



# NORTHWEST FIRE DISTRICT

## Strategic Goals & Objectives

### 2005 - 2009

GOALS	OBJECTIVES
<p><b>I. Alliances:</b></p> <p>Maintain and enhance existing relationships and seek new alliances for the benefit of our customers.</p>	<p>A. Meet with similar sized fire districts/departments on a regular basis to exchange ideas, methodologies and to discuss current and future trends in the fire service.</p> <p>B. Be a leading agency in the trend toward regionalization of services, both at the county and state levels.</p> <p>C. Cultivate relationships with private enterprises when advantageous for the fire district, with emphasis on relationships with entities within the fire district when possible.</p> <p>D. Participate in local, state and national professional associations</p> <p>E. Participate in nonprofit community associations</p> <p>F. Enhance and expand relationships with other governmental agencies, particularly the Town of Marana, City of Tucson, and Pima County.</p>
<p><b>II. Capital Infrastructure:</b></p> <p>Develop appropriate facility locations, design and utilization benchmarks in accordance with national and industry standards.</p>	<p>A. Develop a vehicle replacement schedule program that considers vehicle purpose, mileage, age and condition.</p> <p>B. Develop a capital improvement program for all district facilities that includes remodel, additions, and roof placement components</p> <p>C. Continue to develop the Central Campus Facility that will include an NFPA 1402 compliant training center as well as a new administrative headquarters.</p> <p>D. Develop an NFPA 1221 compliant fire service communication center capable of supporting the existing consortium as well as other fire districts.</p> <p>E. In accordance with NFPA 1710 and ISO standards, forecast</p>

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	<p>the need and location for additional fire stations.</p> <p>F. Establish a wellness/fitness center for the benefit of all employees.</p> <p>G. Upgrade and expand existing data and communications infrastructure to meet the projected needs of the organization as well as applicable regulations and standards.</p> <p>H. Develop a Capital Improvement Program that forecasts the needs for facilities, apparatus, computer-related equipment, communications, safety and other capital equipment. The Capital Improvement Program would include planning for funding of capital expenditures.</p> <p>I. Acquire a records management and information system that integrates with all divisions/units</p>
<p><b>III. Human Infrastructure:</b></p> <p>Provide appropriate staffing levels, staff development, and educational opportunities to meet the needs of the District's internal and external customers.</p>	<p>A. Develop a succession plan for all supervisory positions</p> <p>B. Develop a career path for all positions</p> <p>C. Develop a staffing level forecasting model that includes all aspects of district employee staffing</p> <p>D. Provide quality training for new employees as well as continuing education opportunities for existing employees.</p>
<p><b>IV. Managed Growth:</b></p> <p>Continue to address the area of managed growth using the considerations of forecasting, environmental scanning, legislative involvement, impacts of current levels of service and financial factors.</p>	<p>A. Continue to develop an aggressive annexation program with an emphasis on areas within the Town of Marana.</p> <p>B. Analyze the District's past, current and projected financial performance by using but not limited to environmental scanning and gathering/preparing economic and demographic information as well as other relevant information.</p> <p>C. Develop QA/QC systems that are designed to measure the effectiveness and efficiency of each division/unit.</p> <p>D. Evaluate the possibilities for increasing the development of both traditional and nontraditional sources of revenue.</p>

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	<ul style="list-style-type: none"><li>E. Become accredited with the Commission on Fire Accreditation International, as a tool for maintaining a high level of service during the rapid growth of the district expected in the next five years.</li><li>F. Develop a phased compliance program specific to NFPA 1710.</li><li>G. Develop a Life Safety Services program (including plan review, inspections, education programs, health/wellness, etc) that will keep pace with the growth of the district.</li><li>H. Integrate a records management/information system among all divisions/units</li><li>I. Improve the communication system that enable us to stay ahead of the growth curve</li><li>J. Develop an evaluation algorithm for considering new services</li><li>K. Ensure that we meet all applicable mandatory federal, state and local regulations.</li></ul>