

DMFM 2019-2023 Strategic Initiatives

- **Build a 3 months cash reserve, including a capital reserve and replacement plan.**

We are very pleased with the progress that we are making.

We are not yet at our stated goal, but are tracking very appropriately here. This has been a department wide effort to improve our financial resiliency to ensure our service delivery will always be on stable footing. We are working on our capital replacement plan and hope to have that finalized and adopted before this period ends.

3. Address opportunities for growth in surrounding geographic areas to solidify financial stability and provide improved customer service and firefighter safety.

- **We consider this initiative to be complete**, yet inherently ongoing, as we are always welcome to being able to offer improved customer service and firefighter safety when appropriate to do so.
- Since the implementation of the strategic plan the district has achieved the following:
 - Annexed into the district the properties located south of Carefree Highway at 7thave
 - Developed and executed an Intergovernmental Agreement with the Town of Cave Creek to provide fire service to the Town.
 - Through the terms of the Intergovernmental Agreement, was able to acquire entry into the Automatic Aid system.
 - Purchased the land for an additional fire station at 24thSt and Cloud Rd.

- **Identify needs and set goals to become self-reliant in both services and finances.**

We consider this initiative to be complete. The major objectives that were associated with this 4th initiative included building and maintaining trust in critical relationships; to improve self reliance; and to communicate and educate the various (and numerous) partners of our goals, timelines and other relevant items. Like the other completed initiatives, this will require maintenance and continuing education.

4. Create a career development and succession plan for the Fire Chief and other key positions within the department.

- **This initiative is mostly complete.** The District was able to smoothly transition Fire Chief's from Mark Nichols to Brian Tobin as well as develop an in-house academy for various department positions, establish a mentor program, update all move up books and established education requirements. We are now enhancing this initiative with an emphasis on the executive and divisional programs related to succession planning.

6. Educate, inform and influence elected officials about the uniqueness and needs of fire districts.

- Over the last 4 years the district has developed several educational videos and presentations that have been published over the website and social media as well presented to many community groups ranging from Wildfire preparation to the benefits of the Automatic Aid system. **We consider this to be complete**, yet will continue to be maintained.

7. Explore opportunities for revenue generation.

- **We consider this initiative to be complete**, yet also ongoing. The major objectives for initiative 7 included exploring cost savings through joint purchasing; seeking state and federal grant opportunities, and to be able to recoup costs through out of district services. All of these have been achieved. At our recent retreat we clarified that our pursuit of revenue generation is an effort to bring resources, capabilities, and improved service delivery to our citizens. Our grant writing is an example of bringing in training, equipment, emergency vehicles, and personnel with available federal, state and local grant opportunities (with approximately \$3,000,000 in grant awards in the last decade).

8. Consistently work to analyze and evaluate the needs of the communities and customers we serve in an effort to provide exceptional and compassionate service.

- **We consider this initiative to be on track**, as we've developed a customer service satisfaction survey for our patients, as well as significantly bolstered our social media outreach to our community. We found that our work and efforts here were very helpful in the beginning challenges of responding to community COVID needs. We were able to integrate in with our communities needs, and work with other partners to help with those needs. A good example was the drive through food banks we assisted with, both in receiving donations, as well as the distribution of food and resources to those that needed them. As the initiative states, "consistently work to analyze and evaluate", we will do exactly that.