

# Rio Rico Medical & Fire

## STRATEGIC PLAN

2022-2024







# CONTENTS

ACKNOWLEDGMENTS | 4

MESSAGE FROM THE CHIEF | 5

MISSION, VISION, VALUES | 6–7

ABOUT US | 8

MILESTONES | 9

ORGANIZATIONAL OVERVIEW | 10

DISTRICT FACTS | 11

PLANNING APPROACH | 12–13

EXTERNAL STAKEHOLDER  
INPUT PROCESS | 14

INTERNAL STAKEHOLDER  
INPUT PROCESS | 15

SWOC ANALYSIS | 16–17

STRATEGIC FOCUS AREAS | 18

GOALS & OBJECTIVES | 19–29

PLAN IMPLEMENTATION  
& EXECUTION | 30





# ACKNOWLEDGMENTS

## Rio Rico Medical & Fire District Board of Directors

Dr. Frank Bejarano, Chair  
Brad Beach, Clerk  
Dean Davis, Board Member  
Dora Urias, Board Member  
Mike Carlson, Board Member

### RRMFD Strategic Planning Team

Frank Bejarano – Fire Board Member  
Current Chairman

Michael Carlson – Fire Board Member

Adam Amezaga – Fire Chief

Richard Johnson – Deputy Chief

George Cluff – Fire Marshal

Ana Holman – Administrative Manager

Ruthie Hardwick – Billing Supervisor

Eva Barreda – Administrative Specialist

Frank Granados – Senior Advisor  
Fleet Supervisor

James Sheldon – Captain  
(Representing A-Shift)

Mike Urbanski – Captain  
(Representing B-Shift)

Albert Ibarra – Captain  
(Representing C-Shift)

Mike Fielder – Captain  
President Rio Rico Local #4631

### External Stakeholder Contributors

Craig Ashbaucher – Citizen

Nathan Ballard – Arizona Propane

Richard Balmes – U.S. International  
Boundary and Water Commission

Eric Bejarano – Air Methods-Life Net

Jerry Castillo – Santa Cruz County  
Sheriff's Office

Tyler Chesarek – U.S. Forest Service

Doug Cook – Knights of Columbus

Christopher Falcon – Banner UMC

John Fanning – Santa Cruz Valley  
Unified School District #35

Georgina Felix Berrueto – Fresh Produce  
Association of the Americas

Darrel Howell – U.S. Forest Service

Bryan Osler – U.S. Border Patrol

Mario Saldivar – Citizen

Dina Sanchez – Carondelet Holy Cross Hospital

Ray Sayre – Santa Cruz County  
Emergency Management

Heather Snide – U.S. Customs & Border Patrol

Mark South – RRMFD Wildland

Christopher Thornton – U.S. Forest Service

Tony Vartola – Citizen



## CHIEF'S MESSAGE

On behalf of all the Rio Rico Medical and Fire District men and women, I am honored to present the 2022–2024 Strategic Plan for the Rio Rico Medical and Fire District. It has been a privilege to work with members of our fire district who have contributed their time, energy and effort to this plan. The plan has input from all aspects of our organization, including captains representing each shift, union labor leaders, executive staff and two of our fire board members.

This plan outlines the goals, objectives, and priorities for our organization and sets the path for the future of our fire district. As the leader of our organization, I am responsible for setting the direction and placing the proverbial flag on the destination to where we, the fire district, are headed. Then with guidance, support, and teamwork, we all work together to get to the destination. Our strategic plan will provide the road map for us all to move in the right direction.

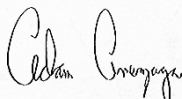
Our community partners are a vital aspect of developing our strategic plan. They provided us with feedback, such as how our community views us, ideas on improving our service delivery, and what services are essential and of value to them. Our taxpayers deserve transparency and accountability. Rio Rico Medical and Fire District strives to create value within our community. It is important that our customers see us as a valuable asset to the Rio Rico community. Through a proper planning process and implementation of industry best practices, we will ensure the delivery of the highest quality services to all who live, work and visit our community.

A goal within developing the strategic plan was to create a new mission and vision statement, as it had been over fifteen years since we had revised our mission statement. Many of the members within our organization agreed that we needed new statements to reflect the organization's current culture. The time and effort put into this process were much more complex than anticipated. We wanted to make sure to capture all our ideas and transfer them into a simple yet effective message of who we are as an organization and where we are heading into the future. These statements were a team effort, and our entire organization's ideas and thoughts contributed to our new mission and vision statements.

Looking at our future, I am excited about the growth and change within our organization. I see future leaders emerging ready to take on the challenging role to help lead our organization and serve within our community, county and state. The strategic plan will provide us with goals and objectives on which to focus our attention and where to move our organization; we are excited about the future.

I am proud to lead this group of exceptional individuals, from our administrative staff to our firefighters, all of whom, in preparing for today, will help us better prepare for tomorrow.

Sincerest Regards,



Adam Amezcaga  
Fire Chief





## MISSION & VISION DEVELOPMENT

---

As part of the strategic plan process, the team chose to rewrite its mission statement and to create a vision statement. The mission statement was developed using the following guidelines:

- The mission should state Rio Rico Medical and Fire District's purpose and reason for its existence. It defines who the organization is, what it will do and how (in general terms) it will do it.
- It should be short, clear, powerful and memorable.
- The mission should bring clarity to members; a clear sense to what matters.
- Provide for evaluation and improvement.

