



Strategic Plan 2019-2023

Central Arizona Fire and Medical



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Welcome

The personnel and staff of the Central Arizona Fire and Medical Authority are proud to present our updated strategic plan. This plan adheres to the agency's core values and reinforces our commitment to ongoing development as well as our commitment to sound fiscal principles.

Updating the strategic plan took months of planning and meetings with both internal and external stakeholders. The goal was to avoid making decisions in the typical fire service silo. Rather, we felt it imperative that the plan reflect the communities we serve and that we provide for our employees.

As part of the update, a core group of community leaders and elected officials were invited to participate. Additionally, internal stakeholders were invited to include operations and non-operations employees, executive labor representatives, and board members. Surveys were sent to every employee in the organization along with the board members as well as approximately 24 community leaders and elected officials seeking input on the agency's strengths, weaknesses, opportunities, challenges and threats analysis (SWOC-T). We received feedback from nearly all employees, one board member and three external stakeholders. The results are contained within this document.

This strategic plan, along with our Central Arizona Fire and Medical Compass, a document that outlines our overall philosophy, serves as our guide as we work towards a sustainable, progressive and proactive emergency services organization.

The members of the Central Arizona Fire and Medical Authority are committed to reviewing the plan on an annual basis, and refining as necessary. The appendices of the document contain the capital replacement plan as well as the annual goals and objectives.

Sincerely,

Scott A. Freitag
Fire Chief

Organizational Background

The Central Arizona Fire and Medical Authority (CAFMA) was formed by contractual agreement between the Central Yavapai Fire District (CYFD) and the Chino Valley Fire District (CVFD), under A.R.S. §48.805.01. The district boards signed the contract on October 15, 2015, with an integration date of July 1, 2016. Both organizations recognized that recovery from the economic downturn, especially with the passage of legislation that significantly impacted our ability to recover lost revenues, dictated that we look for an alternate way to operate. The goal was to establish something that provided efficiency, sustainability, and stayed true to our core fiscal principals.

The process began in 2013 when staff representing both agencies discussed ways that the two organizations could work more closely together. After months of research, a Joint Management Agreement (JMA) was crafted and signed in June of 2014 with a start date of July 18, 2014. Under the JMA, the organizations shared one Fire Chief and utilized all staff above Battalion Chief to operate both organizations. While this system provided efficiencies and saved money, staff felt we could accomplish more if we were to become one organization.

There are three ways to combine fire service agencies within the State of Arizona. They include merger, consolidation, and the formation of a Joint Powers Authority/Fire Authority. The first two require each organization to have the same taxing rate. Unfortunately, the difference in rate between CYFD and CVFD was simply too large a gap to bridge. This left only one option – a Fire Authority.

A Fire Authority is formed via a contractual relationship between two existing entities, under Arizona State Statute. While the individual entities continue to exist, they no longer employ anyone. Instead, all employees, real properties, and monies are transferred to the newly formed “Authority.” In the State of Arizona, Fire Authorities do not have taxing authority, election authority, or bonding authority. Those items remain with the individual entities. The residents of the original Districts still elect board members as they have in the past. Those board members set the tax rate and make any decisions related to bonding.

The Fire Authority board is formed by duly elected members of the two individual agencies. Under the CAFMA contract, Central Yavapai’s board appoints two members from their elected body to the Fire Authority board, and Chino Valley’s board does the same. The four appointed members then select the fifth member from the remaining elected officials from either Chino Valley or Central Yavapai.

The formation of a Fire Authority has accomplished the originally stated goals: we have saved money for the tax payers, helped to contain/control future costs, and provided operational efficiencies.

