

# SONOITA-ELGIN FIRE DISTRICT



*Strategic Plan  
2024-2026*



# *Governing Board*

The Sonoita-Elgin Fire District (SEFD) is governed by a five-person nonpartisan board elected by registered voters of the district. Board members are elected for alternating four-year terms. As a result, there are at least two members elected every two years.



Chris Johnson, Chair

Ruth Ann LeFebvre, Clerk

Robert Garber, Member

Russ Kolsrud, Member

Eddie McArthur, Member

# Mission and Values

The mission of the Sonoita-Elgin Fire District is to provide the community with high-quality fire, rescue, prevention and emergency medical services.

We Value Professionalism | Excellence | Integrity  
Respect | Pride | Trust






# Contents

Mission & Values .....	1
Acknowledgments .....	4
Message from the Fire Chief .....	6
SEFD History/Community .....	7
Budget .....	8
Organizational Structure .....	9
Service Area Map .....	10
Call Types & Volume .....	11
Planning Approach .....	12
Lead, Think, Plan, Act .....	13
Internal Stakeholder Process .....	14
External Stakeholder Process .....	15
Survey Results .....	16
SWOT .....	17-19





Strategic Initiatives ..... 20  
Goals & Objectives ..... 21  
Organizational Culture ..... 22-23  
Recruitment & Retention ..... 24-25  
Operational Readiness ..... 25-27  
Safety, Health & Wellness ..... 28-29  
Financial Sustainability ..... 30-31  
Community Engagement & Risk Reduction... 32-33  
Planning Implementation & Performance  
Measurement ..... 34



# Acknowledgments

## **Internal Stakeholder Participants**

Marc D. Meredith, Fire Chief

Tricia Flaherty, Administrative Assistant

Aaron Sapienza, Captain

Brian Jackson, Captain

Emma Laird, Captain

Austin Dail, FF/EMT

Bailey Breeding, FF/EMT

Taylor Glasser, FF/EMT

Eileen Hardcastle, FF/EMT

Nathan Marine, FF/EMT

Jeffrey Binder, FF/PM

Ramon Leyvas, FF/EMT

Evan Weaver, FF/Wildland Coordinator

Chris Johnson, Board Chair

Ruth Ann LeFebvre, Board Secretary

Russ Kolsrud, Board Member

Eddie McArthur, Board Member

Robert Garber, Board Member

Richard Cardillo, Volunteer Driver

Ann Danowitz, Volunteer Dispatcher

Natalee Humphries, Volunteer EMT

Michael Humphries, Volunteer EMT

John Bechman, Volunteer EMT

## External Stakeholder Participants

Gail Woodard, Resident  
Catherine Riddell, Resident  
Karen Burdine, Resident  
Ed Gaines, Resident  
Megan Haukaas, Air Evac  
John Ash, Resident  
Sue Downing, Resident  
Mary Fuley, Resident  
Alex Buglewicz, Corona de Tucson Fire Captain  
Bill Schock, Resident  
Mark Alvarez, Resident  
Neva Alvarez, Resident  
David Hathaway, Sheriff, Santa Cruz County  
Santiago Gonzales, Commander, Santa Cruz County  
Gerardo Castillo, Chief Deputy, Santa Cruz County  
Tina Hamilton, Resident  
Connie Lettocky, Resident  
Ellen Price, Resident  
Rebecca Reyes, Resident  
Mike Ebright, Volunteer, AZ Game & Fish Dept.  
Jo Lockman, Community Member  
Ann Gardner, Resident  
Peggy Dierking-Tegowski, Resident  
Karen Riggs, Resident  
Dina Sanchez, CEO, Carondelet Holy Cross Hospital  
David Mueller, Resident  
Ron Yospur, Resident  
Cliff Thompson, Resident  
Gidget Thompson, Resident  
Don Irving, Resident  
Margaret Hepburn, RN, MS, FACHE, CEO, Legacy Foundation  
Dr. Melody Glenn, SEFD Medical Director  
Jim Tucker, Rincon Valley Fire Chief  
Chris Falcon, Prehospital, Banner  
Laura Summerfield, Prehospital, Banner  
Stuart Rodeffer, Dept. of Forestry & Fire Mgmt., Wildland Division Chief  
Mike Renovato, Dept. of Forestry & Fire Mgmt., Wildland Captain  
Eric Huddleston, Dept. of Forestry & Fire Mgmt., Battalion Chief  
Nancy Webster, Resident  
Jim Maloney, Resident  
John Anderson, U.S. Border Patrol  
Michael Young, Dean of Students, Patagonia Public Schools

## Message from the Fire Chief

When you look at the side of our trucks, you will see the phrase “Proud Past, Strong Future.” This statement perfectly captures the spirit of Sonoita-Elgin Fire. Born from the can-do attitudes of the area’s residents, SEFD has evolved from an all local, all volunteer department to an all-hazards full-service combination agency that responds to approximately 700 incidents a year within the 350 square miles of our district boundaries and the 725 square miles of our ambulance response area.



Just as our department has grown, so has our community and the needs of both have evolved. We will celebrate 20 years as a fire district in 2026 and with this in mind, SEFD has undertaken its first comprehensive strategic plan and what follows in these pages is the product of hard work by our community, our partners and our members.