The vision statement was developed using the following guidelines:

- Be powerful and describe an outcome.
- Evoke emotion and inspire action.
- Project well into the future.
- Describe RRMFD's purpose and position.





**MISSION** Preserving life and property in our community with compassion and pride.

**VISION** Rio Rico Medical and Fire District will deliver fire service excellence in a manner that leverages safety, innovation, adaptability and partnerships to achieve the greatest benefit for our community.

**VALUES** We value a creative and proactive workplace.



We view the people of our community and visitors as customers who deserve our utmost concern, care and attention.

We recognize our employees are our most valuable resource, and we are committed to them and their safety.

We recognize that our conduct is inseparable from the professional reputation of the RRMFD.

We support an organizational climate of mutual trust and respect.

We believe in a team-oriented, positive and honest environment for all employees.

We strive for excellence through teamwork, unity, leadership, personal and professional development, personal health and fitness, training and preparedness.

We believe in open communication and mutually beneficial partnerships with neighboring fire agencies and communities.

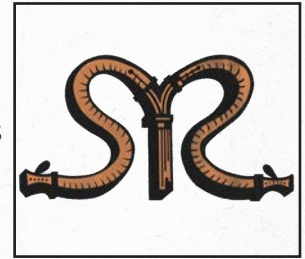
We recognize the importance of cost-effective resource management.

We encourage innovation and ownership within the fire district.



# About Us

Today's Rio Rico Medical and Fire District takes pride in its humble beginnings. It began in 1976 with an old donated fire engine and a group of volunteers with an unwavering passion to deliver public safety services to our community. It formed as a fire district in 1981, and the Santa Cruz County Board of Supervisors appointed Les Babnew – fire chief and Mary Yates – secretary/treasurer to oversee the fire district. Elections would follow every four years.



Original logo from 1976

Initially, only fire protection services were provided by the volunteers. Eventually, the fire district trained volunteers to become EMTs, offering emergency medical services (EMS) to the community. In the early years, EMS volunteers responded from their homes, having the ambulance parked in their driveways to decrease response times on emergency calls. These dedicated volunteers staffed the medical units on a 12-hour rotation basis to provide the public with prompt care.

As the community grew, the emergency call volume increased. The fire district adjusted to accommodate this growth. The fire chief hired the district's first three full-time firefighters in 1994. Since then, the fire district has continued to grow, covering 42-square miles, and serving nearly 19,000 residents. In 2010 the fire district changed governance from an elected fire chief – secretary/treasurer positions to a five-person elected fire board made up of community residents who hire the fire chief to oversee all operations and manage the district.

RRMFD operates out of three fire stations and an administrative headquarters, deploying daily operational staffing of 14 suppression personnel and responding to 3000 calls per year. Additionally, in 2021 the Rio Rico Medical and Fire District entered into an intergovernmental agreement to manage fire and EMS services for its neighbor to the south, Nogales Suburban Fire District (NSFD). This added 3000 more residents, 21-square miles of response area and two additional fire stations to the RRMFD coverage area.

The fire district has a Certificate of Necessity (CON) for patient transport that covers 42-square miles, with a memorandum of understanding to cover 21-square miles in the NSFD area. RRMFD also provides all interfacility transports generated in the City of Nogales to facilities throughout Arizona.


RRMFD provides community risk reduction to its residents and visitors through all-hazards response. These services include, but are not limited to fire suppression and emergency medical services; basic life support, advanced life support, treat and refer, telemedicine and ambulance transport services. Additional functions include a community paramedicine program, hazardous materials, technical rescue, fire prevention, public education and a host of non-emergency services.

RRMFD delivers service with five engines, three brush trucks, three tenders, one ladder truck, 10 ambulances, support vehicles, utility vehicles and three command vehicles. The district is financed primarily by property taxes assessed within the district. Other sources of revenue include fee for service contracts, ambulance billing and wildland fire service contracts.

The district strives to meet the emergency response needs of the community by providing high-quality and cost-effective services to meet or exceed national response and training standards efficiently and consistently.