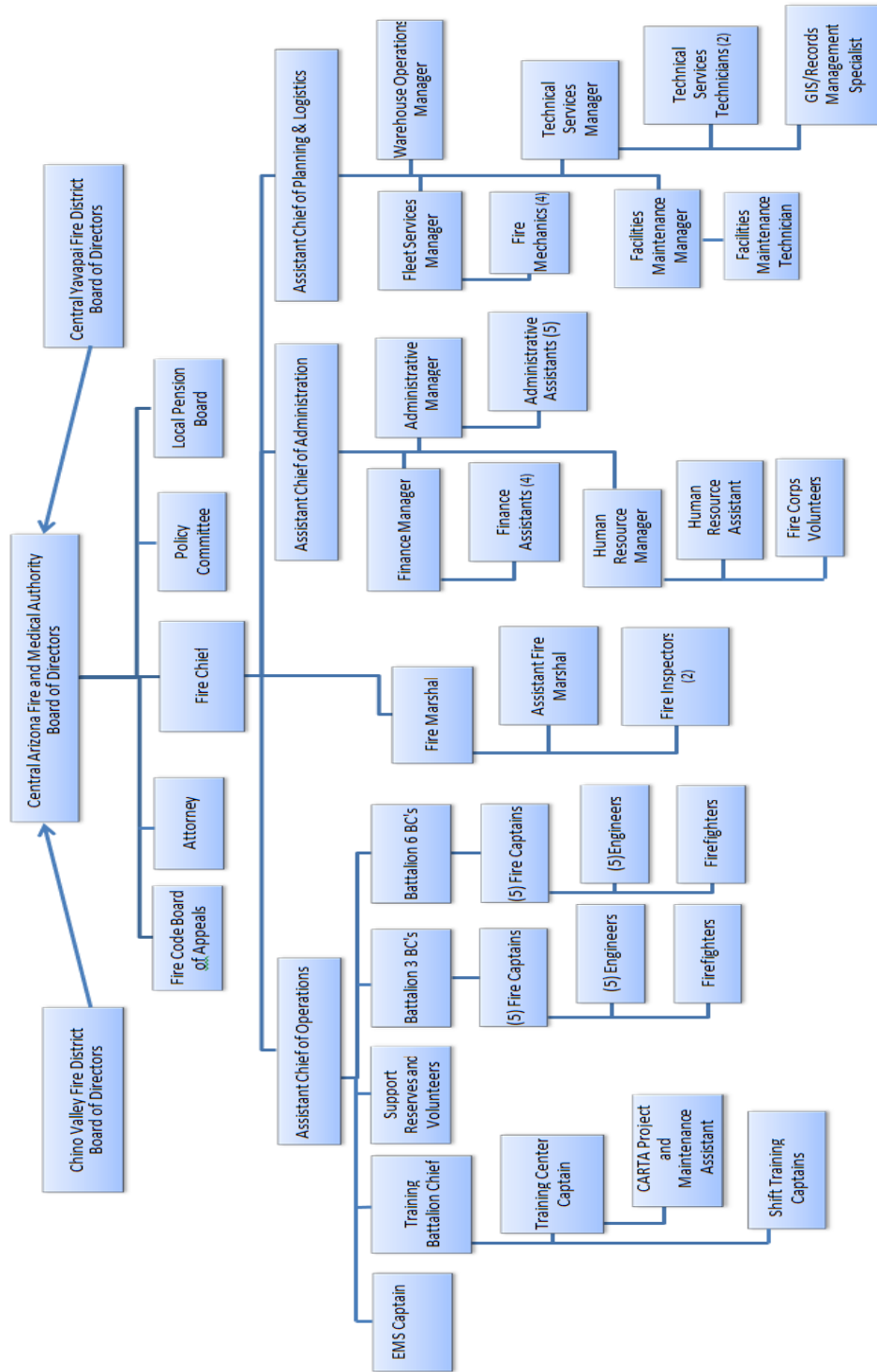
Organizational Overview

CAFMA staffs ten full-time and two reserve stations, covering 254 square miles of Yavapai County. We are nestled between the Bradshaw and Mingus Mountain ranges, with elevations that range from 4300 ft. near the head of the Verde River, to 6500 ft. in Highland Pines. Our coverage area encompasses approximately 90,000 residents within the communities of Chino Valley, Prescott Valley, Dewey-Humboldt and unincorporated Yavapai County.

The organization is divided into four sections with a total of 160 personnel:

- **Operations**
 - Structure Fire Suppression
 - EMS
 - Training
 - Public Service
 - Wildland Fire Suppression
 - Special Operations
- **Administration**
 - Human Resources
 - Finance
 - General Administration
- **Planning & Logistics**
 - Fleet Maintenance
 - Warehouse
 - Technical Services (Network, Radio Communications, GIS)
 - Facilities Maintenance
- **Fire Prevention**
 - Public Education
 - Inspection
 - Plan Review
 - Code Enforcement
 - Fire Investigation

Organizational Chart



Strategic Planning Process

The strategic planning process commenced on January 29, 2019, and was facilitated by Retired Fire Chief Cliff Jones from the Tempe Fire Department (Arizona). This process served as the agency's three year review and update of the entire strategic plan. Participants included community leaders, elected officials, agency administrative staff, as well as labor representatives. Not all external invitees participated in the kick-off session, and others did not participate as the process progressed due to scheduling conflicts. However, as an organization, we feel that the process captured the external inputs in the most critical areas, e.g. SWOC-T analysis, and the establishment of priorities.

The planning process spanned five months, with one meeting scheduled per month. Communication between members of the committee was largely via email; however, one-on-one interaction during the development of our supporting objectives was common.

The process included a Strengths, Weaknesses, Opportunity, Challenges and Threats (SWOC-T) analysis. We define "threats" as "wicked problems." These are problems that the organization faces, yet has no ability to control or correct. For the SWOC-T analysis, an email was sent to all personnel as well as external stakeholders requesting input. We received feedback from every division and station within CAFMA, as well as one board member and three external stakeholders. The final document was presented to the Central Arizona Fire and Medical Authority Board of Directors at their June 2019 meeting.

