

**Sonoita-Elgin Fire District  
Strategic Plan 2024-2026  
Progress Tracking**

Strategic Initiative- Organizational Culture

Goal 1A- Evolve the SEFD culture to reinforce our values

Goal Leader- M. Meredith

<b>Number</b>	<b>Description</b>	<b>Champion</b>	<b>Not Started</b>	<b>In Progress</b>	<b>Complete</b>	<b>Notes</b>
1A.1	Determine the desired culture at SEFD	RK		X		Blue Helmet Media conducted day long site visits with all shifts, need a way to capture members who were not present
1A.2	Ensure the current organizational values fit with the desired culture	RK		X		
1A.3	Perform a gap analysis of the current culture and the desired culture	RK		X		
1A.4	Distribute and communicate the desired culture throughout the organization's procedures, reward mechanisms and human resource practices	TF	X			
1A.5	Develop human resource practices that support organizational and individual accountability at all levels	TF	X			
1A.6	Explore possibility of creating an International Association of Fire Fighters local chapter		X			On hold until members state their preference

Strategic Initiative- Staffing, Recruitment & Retention

Goal 2A- Identify and secure required staffing for the period of the strategic plan

Goal Leader- M. Meredith

Number	Description	Champion	Not Started	In Progress	Complete	Notes
2A.1	Research anticipated service demand for the period of the strategic plan			X		Four years of incident data available
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		X			

Goal 2B- Attract and hire qualified personnel who share the values of SEFD

Goal Leader- M. Meredith

Number	Description	Champion	Not Started	In Progress	Complete	Notes
2B.1	Develop a volunteer member recruitment program	TF/BB		X		
2B.2	Develop a reserve member recruitment program	TF	X			
2B.3	Develop a full-time member recruitment program	TF	X			
2B.4	Implement recruitment plans as developed in 2B.1-2B.3	TF	X			

Goal 2C- Maximize retention of valued SEFD members

Goal Leader- M. Meredith

Number	Description	Champion	Not Started	In Progress	Complete	Notes
2C.1	Develop a volunteer retention plan	TF	X			
2C.2	Develop a reserve member retention program	TF	X			
2C.3	Develop a full-time member retention plan	TF	X			
2C.4	Perform a wage study that includes other regional fire/EMS organizations	TF	X			
2C.5	Submit wage study to governing board that includes any recommendations from the fire chief for wage adjustments	TF	X			
2C.6	Ensure job descriptions of members are up to date and adequate	TF	X			

Strategic Initiative- Operational Readiness

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

Goal Leader- M. Meredith

Number	Description	Champion	Not Started	In Progress	Complete	Notes
3A.1	Catalogue and develop a replacement plan for all current capital items		X			
3A.2	Forecast and formalize all future capital needs			X		W/ JVG

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

Goal Leader- M. Meredith

Number	Description	Champion	Not Started	In Progress	Complete	Notes
3B.1	Complete a training needs analysis		X			
3B.2	Based on needs analysis, develop necessary training programs		X			
3B.3	Ensure adequate training is in place for members to perform the individual and company tasks identified in the operations needs assessment		X			
3B.4	Develop a training manual that provides a single resource for all training requirements		X			
3B.5	Develop a professional development path for all members		X			

Goal 3C- Develop a comprehensive SEFD operational doctrine

Goal Leader- M. Meredith

Number	Description	Champion	Not Started	In Progress	Complete	Notes
3C.1	Perform a needs analysis for additional standard operation guidelines		X			
3C.2	Based on needs analysis, develop the needed SOGs that are based on industry standards and best practices		X			
3C.3	Identify individual and company-based operation performance standards		X			
3C.4	Publish and communicate SOGs to SEFD members		X			

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

Goal Leader- M. Meredith

Number	Description	Champion	Not Started	In Progress	Complete	Notes
3D.1	Assess water supply for all SEFD service areas	MM	X			
3D.2	Based on the first objective, develop a water supply plan for all SEFD service areas	MM	X			
3D.3	Explore the feasibility of establishing a station in Elgin	MM		X		Incident volume analysis by Zone available for multiple years
3D.4	Assess the service needs for South 32 and Copper World mines	MM		X		

