Strategic Plan by asking for and receiving input from the community and members of the agency during the planning process. The success of our strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the agency, and the community at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.