Mission Vision Values Development

The successful blending of two organizations into one requires a common mission, vision, and set of core values. The importance of this step in the process cannot be understated, so it was very important that the committee consist of a cross section of personnel from each organization, as well as the newly formed Central Arizona Fire and Medical Authority Board of Directors. The first meeting of the group was held on November 10, 2015.

At the first meeting, it was decided that we would divide into three separate groups. The first group would work on a mission, the second a vision, and the third a core set of values. Our intent was to create something that captured who we are as an organization, but is short and memorable. Each sub-group was directed to meet and report back at the November 23, 2015 meeting. On the 23rd, the Mission and Values committee presented their drafts to the group. The group unanimously agreed to the Mission Statement and the mnemonic for the values. The Values group was then tasked with clarifying the definition for each of the values and present what they developed at the next scheduled meeting.

On December 14, 2015, the committee met again and agreed to the recommended values. The Vision committee then presented what they had developed. After additional discussion and revision by the group as a whole, our new Vision was approved. On the afternoon of the 14th, an email was sent District-wide, containing our newly developed and approved Mission, Vision, and Values (MVV).

The committee discussed the development of a document that is now known as the Central Arizona Fire and Medical Compass (Compass). The purpose of the Compass is to more thoroughly define our organizational philosophy, as summarized in our MVVs. Once completed, the Compass, along with the MVVs was approved through the agency's policy committee and subsequently approved by the Board of Directors.

In May of 2016, a copy of the Compass was distributed District-wide to all employees.

The MVVs were last reviewed during the 2019 strategic plan update. It was determined that they still fit the organization as written.

Mission Vision and Values

Mission:

Protecting life and property through prevention and response

Vision:

To be a progressive Fire Service leader in Arizona, through leadership, cooperation, and innovation

Values:

We strive to serve our internal and external customers with **PRIDE**

- **P**rofessional – We will adhere to the highest standards of our profession and adopt best practices
- **R**espect – We believe in the basic dignity of every individual and all members of the community and organization
- **I**ntegrity – We are honest and accountable
- **D**edication – We are committed to quality, reliable, and respectful service delivery
- **E**xcellence – We will demonstrate high level of knowledge and skill in all aspects of our profession



Strengths Weakness Opportunities Challenges - Threats

Strengths:

- The Fire Authority remains effective and is functioning as predicted by keeping costs lower and providing efficiencies.
- Relationships and Customer Service: Labor-Management relationships remain solid. The agency is involved throughout the community, and support remains strong throughout. Our personnel are recognized in the State for their professionalism and knowledge.
- Planning and Logistics: Our Fleet, Facilities Maintenance, Warehouse and Tech Services Divisions were mentioned multiple times for the work they do to keep our agency up and running.
- Internal support for the organizational mission and direction.
- Transparency both internal and external through open dialogue.
- Training/Regional Training Academy received accolades from throughout the organization for being progressive and proactive in operations training, as well as for their State level involvement.
- We are viewed as a progressive and innovative organization. While this is good, it is important to continue our efforts in moving the organization and our personnel forward.
- Operations and administrative succession plans.
- Growth in our community is providing for a more stable future, as well as opportunities moving forward.
- Involvement and partnerships with local, regional, State, and Federal resources.
- Overall, morale within the organization is good.

Weaknesses:

- Wages and benefits for agency employees continue to be lower than the market. We continue to work within revenue limitations to address the concerns.
- Staffing shortages in operations, support services and administration remain a challenge.
- Lack of a well-defined mentoring program.
- Need to work toward providing additional non-operations training opportunities in-house.
- No enforcement ability within our prevention division.

- Our current Employee Assistance Program (EAP) provides limited access to culturally competent counselors for our needs.
- Our lower reliability ratings for responses in the heart of Prescott Valley are a concern.

Opportunities:

- Community Paramedic program.
- Improved internal EMS training programs.
- Utilization of a 40 hour engine to fill gaps where our reliability ratings are low.
- Seek Accreditation through the Center for Public Safety Excellence.
- Improve our internal mentorship programs.
- Grant opportunities to off-set costs.
- Additional personnel will improve programs and reliability both internally and externally.
- Develop a Health and Wellness Center.
- Seek to improve ambulance transport response times.

Challenges:

- Maintaining a functional relationship with current local ambulance provider that meets the community's needs and expectations.
- The agency continues to struggle with getting employees to take part in extracurricular activities and events.
- Difficulty in maintaining a high quality of service in all divisions due to organizational and community growth.
- Loss of institutional knowledge associated with retirements.
- Internal communications within an expanding agency.
- Continued funding challenges due to special district revenue limitations.
- Identify effective data collection and analysis.
- Maintaining competitive wages and benefits.
- Providing quality training to all divisions with staffing support.

- The agency's geographic footprint is large and incorporates suburban, rural, and wilderness areas within a wildland urban interface which contains various hazards.