I encourage you to spend time reviewing our strategic initiatives, our goals that will help us meet those initiatives and the ambitious objectives we have set for ourselves to accomplish those goals. You will see that we have identified those items what will ensure that our future is strong and that we have positioned SEFD to thrive and provide top notch service to our community for years to come.

I would also like to extend an invitation to you to come visit us. Many people know that coffee is my great joy and I would be pleased to share a cup with you as I show you our station and introduce you to the men and women who proudly serve our community.

Thank you for your support of Sonoita-Elgin Fire!

Marc D. Meredith  
Fire Chief



## Proud Past, Strong Future

Fire service in the Sonoita-Elgin community goes back to the 1940s when residents came together as volunteers to provide fire protection in the area. The main concern was grass fires. When a call came in about a fire, the whole community – it seemed – would turn out. Crews used old surplus apparatus, and that worked for a while until it became clear that the community's needs exceeded the resources.

In 1984 Sonoita Elgin Emergency Services, Inc. (SEESI) was established. Volunteers conducted fire control, search and rescue operations and emergency medical services. Groundbreaking for the fire station began in 1989 on donated land. The station opened the same year with 12 firefighters and five fully certified emergency medical technicians.

In 2006 came the formation of the Sonoita-Elgin Fire District (SEFD). In 2008, the district obtained a certificate of necessity (CON) enabling SEFD to provide ambulance transport.

Today SEFD is a combined career/volunteer department providing all-hazards service to the community. There are 13 full-time personnel, eight part-time members and 19 volunteers.

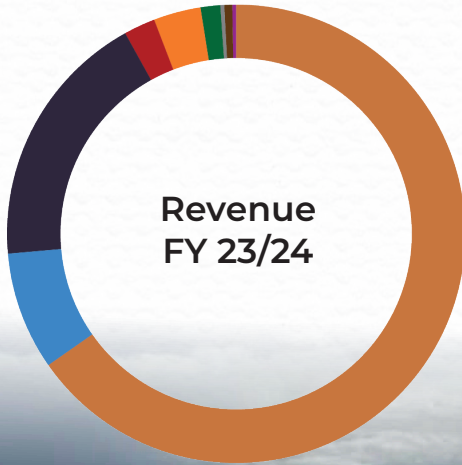
### *The Community*

Sonoita and Elgin are neighboring communities about 50 miles southeast of Tucson. It is a ranching area and so much more. The mountain scenery and proximity to the Arizona Trail, foothills, bird refuges and other attractions make the Sonoita/Elgin area a popular destination for outdoor recreation.

Area wineries (19 of them), breweries (3) and distilleries (2), along with the county rodeo and regular horse racing events bring thousands into the community each year. The tourist population often equals or surpasses the area's permanent population on weekends. This potentially increases incident call volume, resulting from motor vehicle accidents, heat stroke, heart attacks, ATV and motor bike accidents and hiking and camping injuries.



## District Budget



- Santa Cruz County Property Tax | \$1,069,721
  - Pima County Property Tax | \$138,464
  - Ambulance Transport Billing | \$300,000
  - Wildland | \$35,000
  - FDAT Santa Cruz County | \$55,727
  - FDAT Pima County | \$24,800
  - EMS Support | \$4,700
  - PPE Purchase | \$9,000
  - Interest Income | \$300
- TOTAL \$1,637,712**