3D.5	Determine response time standards for each geographical planning zone			X		Being based off CON requirements and new statewide benchmarks for EMS, need to validate expectation for fire/service
3D.6	Evaluate current Santa Cruz County dispatch capacity			X		In continuing discussion with all SCC agencies and SCCSO
3D.7	Develop a 90 <sup>th</sup> percentile response time reporting system				X	Data pulled via First Due and reportable to AZ DHS annually

Goal 3E- Optimize interagency operations to improve service to the community

Goal Leader- M. Meredith

Number	Description	Champion	Not Started	In Progress	Complete	Notes
3E.1	Perform a needs analysis for additional standard operating guidelines		X			
3E.2	Based on needs analysis, develop the needs SOGs that are based on industry standards and best practices		X			
3E.3	Identify individual and company-based operational performance standards		X			

Strategic Initiative- Safety, Health & Wellness

Goal 4A- Maintain and improve health and wellness of SEFD members

Goal Leader- M. Meredith

Number	Description	Champion	Not Started	In Progress	Complete	Notes
4A.1	Designate a health safety officer (HSO) who will complete a nationally recognized HSO course	RM	X			
4A.2	Form a safety/health/wellness committee that represents all members of SEFD	RM	X			
4A.3	Complete an NFPA 1500, Standard on Fire Department Occupational Safety, Health and Wellness Program compliance evaluation	RM	X			
4A.4	Based on the findings of the NFPA 1500 compliance evaluation, develop safety, health and wellness plan for the period of the strategic plan	RM	X			
4A.5	Develop a formal cancer prevention program based on industry best practices	RM	X			
4A.6	Review and edit as necessary the current medical and fitness requirements to ensure they align with best practices				X	Based off 1582 standard measurements and annual results

4A.7	Develop a comprehensive mental health and wellness program		X			
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Goal 4B- Improve the safety and security of SEFD members

Goal Leader- M. Meredith

Number	Description	Champion	Not Started	In Progress	Complete	Notes
4B.1	Ensure that new and existing SOGs include member safety as a priority		X			
4B.2	Ensure that all SEFD officers and fill-ins for officers have adequate training as incident safety officers		X			
4B.3	Perform an internal audit to ensure SEFD follows any applicable ADOSH regulations	TF/MM	X			
4B.4	Develop and deliver a training program specific to managing potentially violent incident scenes	RM	X			
4B.5	Update as necessary all SOGs that are relevant to personal protective equipment and protective clothing ensembles		X			



Strategic Initiative- Financial Stability

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

Goal Leader- M. Meredith

Number	Description	Champion	Not Started	In Progress	Complete	Notes
5A.1	Develop a multi-year budget that anticipates both capital and operational expenses	MM		X		First iteration from JVG used for FY25-26. Working on a third year for forecasting and more detailed assessment
5A.2	Explore additional funding opportunities	MM/TF	X			
5A.3	Explore expanding wildland fire contract opportunities		X			
5A.4	Maintain an awareness and ensure participation in any state-level legislation that may adversely affect district revenue and expenses	MM			X	Information provided weekly via AFDA and ready to provide input as needed. Also being monitored by SCCCA and PCFCA and AZFCA
5A.5	Explore possibilities of expanding SEFD boundaries	MM	X			
5A.6	Explore potential service agreements, merger or joint powers agreement opportunities with other area fire districts	MM	X			

Strategic Initiative- Community Engagement & Risk Reduction

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

Goal Leader- M. Meredith

Number	Description	Champion	Not Started	In Progress	Complete	Notes
6A.1	Formally document the programs and services SEFD currently delivers to the community	TF/MM		X		Received template from DHFD, need to modify and update for SEFD
6A.2	Develop an external stakeholder communication plan that includes communicating SEFD’s capabilities and needs	TF	X			
6A.3	Develop a measurement tool to measure on a regular basis the effectiveness of the external communication plan	TF	X			

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

Goal Leader- M. Meredith

Number	Description	Champion	Not Started	In Progress	Complete	Notes
6B.1	Perform a community risk assessment that includes both fire and non-fire risks	MM	X			
6B.2	Form a CRR team to prioritize risks identified in the community risk assessment		X			
6B3	Identify and address root causes of the identified risks and determine the best risk reduction strategies	MM	X			
6B.4	Establish goals and objectives based on the prioritized risks, root causes, resources of SEFD and strategic partners	MM	X			
6B.5	Compile the information gained from completing objectives 6B.1-6B.4; prepare a comprehensive, formal CRR		X			
6B.6	Obtain AHJ approval for the CRR plan	MM	X			