Threats:

- Legislative changes have a significant impact on our revenues and operations.
- Public Safety Personnel Retirement System (PSPRS) unfunded liability.
- The rise of drug and alcohol abuse does not discriminate between the general public and response professionals.
- Major mass casualty incidents.
- Malicious software and individuals that seek to cause harm to our communications and IT infrastructure.
- Political and ideological groups, both on the macro and micro levels present issues for the agency.
- Extended response times by the private transport services are causing a number of issues with engine reliability ratings and patient outcome.

Goals and Objectives Development

Our Goals and Objectives are updated annually as part of our overall strategic plan. The standing strategic planning committee is responsible for the review and update.

The goals and objectives are maintained in a file on a central server so all employees have access. Those specifically assigned a task have permissions to update the plan as necessary. The goals and objectives are reviewed monthly by senior staff to ensure continuous progress and are included in a monthly report to the board of directors.

Each objective, for the purpose of this document, is assigned to a specific person, or division, has a measurable time frame, and has definitive steps and/or an end point. The objectives are also used to assist us budget development for subsequent years.

Analysis

Future Expansion:

We are seeing some growth in our area along with a corresponding increase in call volume of approximately 5% per year. A majority of the growth is residential and expansion of retail businesses. In the last couple of years we have seen a boom in single family home construction throughout the area, as well as a marked increase in home prices. The rental market remains 98% leased. In an effort to address the lack of rental real estate there are a number of projects under construction or proposed.

As of 2019, one of the issues facing our area relates to home prices. According to John Morgan, Dean of Yavapai College Career and Technical Education, the median household income of our area is \$46,600, while the median home price is \$290,400. Additionally, their statistical analysis shows that 1 out of 4 persons are living in near poverty as well as that both community college and high school enrollment are trending downward. According to Mr. Morgan, 10,773 residents of our area commute to Phoenix for work.

A majority of the economy in the area is driven by retirees and retail. While the retirees can afford the homes, those who are employed by retailers are struggling to find affordable housing. We find the same issue exists for some of our entry level employees. There are several projects being discussed to address work force housing, however to date they have not materialized.

While we are seeing growth in retail development and fast food restaurants, we are not seeing significant growth in base jobs. Industry growth in our area is slowed by the lack of vertical space. According to Mr. Michael Parades, Executive Director of the Prescott Valley Economic Development Foundation (PVEDF), companies are not moving to the Prescott Basin because we do not have buildings that offer office, factory, or warehouse space already out of the ground and available. Further, investors are not investing in the development of spec buildings as they had in the past.

The Town of Chino Valley has been developing the Old Home Manor Industrial Site for the last few years. Old Home Manor is a 200 acre industrial park that is owned by the Town of Chino Valley between Perkinsville Road and Road 4 North. To date, there has been no movement in regards to developers actually constructing spec buildings. There is potential for the future, however we do not know when or what may spur actual development. Other projects, whether multi-family housing or commercial property developments in the Chino Valley area, have not come to fruition.

Emergency Response/Call Volume:

We recognize that it is unlikely we will see a significant enough increase in call volume in Battalion 6's area (Chino, Paulden, and unincorporated County) to warrant an additional fire station in the next 5-8 years. While we are not realizing increased call volume enough to warrant additional equipment in our existing stations, we maintain a close watch in relation to growth as well as our data so we can make informed decisions early related to future resource needs.

In Battalion 3 (Prescott Valley, Dewey/Humboldt, unincorporated County), it is very possible in the next 5 years that we may see significant enough growth in the Prescott Valley area to warrant an additional station. The continued build out of the Granville Development as well as the development of Glassford Heights will eventually require the addition of a station on the north side of Prescott Valley in the area of 89A and the future Great Western Drive. The agency currently owns property on the East side of Fain Road at Sara Jane Lane as well as on the back side of Stoneridge Golf Community along Old Black Canyon Highway where the black top currently ends. Continued development in that area will yield additional calls for service. Once the dirt road is paved between Stoneridge and the back of Prescott Country club, a fire station in that location will give us good access to both neighborhoods, as well as improved access to Hwy 69 near Station 54's area. Eventually, this would decrease the need for an engine to move-up every time Engine 54 responds on a call. There is not currently a set time frame for development of the area.

Our reliability ratings as of 2018 in the heart of Prescott Valley are an area of concern based on national standards:

Station 53 – 71.64%

Station 50 – 72.70%

Station 58 – 74.39%

Given the stations are only 1-1.5 miles apart, a new station in the area is not warranted. However, there are options short of a new station that can be considered as an alternative e.g. staffing a 40-hour engine, implement Alternative Response Vehicles, etc. It will be important for staff and the board to evaluate each on their merits and decide which one will immediately begin to address the issues. At some point, a combination of the two may prove the best course of action.