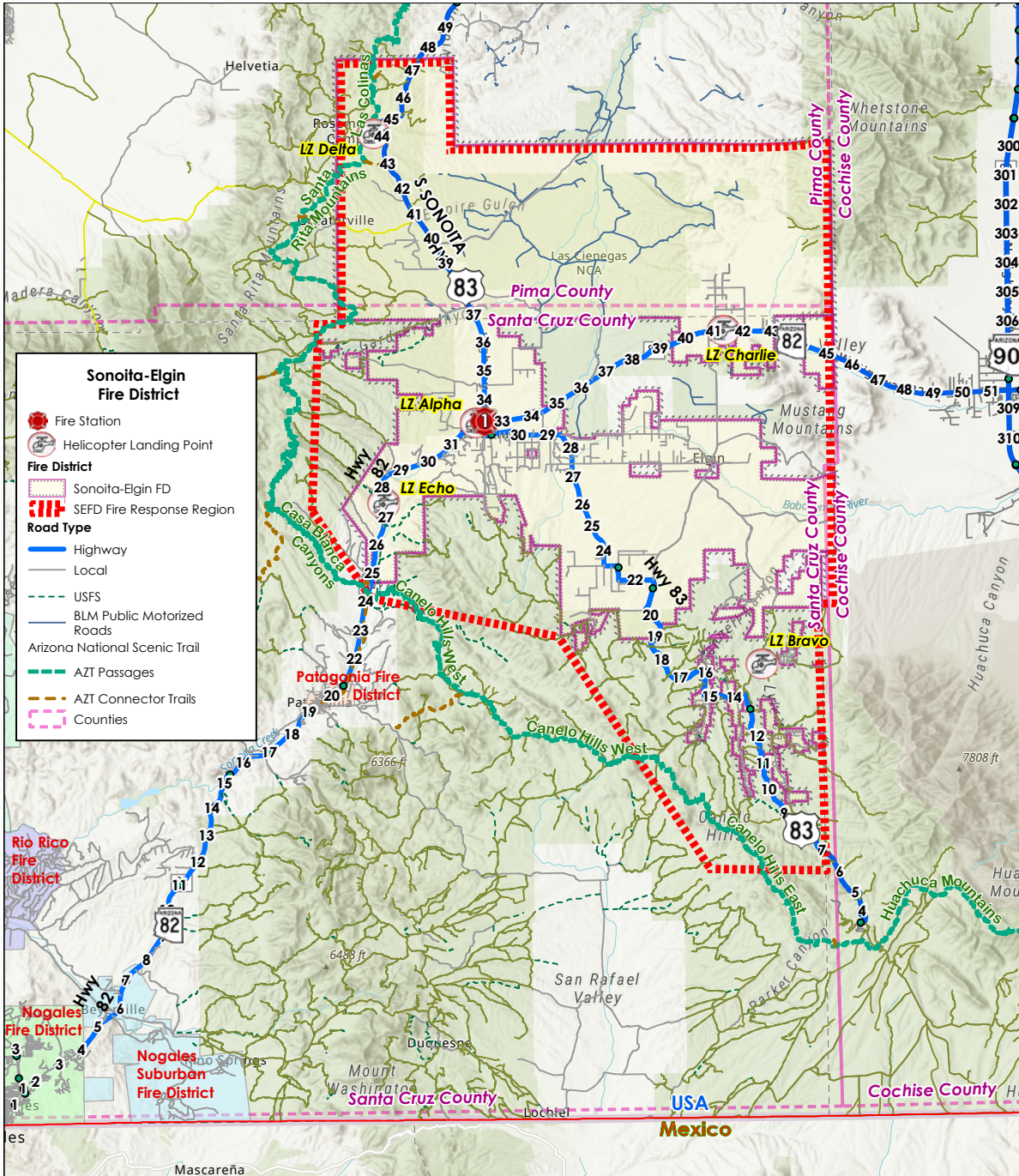


# Organizational Structure



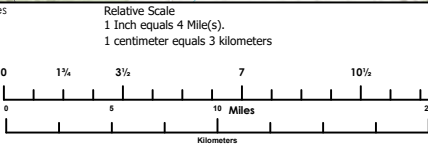
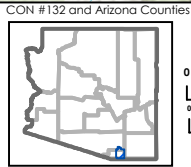
# Service Area

SEFD covers 325-square miles for fire and EMS response and 750-square miles for EMS ambulance transport.



**Sonoita-Elgin Fire District**

- Fire Station
- Helicopter Landing Point
- Fire District
  - Sonoita-Elgin FD
  - SEFD Fire Response Region
- Road Type
  - Highway
  - Local
  - USFS
  - BLM Public Motorized Roads
  - Arizona National Scenic Trail
  - AZT Passages
  - AZT Connector Trails
  - Counties



Spatial Reference  
Name: NAD 1983 StatePlane Arizona  
Central 1995 2202 Feet Intl  
PCS: NAD 1983 StatePlane Arizona  
Central 1995 2202 Feet Intl  
GCS: GCS North American 1983  
Datum: North American 1983  
Projection: Transverse Mercator  
Central Meridian: -111.9167  
Latitude of Origin: 31.0000  
Longitude of Origin: 0.0000

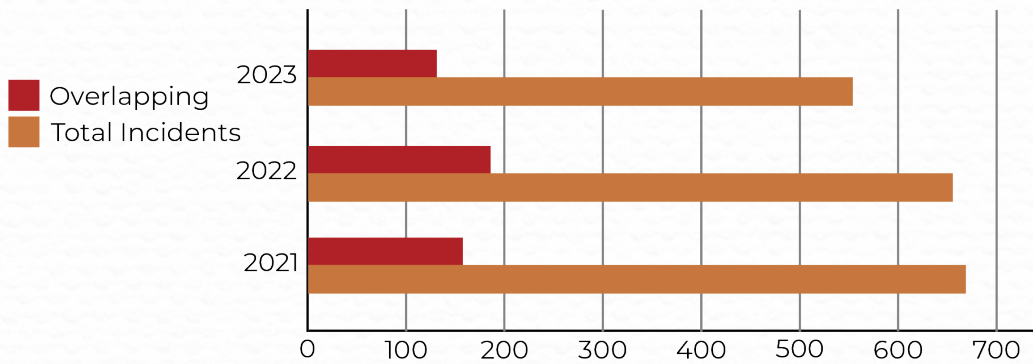
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## Call Types and Volume

Incident Type	2021	2022	2023
Fire	35	33	95
Hazmat	4	5	Included in Fire Count
Medical	375	346	361
Service	257	274	242
<b>Total</b>	<b>671</b>	<b>658</b>	<b>698</b>

## Simultaneous Incidents



## Apparatus

Unit	Type	Year	Yr. Acquired
E821	Type I Engine	1994	
E822	Type I/III Engine	2016	2017
E823	Type III Engine	2002	2022
B825	Type IV Engine	2017	2017
B826	Type IV Engine	2017	2017
M831	Type I Ambulance	2012	2022
M832	Type I Ambulance	2014	2022
M833	Type I Ambulance	2016	2017
T828	Type I Tender	2001	
U819	UTV	2023	2023
CH820	Command/Utility	2014	2018

## Planning Approach

Strategic planning is a systematic, formal process that is used to set priorities and focus energy and resources to ensure that all organizational members are working toward common goals. It establishes agreement around intended outcomes/results. It also assesses and adjusts the organization's direction in response to a changing environment and the community's needs.

