



**DAISY MOUNTAIN  
FIRE & MEDICAL**

**HONORABLE • COMPASSIONATE • EXCEPTIONAL**

# **Strategic Plan**

**2024-2028**

# DAISY MOUNTAIN FIRE & MEDICAL

HONORABLE • COMPASSIONATE • EXCEPTIONAL

Developed November 15<sup>th</sup>, 2023

## Strategic Plan Team



***Daisy Mountain Fire District Governing Board***



**Joe Cantelme, Board Clerk**

*Serving the community since 1998*



**Brian Moore, Board Chairman**

*Serving the community since 2002*



**Dr. Randy Hancock, Board Member**

*Serving the community since 2003*



**Jonathan Maitem, Board Member**

*Serving the community since 2011*



**Delene Mahoney, Treasurer**

*Serving the community since 2012*



## **Our Mission Statement:**

We are **Honorable, Compassionate** and **Exceptional**.

## **Our Values**

**Service:** We will commit to service before self, service that exceeds expectations, courtesy, and compassion.

**Regional cooperation:** We will participate in partnerships that provide all communities with the highest level of service, reciprocity, collaboration, and seamlessness. This aligns itself with the value of service in that it reflects that our commitment to provide a high level of customer service regardless of the community.

**Professional image:** Our professional image is far more than just appearance or how we 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:** We will 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.

## **Our Purpose Statement**

Daisy Mountain Fire & Medical is committed to providing the highest level of public safety services for our communities. We protect lives & property through our services including fire suppression, emergency medical response and transportation, disaster management and planning, fire prevention and public education.



## **ASSUMPTIONS FOR PLANNING**

Our Five Year Strategic Plan will create and define outcomes, cause analysis to take place and goals to be set. It will encourage participation and commitment and ensure consistent follow up on all facets of our operation. Below is a list of statements that outline considerations that DMFM keeps in mind while planning for our long term goals and needs. The plan is intended to be both practical and realistic.

- The Department encompasses a very large service area consisting of 250 square miles.
- The Department's 2023 population was approximately 70,000.
- This plan assumes and focuses on financial stability and viability. We will continue to seek State and Federal grant opportunities. We will maintain a minimally acceptable reserve fund level.
- Continued improvements in the fire-related provisions of the Department's Building and Fire Codes will have a positive impact on new construction. Adoption of the 2018 International Fire Code and International Building Code in 2024 are clear examples of this initiative.
- Service delivery to people is the hallmark of the Department. Demands continue to increase, most notably in the areas of medical services. This results in programmatic impacts on training development and maintenance, equipment and supplies, and time management.
- In 2023, 75% of the 7373 emergency responses were for medical services. We responded to approximately 200 fire related calls. It is anticipated that this medical services percentage will continue to be high due to the continued aging of the baby boomer generation. Of the 7373 calls responded to 53% (3911) required transportation by ambulance.



- Continued emphasis on smoke detectors and fire sprinkler systems will result in early detection and control of structure fires, thus resulting in fewer fire fatalities, fire related injuries, and lowered structural fire loss. DMFM places strong emphasis on Community Risk Reduction including water safety and summer safety messages, Fourth of July and fireworks safety, Fire Prevention Week, holiday and winter public safety education efforts, and safety education efforts for seniors. Educating the public on medical services provided and preventing emergency medical incidents from occurring whenever possible is a top priority.
- Organizational commitment to the concept of continuous improvement to customer service will be required to maintain and enhance the positive image of Daisy Mountain Fire & Medical within the community.
- Effective fire station location and fire company deployment will require continued community and Daisy Mountain Fire Board support of this plan.
- Daisy Mountain Fire & Medical will continually strive to improve both internal and external communication and relationships. This will include information about the purpose and function of the Department for the public and in cooperation with labor continuous dialogue about issues and initiatives within the Labor/Management process.
- Regional involvement with other fire agencies is critical to the modern fire department. Automatic Aid (dispatch of the closest fire companies to an emergency regardless of political jurisdiction) with neighboring Departments continues to serve all our communities well. Daisy Mountain Fire & Medical will continue to be an all hazards emergency service organization delivering fire suppression, emergency medical service both EMT and paramedic level, hazardous materials, and technical rescue including water rescue, high angle and entrapment rescue.