Development is projected north of 89A adjacent to proposed development in Prescott. At least a portion of the plan moving north is in connection to the Glassford Heights development on the south side of 89A where the Great Western Drive and interchange is projected cross 89A and continue north. There is additional development proposed with an extension of Glassford Hill to the north. These developments are slowly progressing and are not projected to have an appreciable impact on our response in the next 5 years. However, we must monitor the growth as well as any increase in demand. At this point, Engine 59 located at Hwy 89A and Viewpoint is the closest unit to the northern developments. Engine 59 is approximately 12 miles from the back of the furthest development to the north. Future growth may necessitate the need for a station on the north side. The lack of east/west roads connecting the major north/south roads – Viewpoint, Pronghorn and Coyote Springs – remains a challenge. We have brought the need to the attention of Town of Prescott Valley officials as well as County officials. The biggest hurdle they face is gaining easements through private properties to connect north and south routes with east and west routes.

In order to determine need, future analysis will be completed utilizing the CFAI model – time, distance, and critical tasks. This will be outlined in our Standard of Cover as developed for Accreditation. The

agency will consider the use of a 40-hour engine and alternative response units in areas where reliability is low, but where a station is not a viable option. Other development, specifically in the area of 89A will require a station some point in the future, however that determination will be made based on growth and data.

As of the development of this Strategic Planning document, we do not project the need to build a new fire station in the next five years. However, the reliability ratings at 50, 53, and 58 indicate that some level of increased staffing and equipment is needed within the next two years.

Emergency Medical Response:

Central Arizona Fire and Medical provides Emergency Medical Services via Advanced Life Support fire engines. We staff a minimum of one paramedic and two emergency medical technicians (EMT) per unit. Transport EMS services are provided by American Medical Response (AMR) dba Lifeline Ambulance. Emergency medical calls as of 2019 account for 65.2% of our total call volume.

We are experiencing significant challenges with the transport service in our area. Response times for transport are regularly extended, and at times are longer than 20 minutes in densely populated areas; they have exceeded 30 minutes on numerous occasions. In addition, the ambulance crews do not uniformly work within the ICS system on incident scenes which has led to safety concerns.

As call volume related to EMS continues to increase, response times for transport continue to increase. Under AZ Department of Health Services Rules, AMR is the only transport service in our area because they are the only Certificate of Necessity (CON) holder. Additionally, outside of the local hospital system, there are no existing contracts between AMR and the Cities, Towns, County, or Fire Departments/Authority. To that end, we have had great difficulty in holding them accountable for their lack of appropriate response.

AMR was sold to private equity firm KKR in March of 2018. Industry insiders are indicating that AMR will be up for sale again in another 18 months which would be sometime in 2020. Sales from one equity firm to another in short succession do cause some concern for the stability of the company and its services. Because AMR is currently the sole CON holder, there is no back-up for the system should they decrease or cease services.

Regarding the addition of ambulances, the company's estimate is \$700,000 per additional unit. Their profit is largely generated through inter-facility transport. Inter-facility transports are prescheduled, non-911 transports usually between medical facilities, or long term care facilities. The inter-facility transport market in the Prescott Basin is relatively fixed given our limited medical facilities and nursing homes. Conversely, our 911 transports continue to increase, however they generally provide little return on investment, i.e. limited profit. Ultimately, adding ambulances to the system is a profit driven decision not a patient care decision for a private provider.

As of early 2019, we are working in partnership throughout the Quad City Area i.e. Prescott, Prescott Valley, Chino Valley, Dewey Humboldt, and Yavapai County with our elected officials and community

leaders in an attempt to update the current CON through DHS as well as attract another private provider. While it is not our intention to seek a CON, we cannot remove the option from the table should we be unsuccessful in our bid to attract a private for profit provider to the area. We will exhaust all other efforts prior to consideration of a CON for our agency

Funding:

Funding will continue to be a challenge as we look to the future especially under the weight of the Public Safety Pension Retirement System (PSPRS). Additionally, the passage and implementation of Prop 117 limiting Fire District NAV increases on existing structures to 5% a year based on the limited value of a property will continue to hamper our ability to recover from the loss of nearly 50% of our Net Assessed Valuation (NAV).

Growth in the area in regards to housing has been significant the over the last few years. While we do expect a slowdown sometime in the next 12-18 months, our NAV's have outpaced projections. With the new growth, we have seen numbers that exceed 5%. We will need to continue our conservative approach to budgeting as any slowdown in new construction will have a direct impact on our NAV numbers.

Additionally, the rising costs for the PSPRS, health care, and workers comp will continue to be a challenge.

The State passed PSPRS reform in the spring of 2016. However, agency unfunded liabilities continue to increase. For the 2020 fiscal year we realized a 1% reduction in our rate while the unfunded liability increased by \$2.8 billion. We are dubious about future fiscal projections made by PSPRS due to the nature of some of the actuarial assumptions. While we understand the reasons for the assumptions, we are doubtful they will be realized. The system remains our biggest financial hindrance to staffing and capital planning. PSPRS is a State directed and mandated system. To that end we have no option to switch pension systems, nor do we have any options for alternate funding sources.