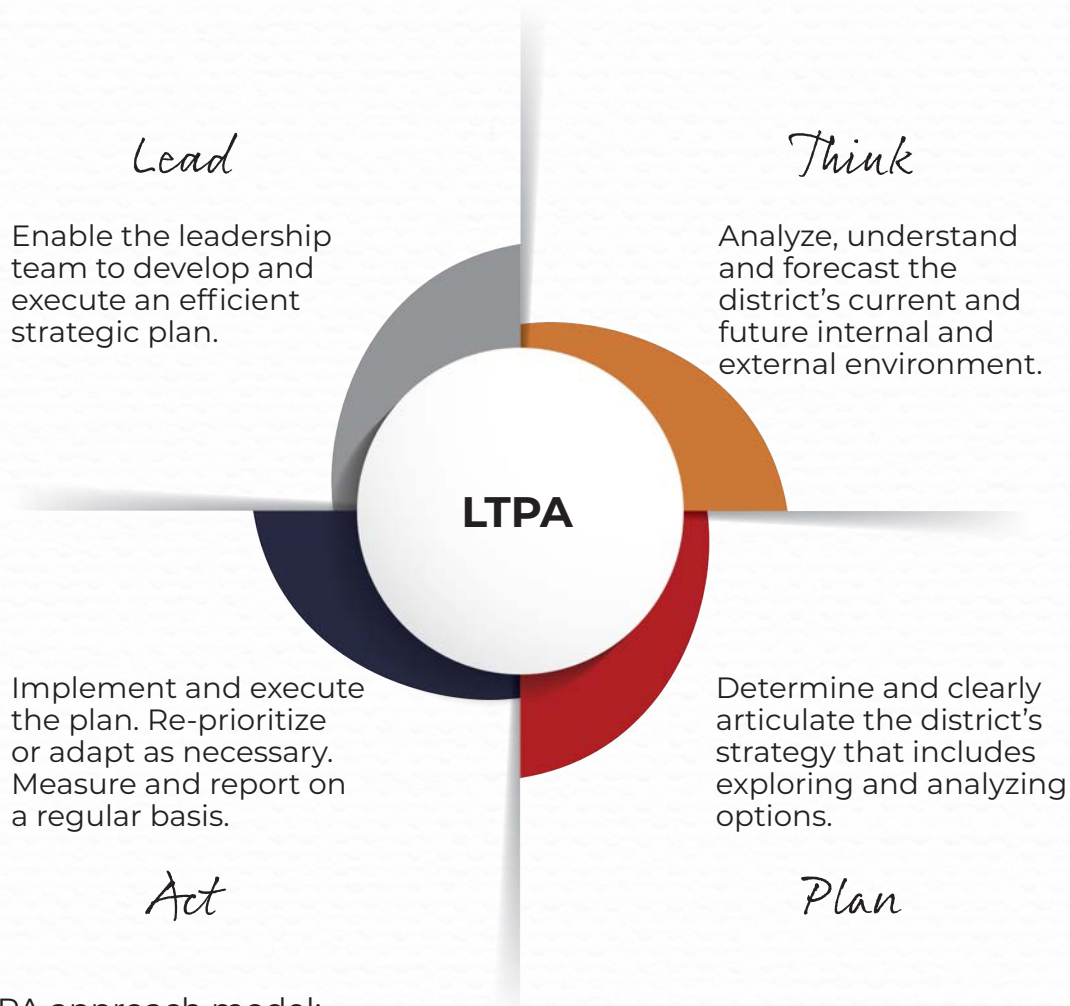
*When done effectively, strategic planning...*

	Provides direction for where the district is going and how it will get there.
	Facilitates a process that results in the best allocation of resources that provides the most benefit for the community.
	Provides an opportunity to question the status quo.
	Identifies the district's potential through identification of its strengths and weaknesses.
	Develops a coherent and defensible basis for decision-making resulting in a shared vision that is mission and values based.
	Creates a participatory process in which all district members take on shared ownership of the plan.
	Ensures accountability to the community and is based on credible data.
	Provides direction and prioritization for annual budget development and short-range operational plans.

## Lead, Think, Plan, Act

Sonoita-Elgin Fire District has chosen to take a systems approach when developing its strategic plan. The systems approach includes strategic thinking, leading and leadership development, people, technology, processes, change management, effective communication, inclusion and transparency, internal and external stakeholder input and organizational culture.