- Involvement in wildland fire response is critical to the Department given its vast areas of wildland urban interface (WUI).
- In the event of another major community health emergency, i.e. pandemic such as Covid or influenza , it is expected that the Department will play a major role in cooperation with both Maricopa County and State Departments of Health in terms of organizational and public preventive measures such as mass immunizations and emergency medical response to the critically ill.
- Maintaining wages and benefits is critical to facilitate recruitment and retention of a highly capable workforce. We will seek the required resources to recruit, retain and train a qualified and diverse workforce.
- Strong emphasis on employee health and safety including medical and mental health support is a critical component of a modern fire department. Cancer and heart disease prevention will be major areas of focus.
- We will place strong emphasis on management of risk across all facets of the Department's operation to include operational, administrative, financial and reputation risk.
- A positive work environment is maintained by commitment and self-discipline. Each member must accept the responsibility associated with maintaining our environment, delivering quality service, and cultivating change and improvements in the future. This requires a high level of commitment by all involved to make it effective. It demands dedication to focusing on the best interests of the organization and the public we serve. The Department recognizes that it is through the process of considering a number of different views that the best solutions are usually developed.
- We will treat all members and the general public with respect and dignity.
- On-going planning for the challenges posed by emerging technologies such as solar energy systems, electric powered vehicles and battery storage



systems, and expanded services such as additional community outreach, public education and community paramedicine will be continually in focus during the duration of this strategic plan.





## **DMFM 2024-2028 Strategic Initiatives**

1. Provide elected officials and the public they serve with the appropriate information on funding necessary to match the fire and emergency services community needs and expectations.
2. Continue to evaluate and improve service delivery and public needs while recognizing and improving our response to our ever expanding community.
3. Establish a robust succession plan at all levels of management, operations, and other key positions.
4. Secure the required resources to recruit, train and retain a qualified and diverse workforce
5. Support and improve logistical and support service needs within the fire department
6. Continue independent rigorous research on all areas of operations and administration, to emphasize members health (physical and mental) and safety
7. Evaluate, identify and mitigate on-going and potentially new types of risk, consequences and resiliency

**Strategic Initiative #1:** Provide elected officials and the public they serve with the appropriate information on funding necessary to match the fire and emergency services community expectations.

*The Department needs to be proactive communicating with the public in order to connect with the community, by actively shaping the narrative and maintaining a positive image of the department, accurate public information helps minimize the occurrence of negative consequences and mitigate impacts of crisis.*

**Major Objectives:**

- Attend as many community meetings as possible to represent the Department
- Build relationships with community partners, county agencies, state agencies and federal agencies
- Participate in regional groups (Arizona Fire Districts Association, Arizona Center for Fire Service Excellence, International Association of Fire Chiefs, Arizona Fire Chiefs Association, Professional Fire Fighters of Arizona, International Association of Fire Fighters, Central Arizona Life Safety Council, Regional Operations Consistency Committee,, Maricopa County Department of Emergency Management, Yavapai County Office of Emergency Management etc.)
- Expand community academies such as Fire Ops 101 training
- Keep up to date and participate in the legislative and regulatory processes
- Expand public information outreach and target our most vulnerable communities

**Strategic Initiative #2:** Continue to evaluate and improve service delivery and public needs while recognizing and improving our response to our ever expanding community.