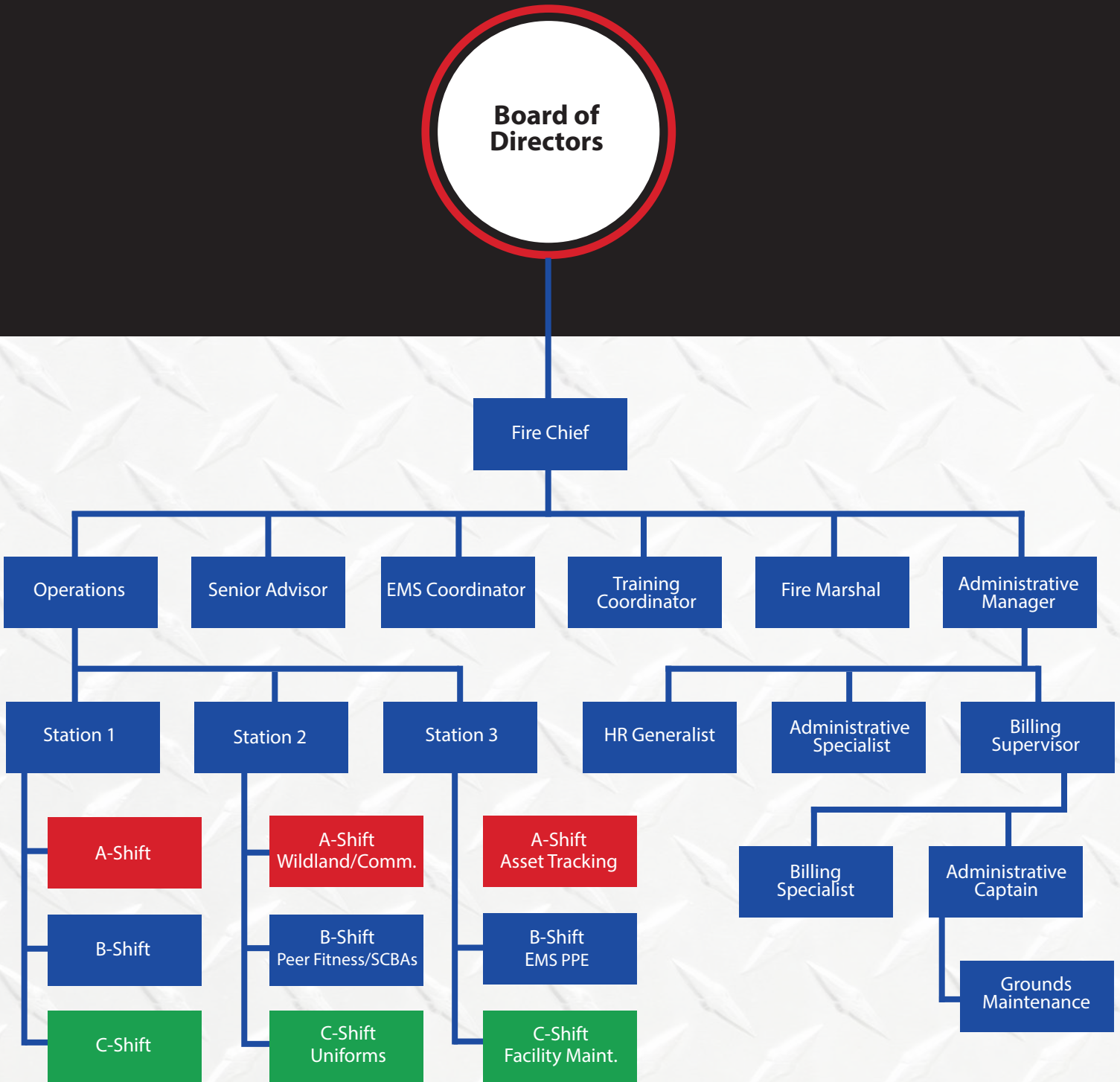


# Milestones

- 
- 1976** Rio Rico Volunteer Fire Department formed.
  - 1981** Rio Rico Fire District formed.
  - 1986** Station #1 located at 1194 Pendleton Drive.
  - 1994** Rio Rico Fire District transitioned to a paid/volunteer combination fire district.
    - The first three full-time employees hired
    - Interfacility transports added to services offered by the fire district
  - 1996** Rio Rico Fire District logo was updated and adopted to reflect transition from volunteer to paid personnel.
  - 2003** Station #2 located at 957 Calle Calabasas. Four-acre site includes training building and training grounds.
  - 2006** Rio Rico Fire District firefighter reserve positions were created to help with staffing.
  - 2010** Fire district switched from elected fire chief and secretary/treasurer to an elected five-person fire board.  
Station #3 located at 822 Pendleton Drive. Site includes the fire district headquarters for administrative personnel.
  - 2011** Fire district transitioned from a paid/volunteer combination to an all-paid career fire district.
  - 2013** District recognized for its development of the Community Paramedicine Program.  
Rio Rico Fire District begins bi-national training with Mexico; propane, fire ground survival and hazardous materials training.
  - 2017** Rio Rico Fire District recognized as a Premier EMS Agency and added treat and refer EMS services.
  - 2018** Rio Rico Fire District officially adopts Rio Rico Medical and Fire District trade name to promote EMS as primary delivery service.