Feedback loops are incorporated to promote continuous improvement and learning. A periodic cycle (annually) is established to refresh the system. This approach can be demonstrated using the Lead-Think-Plan-Act (LTPA) rubric.<sup>2</sup>



The LTPA approach model:

- Promotes a strategic culture that results in continuous improvement
- Reinforces the district's mission
- Promotes communication throughout the district
- Integrates risk management throughout the process

<sup>2</sup>Guide to the Strategic Planning and Strategic Management Body of Knowledge, Second Edition. Association of Strategic Planning. 2015.

## Internal Stakeholder Process

Key to the success of a strategic plan is the involvement of internal stakeholders. Sonoita-Elgin Fire District invited all employees and volunteers to participate in any or all of the six internal stakeholder workshops. Participants who attended one or more of the workshops are listed in the acknowledgments section of this document.

The workshops were held during the period of October to December 2023, to provide input and direction of the district for the next three years. Members who attended the sessions were responsible for collecting input from their coworkers and subordinates and sharing it during the workshops.

Based on the identification of strategic issues and initiatives, the team developed goals and objectives. During this development process, workshop attendees utilized these strategic guiding principles:

- Goals and objectives must align with the mission, vision and core values
- Member health and safety is always a priority
- The plan will focus on community expectations
- The plan will inform, inspire and engage members of SEFD
- Technology, mandates, legal/liability, external and internal communication, adaptability and policies/procedures/guidelines will be considered as applicable in the development of the strategic plan goals and objectives





## External Stakeholder Process

Key to the community-based approach to strategic planning is understanding the community's priorities and expectations of their fire department. To accomplish this, in October 2023, Sonoita-Elgin Fire District facilitated two external stakeholder workshops that included participants representing a cross section of the community. A full list of the participants is included in the acknowledgments section of this document.

An information overview of SEFD was presented to the participants that included:

- Review of emergency and nonemergency services provided
- Funding sources for SEFD
- Call type and volume data
- Current challenges SEFD faces
- Question and answer session

Following the information overview presentation, attendees were asked to give their input regarding what they saw as strategic issues for SEFD in the next three years and to gain input from them regarding their expectations from the district.

At the end of each workshop, the participants were surveyed to gain their input regarding their expectations and their ranking of programs SEFD currently provides. The first portion of the survey asked participants to score each expectation on a scale of one to five; one not being an expectation and five being an essential expectation. The second portion of the survey asked participants to score each service program on a scale of one to five; one being no value and five being an essential value. The scores were averaged, and the results are shown in the tables on the following page.

## External Stakeholder Survey

Rank	Expectation	Score	Value
1	Ensuring maximum safety of firefighters.	4.6	Essential
2	Maintaining adequate staffing, apparatus and equipment for emergency response.	4.5	Essential
2	Ensuring a high level of competency/training of personnel.	4.5	Essential
3	Professionalism of SEFD personnel.	4.3	High
3	Providing training, time and equipment for adequate physical conditioning of firefighters.	4.3	High
4	Expedient response times to emergencies.	4.2	High
5	Improving current emergency service levels.	4.1	High
6	Maintaining a high level of community risk reduction for the community by enforcing fire codes and providing public education/community-involved prevention programs.	4.0	High

Scale: 3.5-4.4 = High Expectation, 4.5-5.0 = Essential Expectation

Rank	Program	Score	Value
1	Fire/Emergency Medical Services	4.7	Essential
2	Wildland Fire Prevention and Mitigation	4.3	High
3	Domestic Preparedness and Planning – Large-scale natural or human-caused disasters	4.2	High
4	Community Involvement – Presence at community events, neighborhood activities, etc.	4.1	High
5	Fire Prevention Programs including new construction plans review and code enforcement	4.0	High
5	Public Education and Community Outreach programs such as CPR and fire prevention classes	4.0	High
6	Fire Investigation	3.9	High
7	Smoke/CO detector battery change service	3.1	Moderate
8	Special Operations – Hazardous Materials Emergencies and Technical Rescue	3.0	Moderate

Scale: 2.6-3.4 = Moderate Value, 3.5-4.4 = High Value, 4.5-5.0 = Essential Value

## Strengths, Weaknesses, Opportunities, Threats

As part of the plan development process, the strategic plan team conducted a SWOT (strengths, weaknesses, opportunities and threats) analysis. The strengths and weaknesses were considered from an internal aspect; the opportunities and threats were considered from an external aspect.

A SWOT analysis offers the opportunity for an organization to holistically and realistically appraise its current status and provides a mechanism for identifying strategic initiatives from which goals and objectives may be developed.