*Continue to provide the people in our communities the highest level of life and property protection from fire and other related disasters.*

**Major Objectives:**

- Develop acceptable standards of coverage for response times and improve where possible
- Maintain acceptable CON response times and improve where possible
- Capital Facilities
  - Build and staff new Fire Station 144 in East Desert Hills
- Consider alternate response vehicles for non-fire responses
- Expand community outreach
- Research, design and implement contemporary EMS delivery options while concurrently bolstering existing practices and systems.
- Respond safely and quickly/follow SOPs for safe effective operations.
- Train for readiness/improvement.
- Identify, preplan, and train on tactical hazards

**Strategic Initiative #3:** Establish a robust succession plan at all levels of management, operations, and other key positions.

*Leaders and supervisors play important roles in making the Department's philosophy work. Leadership is critical in maintaining the high standards of performance and the positive image of the Department within the community and the fire service.*

**Major Objectives:**

- It is an inherent responsibility of current leaders to develop and instruct a capable cadre of new leaders for the future
- Develop new educational programs at all leadership levels
- Meet national accepted consensus standards for all positions
- Build and create managerial learning opportunities
- Establish administrative redundancies
- Establish mentorships within the leadership levels
- Establish a process to manage attrition in key positions

**Strategic Initiative #4:** Secure the required resources to recruit, train and retain a qualified and diverse workforce

*The most important resource that the Department has is its members, each and every one of them.*

**Major Objectives:**

- Establishing competitive wage and benefits is an integral component of retention
- Develop affective recruitment tactics
  - Use of current and future social media
  - High school level cadet like mentorship/training programs
  - Paramedic vacancy forecasting and mentoring. Support alternative paramedic training programs
  - Identify new avenues of reaching potential candidates outside of existing methods

## **Strategic Initiative #5: Support and improve logistical and support service needs within the Fire Department**

*The Support Services Division strives to create organizational efficiencies through the procurement process and to be as cost-effective as possible with the equipment and services it provides. The objective of the Support Services Division is to ensure that all apparatus and facilities are well maintained and that all of our personnel are properly and safely attired. This objective is based on guidelines determined by various National Fire Protection Association Standards. The Support Services Division has the responsibility for capital assets and material control of inventory.*

### **The duties of the Support Services Division are as follows:**

- Manages inventory of fixed assets and mobile equipment
- Prepares specifications for station furnishings, personal protective equipment and clothing
- Liaison with architects, contractors and suppliers on construction and renovation projects
- Coordinates the scheduling, requisitioning and delivery of station supplies.
- Arranges the disposal of surplus, damage or obsolete equipment and materials.

### **Major Objectives:**

- Maintain compliance with industry standards
- Provide vendor diversity
- Forecast needs
- Research and develop new equipment
- Review additional administrative staffing to support growing demands
- Prioritize logistical needs
- Be Efficient
- Outsourcing maintenance where practical
- Provide for storage of equipment and materials

**Strategic Initiative #6:** Continue independent rigorous research on all areas of operations and administration, to emphasize members health (physical and mental) safety

*The Department is committed to provide the people in our neighborhoods the highest level of life and property protection from fire and other related disasters. The Department realizes that members will be faced with personal and/or work related problems during their careers. When this occurs, they are encouraged to seek the assistance necessary to return themselves to a positive, productive life.*

**Major Objectives:**

- Maintain Physical Fitness standards
- Maintain compliance with national consensus standards
- Enhance cancer preventative measures where practical
- Enhance Peer Support Team and mental health resources to meet the needs of the members
- Establish a plan for acute mental health assistance

**Strategic Initiative #7:** Evaluate, identify and mitigate on-going and potentially new types of risk, consequences and resiliency

*Risk management is any activity that involves the evaluation of, or comparison of, risks and the development, selection and implementation of control measures that change outcomes.*

**Major Objectives:**

- Recognize the risks you face, prioritizing them in terms of frequency, severity, and time to think, and then mobilizing (acting) to do something about the risks you face. These risks may include but are not limited to:
  - Operational
  - Human Resource
  - Compliance
  - Financial
  - Technological
  - Reputation
  - Political
  - Legal
  - Health
  - Asking the “What if?” Questions