As described earlier, we need to see growth in our area. Housing and retail are not enough to sustain a community and provide for a robust economy. We need to realize growth in industry that will provide base jobs. While the Fire District is not a driving force for growth in business and industry, we recognize that we must be engaged with our community and economic development. We understand that codes, enforcement, and emergency services infrastructure all impact industrial growth. It is our intent to be a partner in development while maintaining the safety of our community.

Additionally, we are witnessing smaller agencies in Yavapai County struggling to maintain services. Some of the organizations are in close proximity to CAFMA. It will be imperative that staff monitors the situation, and develops contingency plans to address any potential impact to our operations.

It will be important for the agency to remain conservative in our approach to budgeting and creative in our approach to alternative means of revenue. We will need to continue our efforts in seeking grants, and ensure we maintain an up to date listing of fees for service.

Succession Planning:

Central Arizona Fire and Medical holds our personnel in the highest regard, and understands that they are the future. In an effort to ensure a sustainable organization that provides opportunity for our employees, we invest heavily in their development. We have in place succession plans for all positions within the organization. It remains our commitment to review and revise these plans on a regular basis.

In conversations with Chiefs from around the State of Arizona, as well as the nation, we have identified that the fire service is lacking when it comes to developing our personnel administratively i.e. understanding finance, human resources, or the political side of our business. As a result, when administrative chief-level positions open we either have difficulty finding qualified candidates or we find few that are interested in the positions. Our training staff is working with our Operations Chief to develop a formalized mentoring program that addresses these issues to ensure a deep bench for future openings. Ideally we will have three highly qualified candidates for each opening, however we understand this may not always be possible. While we strive to promote from within, we understand that there may be times we must recruit from outside to ensure the best qualified candidate for an opening. It is our intention to minimize the need for outside testing through the professional development of our personnel.

As of 2019, we have two of our senior staff that will retire in the next 12-18 months – Assistant Chief of Operations and Assistant Chief of Planning and Logistics. We plan to hold an internal/external application process in an effort to ensure we have a pool of candidates for testing purposes. These positions will be critical to the continuity of senior staff relationship. In late 2019 and early 2020, we will have to test for multiple administrative, support, and operational positions.

There is legislation proceeding through the 2019 legislative process that would prohibit fire and police agencies from having a residency requirement. Because our area is isolated from resources, we believe the new law could have an impact on our ability for general recall and staffing in the next 5-10 years. We recognize the potential issues and will be working jointly with the labor group for formulate plans to properly address any issues.

Planning for Accreditation:

It is the intention of the agency to develop and plan for future accreditation. CYFD was an accredited agency prior to the formation of CAFMA, however that accreditation was not transferrable to the new agency. Between July, 2019 and December, 2021 the agency will follow the accreditation guidelines and ensure that proper data is collected and analyzed, and that a Standards of Cover is developed. The goal is to pull the accreditation paperwork in January of 2022.

Appendix A

Capital Replacement Plan

Fiscal Year:

18-19

19-20

20-21

21-22

22-23

23-24

24-25

25-26

26-27

27-28

28-29

Notes

STAFF VEHICLES

1998 Chevy Tahoe 4 x 4 (515)	Light Duty Local Only												
2000 Ford F-150 4 x 4 (528)	Mech 54 Front Line			SURPLUS \$47,710									
2003 Dodge 4 x 4 (544)	Warehouse Front Line			SURPLUS \$47,710									
2003 Ford F-250 4 x 4 (537)	Batt Chief Reserve							SURPLUS SURPLUS					
2004 Ford F-250 4x4 (103)	ST 61 Ops					\$52,000							
2004 Ford F-150 4x4 (541)	Prev. 52 Front Line												
2004 Ford F-250 4x4 (104)	Trng Capt Front Line		Fuel Truck	\$50,000									
2004 F-250 Truck 4 x 4 (539)	Wildland 2nd out		SURPLUS	\$55,000									
2004 Chevy Tahoe 4 x 4 (540)	OPS Chief Front Line		BC vehicle	\$65,000									
2004 Ford F-350 Truck (542)	Mech. 53 Front Line			\$47,710									
2005 Ford F-150 4 x 4 (545)	Trng Chief Front Line			\$50,000									
2006 Ford F-150 4 x 4 (549)	Prev. 53 Front Line							\$52,133					
2006 Jeep Cherokee 4 x 4 (557)	Adm Office Front Line		Replace	\$30,000									
2007 Chevy Tahoe 4 x 4 (552)	Prev. 5 Front Line												
2007 Chevy Tahoe 4 x 4 (550)	Supp. Chief Front Line			\$50,000									
2007 Dodge 2500 4 x 4 Truck (555)	Mech. 52 Front Line						\$50,615						
2008 GMC Yukon 4 x 4 (553)	Fire Chief Front Line	\$35,000											
2008 Toyota Highlander (105)	ST 61 Admin					\$49,141							