# Organizational Chart



## Staffing

**Full-Time Employees | 39**  
**Sworn Personnel | 32**  
**Staff Personnel | 7**

**Part-Time Staff | 20**  
**Reserve Firefighters | 16**  
**Support Staff | 4**

**Volunteers | 1**  
**Seasonal Wildland | 1**  
**Contractual Employee | 1**

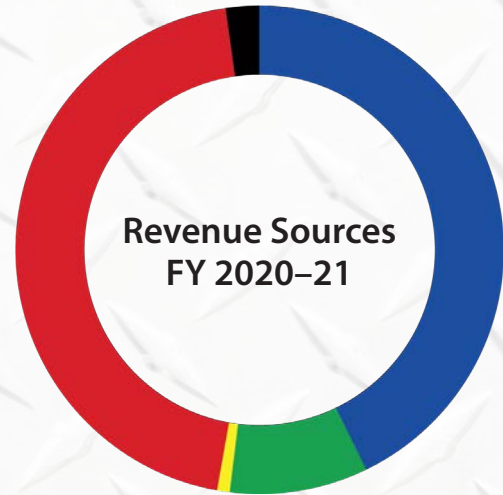
**Total Personnel | 62**



# Rio Rico Medical & Fire District Facts

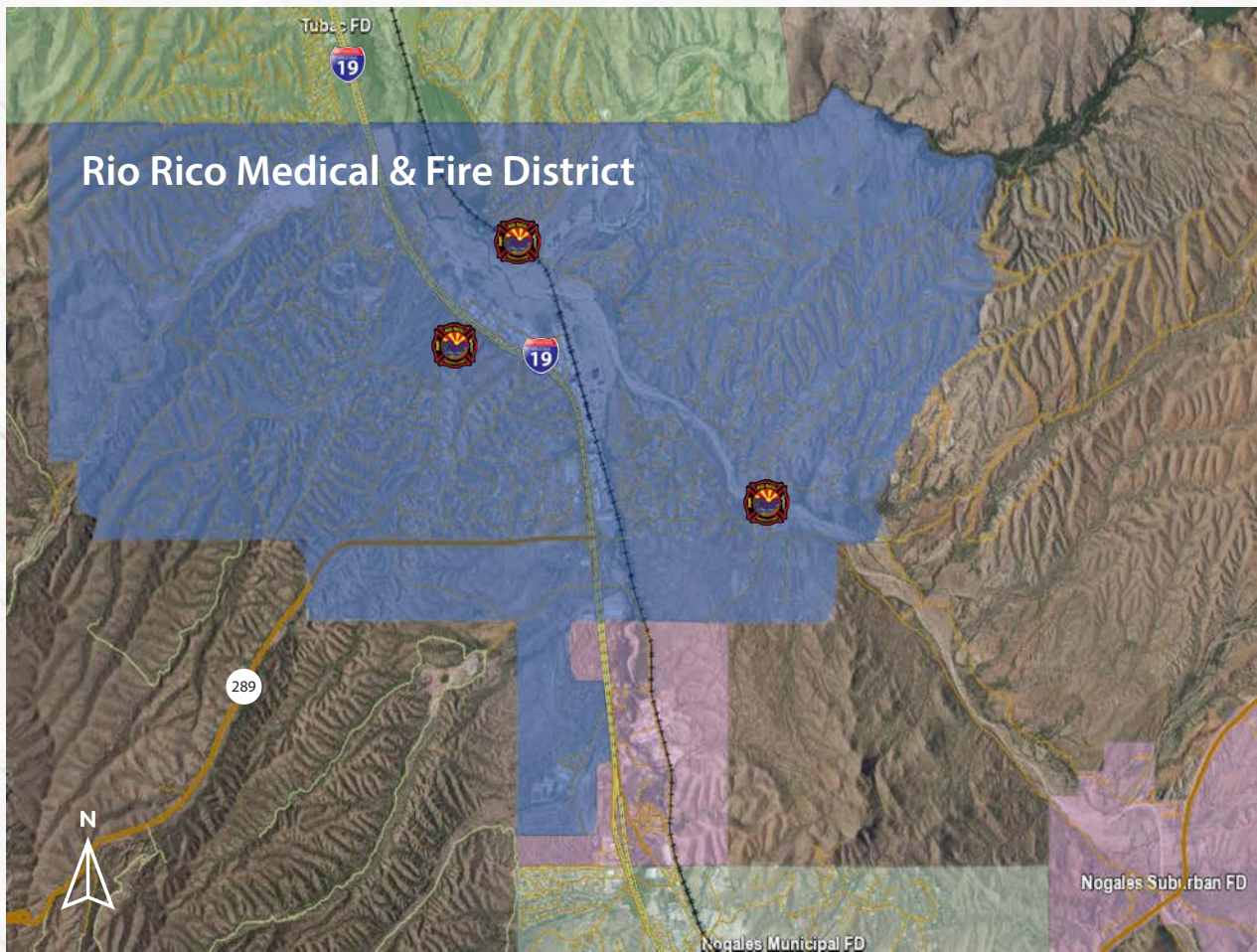
## Call Volume Report

Type	2020	2021
Fire	73	74
Interfacility Transport	1493	1406
EMS/911	871	954
Haz-Mat	13	8
Public Assist	326	648
Canceled/False	166	172
<b>Total</b>	<b>2942</b>	<b>3262</b>



- Ambulance Fees | 43%
- Out-of-District Wildland | 9%
- Nogales Suburban FD IGA | 2%
- Investments | 0%
- Miscellaneous | 1%
- Grants | 0%
- Property Taxes | 45%