# **S** STRENGTHS

# **W** WEAKNESSES

- Thorough knowledge of our district service area
- Adaptable to the district's changing needs
- Effective use of our resources
- Team members are empowered
- Community engagement
- High level of incident response quality
- Caring and professional approach to patient care
- High level of customer service
- Good on-scene communication among SEFD personnel
- Modern power tools and other fire and rescue-related equipment
- Short turnout times
- Our members
- Supportive and engaged fire board
- Interagency communication
- Dispatch staffing
- Radio communications
- No comprehensive mental health program for members
- Aging apparatus
- Pay rates not competitive for full-time employees
- Long-term retention of members
- Lack of a structured community communication plan
- Lack of volunteers
- Upkeep of physical resources
- Lack of a fitness-centered culture
- Consistent leadership at the shift level
- Consistency of relationships with individual district communities
- Available water supply
- Accountability inconsistencies
- Extended incident times
- Lack of long-term planning
- Limited member advancement potential
- Limited/narrow revenue stream
- Low population density that results in limited tax revenue
- Gaps in effective communication with SEFD members and the governing board



## PPORTUNITIES

- Enhancement of recruitment efforts for all positions
- Opportunity for formal recognition of labor organization
- Expansion of community education
- Explore opportunities for possible district expansion
- Expand prevention efforts
- Enhance community engagement and education efforts
- Explore improvements to infrastructure
- Develop an enhanced training program
- Increased staffing
- Improved team cohesion
- Fundraising
- Grants
- Team building
- Explore additional water resources
- Develop comprehensive fitness program
- Increased involvement with county regional teams
- Explore alternate funding sources
- Improve interagency communication and interaction
- Technology



## HREATS

- Fluctuating economy
- Potential future pandemics
- Government shutdown
- Aging population
- Increased call volume
- Increased hazmat and tech rescue calls due to mining operations
- Potential risk of violent high-risk incidents
- Increase in migrant activity
- Declining pool of qualified pool of volunteers and paid employees
- Uncertain funding
- Supply chain impact
- Lack of a defined community
- District encroachment by other government entities
- Diminishing water supply
- Unfunded government mandates
- Fluctuating political environment
- Climate change
- Keeping up with technology
- History of suboptimal interagency relationships



## *Strategic Initiatives*

The Sonoita-Elgin Fire District strategic planning team developed six strategic initiatives during the SWOT analysis and strategic issue identification process.

- Organizational Culture
- Staffing, Recruitment & Retention
- Operational Readiness
- Safety, Health & Wellness
- Financial Sustainability
- Community Engagement & Risk Reduction

# Goals and Objectives



## Organizational Culture

Focused commitment to the district’s values is a mark of a high-performing organization. Commitment to these values results in a strong organizational culture that fosters teamwork, community and inclusivity that in turn, exponentially increases member engagement.

Goal 1A – Evolve the SEFD culture to reinforce our values.

Leader:  
Chief

	Objective	Projected Start	Projected Completion
1A.1	Determine the desired culture at SEFD.	Start of 1st quarter 2024	End of 1st quarter 2024
1A.2	Ensure the current organizational values fit with the desired culture.	Start of 1st quarter 2024	End of 1st quarter 2024
1A.3	Perform a gap analysis of the current culture and the desired culture.	2nd quarter 2024	4th quarter 2024
1A.4	Distribute and communicate the desired culture throughout the organization’s procedures, reward mechanisms and human resource practices.	3rd quarter 2024	Ongoing
1A.5	Develop human resource practices that support organizational and individual accountability at all levels.	Start of 4th quarter 2024	End of 4th quarter 2024
1A.6	Explore possibility of creating an International Association of Fire Fighters local chapter.	Start of 1st quarter 2024	End of 1st quarter 2024



PROFESSIONALISM  
PROFESSIONALISM

EXCELLENCE  
EXCELLENCE

INTEGRITY  
INTEGRITY

RESPECT  
RESPECT

PRIDE  
PRIDE

TRUST  
TRUST



## Staffing, Recruitment and Retention

The selection and retention of high-quality, value-centered personnel is essential to achieving SEFD’s mission. This will be especially important as the community’s service delivery demands increase, necessitating the need for additional staffing.

**Goal 2A – Identify and secure required staffing for the period of the strategic plan.**

**Leader: Chief**

Objective		Projected Start	Projected Completion
2A.1	Research anticipated service demand for the period of the strategic plan.	1st quarter 2024	Ongoing
2A.2	Based on the results of objective 2A.1, develop a uniform/non-uniform staffing plan to fulfill the anticipated delivery of nonemergency/emergency services.	Start of 2nd quarter 2024	End of 2nd quarter 2024

**Goal 2B – Attract and hire qualified personnel who share the values of SEFD.**

**Leader: Chief**

Objective		Projected Start	Projected Completion
2B.1	Develop a volunteer member recruitment program.	4th quarter 2024	1st quarter 2025
2B.2	Develop a reserve member recruitment plan.	4th quarter 2024	1st quarter 2025
2B.3	Develop a full-time member recruitment program.	4th quarter 2024	1st quarter 2025
2B.4	Implement recruitment plans as developed in 2B.1-2B.3.	3rd quarter 2025	Ongoing

Goal 2C – Maximize retention of valued SEFD members.

Leader: Chief

	Objective	Projected Start	Projected Completion
2C.1	Develop a volunteer member retention plan.	4th quarter 2024	1st quarter 2025
2C.2	Develop a reserve member retention program.	4th quarter 2024	1st quarter 2025
2C.3	Develop a full-time member retention plan.	4th quarter 2024	1st quarter 2025
2C.4	Perform a wage study that includes other regional fire/EMS organizations.	Start of 1st quarter 2024	End of 1st quarter 2024
2C.5	Submit wage study to the governing board that includes any recommendations from the fire chief for wage adjustments.	Start of 2nd quarter 2024	End of 2nd quarter 2024
2C.6	Ensure the job descriptions of members are up to date and adequate.	Start of 1st quarter 2024	End of 1st quarter 2024

### Operational Readiness

Maintaining and improving our operational readiness to respond to both fire and non-fire emergencies is a high priority for SEFD. Analyzing our performance, ensuring we have the necessary capital assets, training, standard operating policies/guidelines and interagency agreements in place are necessary to ensure SEFD delivers high-quality emergency response to our service area.