Fiscal Year:		18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	Notes
STATIONS/FACILITIES													Total
Station 63	St. 63												
HVAC/WH Replacement			\$32,000	\$1,545	\$12,720	\$38,695	\$85,880	\$55,680	\$31,535	\$11,070	\$6,985	\$19,500	
New Station	St.				\$364,286	\$364,286	\$364,286	\$364,286	\$364,286				\$1,821,430
Training Campus	T.C.												
Station 53 fence		\$28,000											
Station 53 Kitchen			\$45,000										
Garage Door Replacements (53, 54, 61, 63)			\$40,000	\$18,000	\$18,000	\$24,000							
Parking lots (50, 54, 57)			\$150,000	\$84,500	\$130,000								
Dewey Tank project		\$250,000											
Electronic lock project		\$20,000	\$30,000	\$30,000									
EMS/FIREFIGHTING/MISC. EQUIPMENT													
Heart Monitors		\$40,430	\$61,144	\$42,893	\$44,180	\$45,505	\$46,870	\$48,276	\$49,724	\$51,216	\$52,753	\$54,335	
Extrication Tools		\$25,628	\$65,000	\$27,188		\$28,845							
SCBA Compressor			\$90,000				\$90,000						
SCBA Replacement Plan		\$1,200,000											
TIC replacement Plan		\$15,000	\$20,000	\$15,000									
Communications/IT		\$150,000	\$150,000										
			\$60,000										
Microwave end of life project			\$50,000										
Equipment for new engines		\$15,000	\$15,000										
Telestaff upgrade		\$25,000											
Station Generators													
Operating Budget Expenditures		\$350,000	\$510,000	\$585,000	\$660,000	\$760,000	\$910,000	\$960,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	
Capital Res. Acct. Expenditures		\$2,784,434	\$1,232,382	\$1,268,931	\$981,104	(\$471,110)	\$1,138,912	(\$255,062)	(\$528,151)	\$51,289	\$1,352,415	(\$926,165)	
EXPENDITURE TOTAL		\$3,134,434	\$1,742,382	\$1,853,931	\$1,641,104	\$288,890	\$2,048,912	\$704,938	\$471,849	\$1,051,289	\$2,352,415	\$73,835	
Capital Reserve Balance		\$8,821,836	\$6,783,471	\$6,076,089	\$5,332,158	\$4,876,054	\$5,872,164	\$5,258,252	\$6,038,313	\$7,091,464	\$7,565,175	\$6,737,760	
Projected Contribution/Distrib.*		(\$2,259,434)	(\$707,382)	(\$743,931)	(\$456,104)	\$996,110	(\$613,912)	\$780,062	\$1,053,151	\$473,711	(\$827,415)	\$1,451,165	
CAPITAL RESERVE TOTAL		\$6,562,402	\$6,076,089	\$5,332,158	\$4,876,054	\$5,872,164	\$5,258,252	\$6,038,313	\$7,091,464	\$7,565,175	\$6,737,760	\$8,188,925	

Replacement Guidelines:

The fleet is evaluated on an annual basis to determine which vehicles, due to their current usage and condition and projected future use, need to be replaced. (Minimum 10 years of front line) Staff vehicles are expected to serve in front line capacity for 160,000 miles.

*Assumes a \$500,000 per year contribution and \$25,000 per year interest earning minus the projected Capital Reserve Account Expenditures.

The figures in orange are items that are not included in the Operating or Reserve account expenditures. They will be considered for addition to the Operating expenditures if NAV increase exceed the estimates used in the 5 year budget plan.

Appendix B

Annual Goals and Objectives



**AGENCY GOALS & OBJECTIVES
FY 2022-2023**

GOAL 1 – PROVIDE LONG-TERM ORGANIZATIONAL AND FINANCIAL STABILITY

Objective:	Tactical Steps:	Assigned To:	Target Completion Date:	Percent Complete:	Notes:
1. Review divisional standards for accreditation	Assess divisional readiness	Senior Staff / Division Managers		%	
	Create accreditation plan	Senior Staff / Accreditation Manager			
2. Develop CAFR for the organization	Review and develop process	Senior Staff		%	
3. Develop 5-year staffing plan that meets NFPA 1710		Senior Staff		%	Needs to include consideration for new 7-year DROP; need look at transition from civilian to PSPRS for rescues



**AGENCY GOALS & OBJECTIVES
FY 2022-2023**

GOAL 2 – PROTECT AND EDUCATE OUR INTERNAL AND EXTERNAL CUSTOMERS THROUGH PREVENTION, ENFORCEMENT, AND PUBLIC EDUCATION PROGRAMS

Objective:	Tactical Steps:	Assigned To:	Target Completion Date:	Percent Complete:	Notes:
1. Develop electronic plans submission process	Work with local contractors for beta testing	Prevention / Admin		%	
	Beta test field use application	Prevention			
	Notify contractors and local partners	Prevention / PIO Group			
2. Identify safety standards for fire investigators		Prevention		%	
3. Rewrite <i>Development Standards</i> book		Prevention		%	
4. Develop Community Relations Division	Create job description & succession plan	Senior Staff / HR / Admin / Tech Services		%	
	Document processes	Admin / Tech Services			