Total Assessed Value \$79,935,145





# 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 and 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.



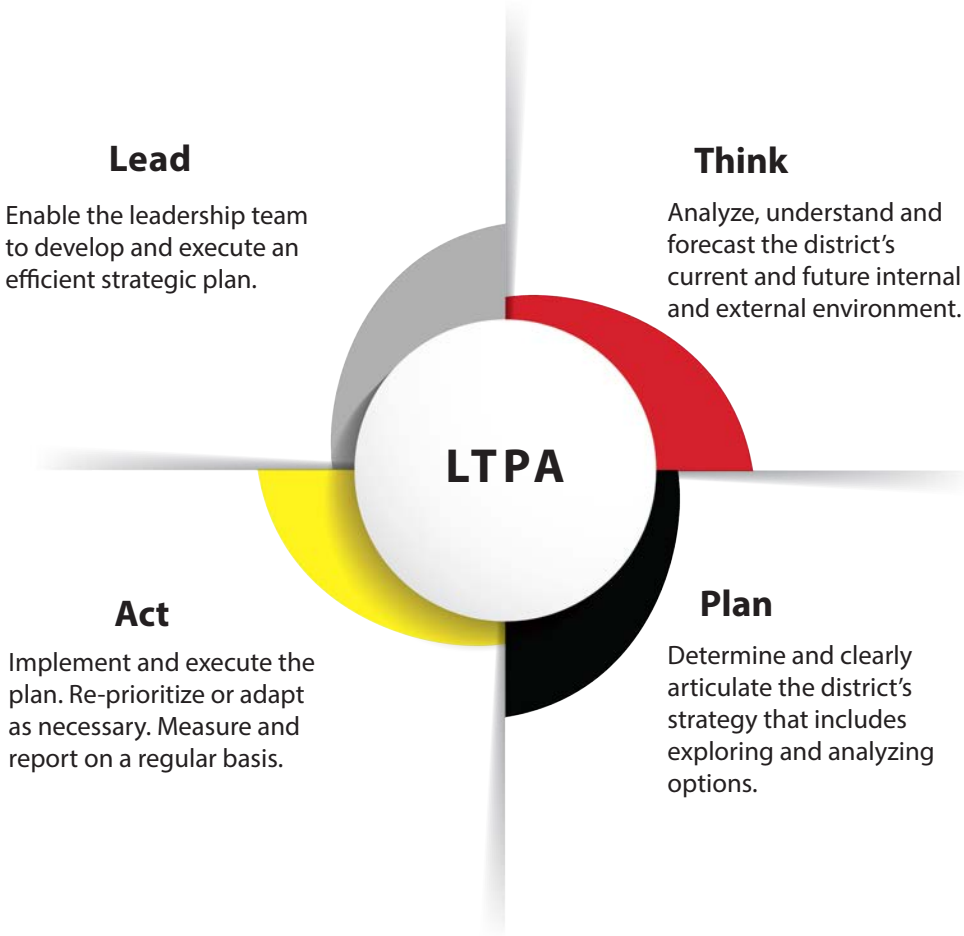
Provides direction and prioritization for annual budget development and short-range operational plans.



# LEAD, THINK, PLAN, ACT

Rio Rico Medical and Fire District has chosen to take a systems approach when developing its strategic plan. This systems approach incorporates strategic thinking, leading and leadership development, people, technology, processes, change management, effective communication, inclusion and transparency, internal and external stakeholder input and organization 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>1</sup>



The LTPA approach model:

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

<sup>1</sup>Guide to the Strategic Planning and Strategic Management Body of Knowledge, Second Edition. Association of Strategic Planning. 2015.





# External Stakeholder Process

Key to the community-based approach is understanding the priorities and expectations of the community, or the external stakeholders. To accomplish this, in June of 2021 Rio Rico Medical and Fire District facilitated an external stakeholder virtual workshop that included attendees representing a cross section of the community. A full list of the participants is included in the Acknowledgments section at the beginning of this document. An information overview was presented to the attendees that included:

- Emergency and non-emergency services provided
- Review of staffing, apparatus and station resources
- Call type and volume
- Funding sources for RRMFD
- Question and answer session

Following the information overview presentation, attendees were surveyed to gain their input regarding expectations of their district and to measure their priorities for service programs currently provided. Survey results are below.

Ranking	Expectation	Average Score*	Expectation Level
1	Maintaining adequate staffing, apparatus and equipment for emergency response.	3.9	Essential
2	Ensuring for maximum safety of firefighters.	3.8	Essential
3	Ensuring a high level of competency/training of personnel.	3.6	Essential
4	Ensuring RRMFD provides the most effective, evidence-based emergency medical services.	3.41	High
5	Expedient response times to emergencies.	3.39	High
6	Ensuring that firefighters are adequately compensated to maintain retention/experience.	3.20	High
7	Professionalism of RRMFD personnel.	3.17	High
8	Providing a high level of community risk reduction for the community by providing public education/community-involved prevention programs.	3.17	High
9	Providing for community involvement and presence at schools, community events, neighborhood activities, etc.	2.8	High

Ranking	Program	Average Score*	Program Value
1	Emergency medical services	3.8	Essential
2	Fire suppression	3.5	Essential
3	Community paramedicine program	3.4	Very Important
4	Special operations – hazardous materials response & technical rescue	3.2	Very Important
5	Domestic preparedness and planning – large scale natural and man-made disasters	3.1	Very Important
6	Fire investigation	2.9	Very Important
7	Wildland fire prevention and mitigation	2.8	Very Important
8	Public education such as CPR classes & in-school fire prevention classes	2.7	Very Important
9	Community involvement and presence at community events, neighborhood activities, etc.	2.6	Very Important

\*4.0 Total possible





## Internal Stakeholder Process

Just as important as gaining input from the community, is gaining input from those responsible for supporting and delivering the services the community wants and expects. To accomplish this, a strategic planning team was formed that represented all aspects of Rio Rico Medical and Fire District. Members of the team are listed in the Acknowledgments section.