Goal 3A – Develop a capital improvement/replacement plan to ensure adequate operational resources.

Leader: Chief

	Objective	Projected Start	Projected Completion
3A.1	Catalogue and develop a replacement plan for all current capital items.	1st quarter 2025	2nd quarter 2025
3A.2	Forecast and formalize all future capital needs.	1st quarter 2025	2nd quarter 2025

**Goal 3B – Develop a comprehensive training program that ensures quality level service to the community.**

**Leader:  
Training  
Officer**

	Objective	Projected Start	Projected Completion
3B.1	Complete a training needs analysis.	Start of 1st quarter 2024	End of 1st quarter 2024
3B.2	Based on the needs analysis, develop necessary training programs.	Start of 1st quarter 2024	End of 4th quarter 2024
3B.3	Ensure adequate training is in place for members to perform the individual and company tasks identified in the operations needs assessment.	1st quarter 2025	Ongoing
3B.4	Develop a training manual that provides a single resource for all training requirements.	1st quarter 2024	4th quarter 2024
3B.5	Develop a professional development path for all members.	1st quarter 2024	End of 4th quarter 2024

**Goal 3C – Develop a comprehensive SEFD operational doctrine.**

**Leader:  
Chief**

	Objective	Projected Start	Projected Completion
3C.1	Perform a needs analysis for additional standard operating guidelines.	1st quarter 2024	2nd quarter 2024
3C.2	Based on the needs analysis, develop the needed SOGs that are based on industry standards and best practices.	2nd quarter 2024	4th quarter 2024
3C.3	Identify individual and company-based operation performance standards.	2nd quarter 2024	4th quarter 2024
3C.4	Publish and communicate SOGs to SEFD members.	Start of 4th quarter 2024	End of 4th quarter 2024

**Goal 3D – Provide adequate emergency services to all service areas (including Elgin and mines).**

**Leader: Chief**

	Objective	Projected Start	Projected Completion
3D.1	Assess water supply for all SEFD service areas.	1st quarter 2024	4th quarter 2024
3D.2	Based on the first objective, develop a water supply plan for all SEFD service areas.	1st quarter 2024	4th quarter 2024
3D.3	Explore the feasibility of establishing a station in Elgin.	1st quarter 2024	4th quarter 2024
3D.4	Assess the service needs for South32 and Copper World mines.	1st quarter 2024	4th quarter 2024
3D.5	Determine response time standards for each geographical planning zone.	1st quarter 2024	4th quarter 2024
3D.6	Evaluate current Santa Cruz County dispatch capacity.	1st quarter 2024	4th quarter 2024
3D.7	Develop a 90th percentile response time reporting system.	2nd quarter 2025	4th quarter 2025

**Goal 3E – Optimize interagency operations to improve service to the community.**

**Leader: Chief**

	Objective	Projected Start	Projected Completion
3E.1	Perform a needs analysis for additional standard operating guidelines.	1st quarter 2024	2nd quarter 2024
3E.2	Based on the needs analysis, develop the needed SOGs that are based on industry standards and best practices.	2nd quarter 2024	4th quarter 2024
3E.3	Identify individual and company-based operational performance standards.	2nd quarter 2024	4th quarter 2024

## Safety, Health & Wellness

Internal and external stakeholders in the strategic plan process identified member safety, health and wellness as a high priority for SEFD. We are committed to provide for a strong safety, health and wellness program for all members so that they are mentally and physically prepared to perform their job each day.

Goal 4A – Maintain and improve the health and wellness of SEFD members.

Leader:  
Health Safety  
Officer

	Objective	Projected Start	Projected Completion
4A.1	Designate a health safety officer (HSO) who will complete a nationally-recognized HSO course.	1st quarter 2024	End of 1st quarter 2024
4A.2	Form a safety/health/wellness committee that represents all members of SEFD.	1st quarter 2024	End of 1st quarter 2024
4A.3	Complete an NFPA 1500, Standard on Fire Department Occupational Safety, Health and Wellness Program compliance evaluation.	1st quarter 2024	3rd quarter 2024
4A.4	Based on the findings of the NFPA 1500 compliance evaluation, develop a safety, health and wellness plan for the period of the strategic plan.	3rd quarter 2024	4th quarter 2024
4A.5	Develop a formal cancer prevention program based on industry best practices.	3rd quarter 2024	4th quarter 2024
4A.6	Review and edit as necessary the current medical and fitness requirements to ensure they align with best practices.	3rd quarter 2024	4th quarter 2024
4A.7	Develop a comprehensive mental health and wellness program.	1st quarter 2024	2nd quarter 2024

Goal 4B – Improve the safety and security of SEFD members.