**AGENCY GOALS & OBJECTIVES
FY 2022-2023**

GOAL 3 – ENSURE LONG TERM ORGANIZATIONAL STABILITY BY PROVIDING EDUCATION, TRAINING AND MENTORING PROGRAMS FOR ALL EMPLOYEES

Objective:	Tactical Steps:	Assigned To:	Target Completion Date:	Percent Complete:	Notes:
1. Develop, create and implement Division task books for promoting personnel		Division Managers / Training		%	
2. Develop and implement in-house leadership program		Senior Staff / Training		%	
3. Develop and implement quarterly training plan for EMS		Niemynski		%	
4. Review annual training requirements (FF-BC)		Training		%	
5. Develop and improve security awareness training for all employees and Board members		Tech Services		%	
6. Overhaul <i>Infection Control</i> program	Review all policies and SOGs	Niemynski / Poliakon			
	Meet with partners	Niemynski / Poliakon		%	
	Develop and implement training process	Parra / Merrill/ Niemynski			
	Notify non-ops personnel	Parra / Merrill/ Niemynski			



**AGENCY GOALS & OBJECTIVES
FY 2022-2023**

GOAL 4 – PROVIDE FOR THE PROPER DESIGN, DEVELOPMENT AND MAINTENANCE OF ORGANIZATIONAL IT AND COMMUNICATIONS INFRASTRUCTURE

Objective:	Tactical Steps:	Assigned To:	Target Completion Date:	Percent Complete:	Notes:
1. Develop and improve area-wide microwave and VHF communications		Tech Services		%	
2. Extend microwave coverage to Williams and Wickenburg		Tech Services		%	
3. Review all operational software interoperability and end user efficacy		Tech Services / Senior Staff / Division Managers		%	
4. Develop system for electronic processing and records retention for all personnel files		Tech Services / Murphey, Butler, Dixon / Parra		%	
5. Standardize design and maintenance of facilities	Building Committee to develop standardized, sustainable items at each station	Crossman / Rose		%	
	Develop, schedule and implement a scheduled replacement plan for essential items at CAFMA facilities	Crossman / Rose			
6. Modernize mobile radio inventory	Purchase necessary equipment to facilitate the change over	Van Tuyl / Rose			
	Develop plan for change over to new system	Van Tuyl / Rose		%	
	Evaluate program and make any necessary changes	Van Tuyl / Rose			
7. Plan build-out of Administration building	Determine organizational needs by department	Senior Staff / Crossman		%	
8. Migrate core services to MS365		Tech Services		%	
9. Migrate all external services and online presence to CAZFire.gov		Tech Services		%	



AGENCY GOALS & OBJECTIVES FY 2022-2023

Objective:	Tactical Steps:	Assigned To:	Target Completion Date:	Percent Complete:	Notes:
10. Charter and implement the Technology and Communications Advisory Committee		Van Tuyl		%	
11. Develop and implement Cyber-response plans		Tech Services		%	
12. Develop and implement electronic platform for Facilities, Fleet, and Warehouse divisions		Tech Services		%	



**AGENCY GOALS & OBJECTIVES
FY 2022-2023**

GOAL 5 – PROMOTE PERSONNEL RESILIENCE THROUGH HEALTH, WELLNESS, AND PREVENTION PROGRAMS

Objective:	Tactical Steps:	Assigned To:	Target Completion Date:	Percent Complete:	Notes:
1. Develop and implement cancer mitigation plan	Develop Training	HR		%	
	Develop plan to move all turnouts to containment rooms	Ops Chief / Crossman			
2. Extend behavioral health training to Acting BCs and Company Officers		HR / Training		%	
3. Develop and implement cancer screening program for all employees	Baseline screening for all personnel	Ops Chief / HR		%	
	Develop long-term funding plan	Senior Staff			
4. Explore options to provide accessibility to employee resources		Labor / HR / Tech Services		%	Could be part of CYMA replacement



AGENCY GOALS & OBJECTIVES FY 2022-2023

GOAL 6 – ENSURE OPERATIONAL READINESS BASED ON ORGANIZATIONAL AND COMMUNITY NEEDS

Objective:	Tactical Steps:	Assigned To:	Target Completion Date:	Percent Complete:	Notes:
1. Perform review of community growth to determine future facility and equipment needs		Ops Chief / Prevention / PFD		%	Coordinates with Capital Replacement Plan
2. Collaborate with PFD, local law enforcement, and other local partners for future capital needs		Senior Staff / PFD / Training / Facilities / Fleet		%	
3. Coordinate with YRMC for long-term evaluation of Community Paramedicine program		Niemynski / YRMC		%	