The team met seven times over a period of three months to help develop the direction of the district for the next three years. Team members were responsible for gaining input for the plan from their coworkers and subordinates and bringing the input to the team meetings.

As the team began the development process, a set of guiding principles emerged to help direct the identification of key focus areas and subsequent associated goals and objectives.

### STRATEGIC PLAN GUIDING PRINCIPLES

Align with RRMFD's mission, vision and values.

Member health and safety is always a priority.

Keep it simple, realistic and obtainable.

Base on an open and transparent dialogue.

Build the plan on the consensus of the team.



As part of the plan development process, the strategic plan team conducted a SWOC (strengths, weaknesses, opportunities and challenges) analysis. The strengths and weaknesses were considered from an internal aspect; the opportunities and challenges from an external aspect. A SWOC analysis offers the opportunity for an organization to holistically and realistically appraise its current status and provides a mechanism for identifying strategic focus areas from which goals and objectives can be developed.

## STRENGTHS

- Our people
- Flexibility of the people and the organization
- Engaged and community-minded governing board
- Knowledge and experience level of personnel
- Young workforce
- Family oriented and unity among the organization
- Infrastructure
- Commitment level high among personnel
- Technology
- Tradition
- Partnerships
- Innovation
- Positive firefighter safety culture
- Wildland program
- Training program
- Networking opportunities are taken advantage of
- Equipment maintenance
- Constituency served is multi-cultural
- Communication

## WEAKNESSES

- Culture
- FF mental health program needs improvement
- Officer development program in need of enhancement
- Not taking full advantage of partnerships
- Youth of members and associated inexperience
- No formal succession planning
- Lack of consistent leadership at the fire officer ranks
- Operational complacency
- Competitive pay
- Health and wellness
- Communication
- Technology
- Lack of tradition compared to other more established fire districts/departments
- Policies and procedures in need of updating and the identification and creation of needed policies
- Lack of mentorship program
- Use of data and producing associated statistics to assist in service delivery decisions





## OPPORTUNITIES

# O

## CHALLENGES

# C

- Engaging evidence-based technology
- New partnerships
- Strengthen existing partnerships
- Pursuing additional grants opportunities
- Enhancing political relationships
- Reallocation of job responsibilities
- Networking
- Growth/annexations
- Pursue additional external training
- Leverage multi-cultural make up of district
- Explore increasing ambulance billing rates
- Explore additional service fees
- State and federal legislation changes
- Technology
- Funding
- External perception
- Training
- Annexations by City of Nogales
- Firefighter mental health
- Tax rate cap
- Dispatch
- Increase in costs
- Politics
- Partnerships
- Renovation of Station 1



# STRATEGIC FOCUS AREAS



## HEALTH, WELLNESS AND SAFETY

External and internal stakeholders in the strategic planning process identified health, wellness and safety as a high priority for Rio Rico Medical and Fire District. It is RRMFD's intent to provide for a strong health, wellness and safety program for all members, so they are physically and mentally prepared to perform their job each day and have a long and healthy retirement following their service.

## OPERATIONAL READINESS

Maintaining readiness to respond to the wide array of possible emergencies in our community is paramount. Knowing the scope of the community risks, analyzing our performance and ensuring we have adequate physical resources are key elements to ensuring our operational readiness.



## FUNDING/SUSTAINABILITY

Rio Rico Medical and Fire District provides prevention and emergency services in an all-hazards capacity. Providing the level of service that the community expects, the safest possible work environment for our members, and meeting state/federal requirements and regulations all take significant financial resources. Adequate funding that is sustainable for the future is the foundation of meeting these needs.

## COMMUNITY OUTREACH & RISK REDUCTION

Engaging with the community as well as providing performance measurement information is central to transparency and a strong partnership with the community. Having a comprehensive community risk reduction (CRR) plan in place is essential to minimizing risk to the public. To accomplish this, it is vital to deliver prevention methods to the community through an effective outreach program.



## PROFESSIONAL & ORGANIZATIONAL DEVELOPMENT

Rio Rico Medical and Fire District recognizes that its most important resource is its people. A positive value-centered culture, clear career advancement paths, the capability to strengthen members' knowledge, skills and abilities in their current positions, and competitive salaries and benefits – as funding sources allow – all are core areas of concentration for RRMFD.



# GOALS AND OBJECTIVES

---





## HEALTH, WELLNESS & SAFETY

External and internal stakeholders in the strategic planning process identified health, wellness and safety as a high priority for Rio Rico Medical and Fire District. It is RRMFD's intent to provide for a strong health, wellness and safety program for all members, so they are physically and mentally prepared to perform their job each day and have a long and healthy retirement following their service.