Leader:  
Health Safety  
Officer

	Objective	Projected Start	Projected Completion
4B.1	Ensure that new and existing SOGs include member safety as a priority.	2nd quarter 2024	4th quarter 2024
4B.2	Ensure that all SEFD officers and fill-ins for officers have adequate training as incident safety officers.	2nd quarter 2024	4th quarter 2024
4B.3	Perform an internal audit to ensure SEFD follows any applicable ADOSH regulations.	3rd quarter 2024	4th quarter 2024
4B.4	Develop and deliver a training program specific to managing potentially violent incident scenes.	1st quarter 2024	4th quarter 2024
4B.5	Update as necessary all SOGs that are relevant to personal protective equipment and protective clothing ensembles.	2nd quarter 2024	4th quarter 2024



## Financial Sustainability

Financial sustainability for SEFD is critical to successfully addressing the additional five strategic initiatives. This includes matching the anticipated increase in service demand during the period of the strategic plan with the necessary financial resources.

**Goal 5A – Ensure there are sufficient financial resources to meet both short-term and long-term (>3 years) operational goals and objectives.**

**Leader:  
Chief**

	Objective	Projected Start	Projected Completion
5A.1	Develop a multi-year budget that includes both capital and operations anticipated expenses.	1st quarter 2024	2nd quarter 2024
5A.2	Explore additional funding opportunities.	1st quarter 2025	2nd quarter 2025
5A.3	Explore expanding wildland fire contract opportunities.	1st quarter 2025	2nd quarter 2025
5A.4	Maintain an awareness and ensure participation in any state-level legislation that may adversely affect district revenue and expenses.	1st quarter 2024	Ongoing
5A.5	Explore possibilities of expanding SEFD boundaries.	3rd quarter 2025	4th quarter 2026
5A.6	Explore potential service agreements, merger or joint powers agreement opportunities with other area fire districts.	3rd quarter 2025	4th quarter 2026





## Community Engagement & Risk Reduction

Engaging with the community is essential to transparency and a strong partnership. Part of that engagement is developing a community risk reduction plan and communicating it with the public to demonstrate the district’s commitment to reducing fire and non-fire risks in the community.

**Goal 6A – Develop an external communications plan that tells SEFD’s story; a consistent and credible message about our mission that includes performance measures and outcomes.**

**Leader:  
Chief**

	Objective	Projected Start	Projected Completion
6A.1	Formally document the programs and services SEFD currently delivers to the community.	1st quarter 2024	4th quarter 2024
6A.2	Develop an external stakeholder communication plan that includes communicating SEFD’s capabilities and needs.	1st quarter 2024	4th quarter 2024
6A.3	Develop a measurement tool to measure on a regular basis the effectiveness of the external communication plan.	1st quarter 2024	4th quarter 2024





Goal 6B – Develop a sustainable and effective community risk reduction (CRR) plan that is reviewed and measured on a regular basis.

Leader: Chief

	Objective	Projected Start	Projected Completion
6B.1	Perform a community risk assessment that includes both fire and non-fire risks.	1st quarter 2025	4th quarter 2025
6B.2	Form a CRR team to prioritize risks identified in the community risk assessment.	1st quarter 2025	4th quarter 2025
6B.3	Identify and address root causes of the identified risks and determine the best risk reduction strategies.	1st quarter 2025	4th quarter 2025
6B.4	Establish goals and objectives based on the prioritized risks, root causes, resources of SEFD and strategic partners.	1st quarter 2025	4th quarter 2025
6B.5	Compile the information gained from completing objectives 6B.1-6B.4; prepare a comprehensive, formal CRR.	3rd quarter 2025	4th quarter 2025
6B.6	Obtain AHJ approval for the CRR plan.	Start of 1st quarter 2026	End of 1st quarter 2026

## Plan Implementation and Performance Measurement

This strategic plan is the result of many hours of work by members of the Sonoita-Elgin Fire District. Key to the success of this effort is having an implementation and performance measurement system in place that ensures the plan remains contemporary and exercised.

The overall management of the strategic plan is the fire chief's responsibility. The fire chief has identified goal leaders for each of the strategic plan's goals whose responsibility will be to ensure that all objectives for their goals are achieved. Goal leaders, in turn, may develop their own teams to accomplish the associated objectives. The goal leaders will work together to balance human, physical and financial resources as the district moves forward with the plan.



Progress and performance measurement of the plan will be reviewed by the strategic plan team at quarterly meetings. These meetings will cover each of the goals and provide a forum to recognize progress and determine if timelines for any objectives need to be adjusted.

The strategic plan team will perform an annual formal review of the plan and develop an annual report for the previous year that will be submitted to the fire governing board. The review will include a progress assessment of the goals that may result in re-prioritization due to budget concerns and other significant factors that may require an adjustment to the plan. The review and report will be a tool for the fire chief in creating an annual operational plan that follows the strategic plan priorities. This process ensures the strategic plan will be used as the foundation for annual operating budget development, capital improvement plan (CIP) development and equipment and staffing planning.

The ultimate success of the plan will require support from the governing board, all members of the organization and the community as a whole.

Continuous improvement is better than delayed perfection.

–Mark Twain

Strategic Plan facilitation by:





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