Goal 1A – Evaluate the status of the current health, wellness and safety program against national best practices. LEADER Urbanski

	OBJECTIVE	INITIATE	TARGET COMPLETION
1A.1	Complete an NFPA 1500 compliance survey to determine opportunities for improvement in the current program.	Q2/2022	Q2/2023
1A.2	Implement identified opportunities for improvement to the current health, wellness and safety program.	Q2/2023	Q2/2024

Goal 1B – Ensure that RRMFD personnel who have assigned, formal health/wellness/safety responsibilities have training in line with industry best practices. LEADER Urbanski

	OBJECTIVE	INITIATE	TARGET COMPLETION
1B.1	The designated health/safety officer will complete a health/safety course that includes the competencies listed in NFPA 1500, Fire Department Occupational Safety, Health and Wellness Program, 2021 Edition, Chapter 4 – Health and Safety Officer.	Q2/2022	Q4/2023
1B.2	The designated health/safety officer will complete a 30-hour OSHA General Industry course.	Q1/2022	Q4/2022
1B.3	Captains will complete an ISO course that includes the competencies listed in NFPA 1500, Fire Department Occupational Safety, Health and Wellness Program, 2021 Edition, Chapter 5, Incident Safety Officer.	Q2/2022	Q4/2024







**Goal 1C – Evaluate and implement a best practices firefighter cancer risk reduction program.** LEADER Urbanski

	OBJECTIVE	INITIATE	TARGET COMPLETION
1C.1	Establish a cancer risk reduction committee to review and make recommendations to formalize current cancer risk reduction practices.	Q1/2022	Q4/2022
1C.2	Research and analyze cancer-related disabilities and underlying causes.	Q1/2022	Q4/2023
1C.3	Ensure that the enhanced cancer reduction program is formalized in policy.	Q4/2022	Q4/2022
1C.4	Deliver and implement the enhanced cancer reduction program.	Q1/2023	Q4/2023
1C.5	Explore the potential for implementation of the National Fire Operations Reporting System to record potential carcinogenic exposures.	Q2/2022	Q3/2022

**Goal 1D – Establish a health and safety committee to review new research, industry best practices, and to review and make recommendations regarding matters of occupational health, wellness and safety within the district.** LEADER Urbanski

	OBJECTIVE	INITIATE	TARGET COMPLETION
1D.1	Utilize NFPA 1500 Chapter 4.5 to guide the establishment and structure of a health/safety committee. This includes ensuring that there is an appropriate blend of management and labor.	Q2/2022	Q4/2022
1D.2	Develop a formal description of the committee in policy form that includes but is not limited to its purpose, position make up, and frequency of meetings.	Q4/2022	Q2/2023
1D.3	Develop a method for the health/safety committee to communicate information to all members.	Q2/2023	Q3/2023



## OPERATIONAL READINESS

Maintaining readiness to respond to the wide array of possible emergencies in our community is paramount. Knowing the scope of the community risks, analyzing our performance and ensuring we have adequate physical resources are key elements to ensuring our operational readiness.

Goal 2A – Improve total response times. LEADER  
Ops Chief

	OBJECTIVE	INITIATE	TARGET COMPLETION
2A.1	Begin to track and analyze total response time (TRT) elements.	Q3/2022	Q1/2023
2A.2	Create an assessment tool to measure response time performance at intervals to be determined by chief officers.	Q3/2022	Q1/2023
2A.3	Identify opportunities for improvement in TRT based on response time data analysis.	Q1/2023	Q3/2023
2A.4	Evaluate and utilize applicable technology to improve response time.	Q4/2022	Ongoing
2A.5	Upon availability of reliable response time data (baseline data), establish response time goals.	Q1/2023	Q4/2023

Goal 2B – Ensure Rio Rico Medical and Fire District has appropriate facilities, apparatus and equipment to meet the evolving needs of our community now and in the future. LEADER  
Granados

	OBJECTIVE	INITIATE	TARGET COMPLETION
2B.1	Review current crew-based daily, weekly and monthly truck check sheets for alignment with best practices.	Q1/2022	Q2/2022
2B.2	Review existing formal apparatus maintenance practices performed by internal and third-party contractors to ensure alignment with NFPA 1911, Standard for the Inspection, Maintenance, Testing and Retirement of In-Service Emergency Vehicles.	Q2/2022	Q4/2022
2B.3	Evaluate all facilities for adequacy and anticipated major repair and replacement needs.	Q3/2022	Q2/2023
2B.4	Evaluate the apparatus replacement program and adjust as necessary.	Q1/2022	Q3/2022
2B.5	Evaluate all equipment for adequacy and anticipated repair/replacement.	Q1/2022	Q3/2022



Goal 2C – Develop a community risk assessment/standards of cover (CRA-SOC) document. \* LEADER FM Cluff

	OBJECTIVE	INITIATE	TARGET COMPLETION
2C.1	Create a plan to develop the CRA-SOC .	Q3/2022	Q3/2022
2C.2	Complete the CRA-SOC.	Q4/2022	Q2/2023
2C.3	Implement risk assessment and response data findings from the CRA-SOC into the community risk reduction program, operations deployment and response elements.	Q2/2023	Q4/2023

\*Goal 2C is dependent on the submittal and award of a FEMA Assistance to Firefighters Grant in 2022.





## FUNDING/SUSTAINABILITY

Rio Rico Medical and Fire District provides prevention and emergency services in an all-hazards capacity. Providing the level of service that the community expects, the safest possible work environment for our members, and meeting state/federal requirements and regulations all take significant financial resources. Adequate funding that is sustainable for the future is the foundation of meeting these needs.

Goal 3A – Identify and evaluate additional sustainable revenue opportunities.

LEADER  
A. Holman

	OBJECTIVE	INITIATE	TARGET COMPLETION
3A.1	Evaluate sustainable service area growth opportunities.	Q2/2022	Q4/2022
3A.2	Evaluate other revenue opportunities such as increasing ambulance fees, plan review fees, etc.	Q1/2022	Q2/2022

Goal 3B – Forecast finances beyond established budget year.

LEADER  
A. Holman

	OBJECTIVE	INITIATE	TARGET COMPLETION
3B.1	Identify projected revenue and district expenses annually for the second and third year beyond current budget year.	Q1/2022	Ongoing
3B.2	Evaluate the need to develop a master plan.	Q3/2022	Q1/2023





Goal 3C – Protect RRMFD revenue from loss of municipal annexation. LEADER  
A. Holman

	OBJECTIVE	INITIATE	TARGET COMPLETION
3C.1	Determine potential loss of revenue from municipal annexation.	Q1/2022	Ongoing
3C.2	Develop plan to prevent municipal annexation.	Q1/2022	Ongoing
3C.3	Implement plan based on completion of objective 3C.2.	Q3/2022	Ongoing

Goal 3D – Ensure all relevant grant opportunities are being considered. LEADER  
A. Holman

	OBJECTIVE	INITIATE	TARGET COMPLETION
3D.1	Work with grant writing consultant to identify all grant opportunities.	Q1/2022	Q1/2022
3D.2	Prioritize grant opportunities.	Q2/2022	Q2/2022
3D.3	Maintain involvement in State Homeland Security grant program, Emergency Response Fund and Hazardous Materials Emergency Preparedness grant program.	Q1/2022	Ongoing



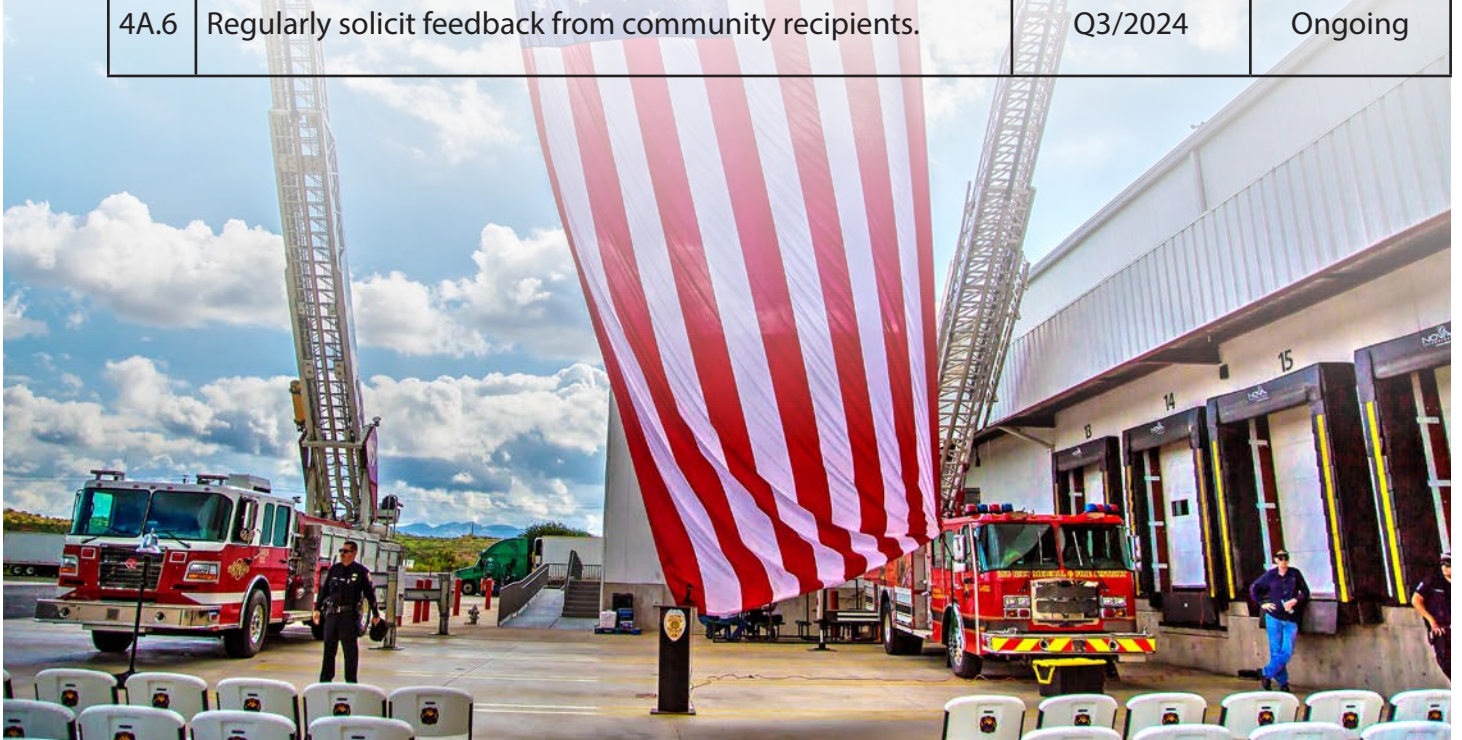
## COMMUNITY OUTREACH & RISK REDUCTION

Engaging with the community as well as providing performance measurement information is central to transparency and a strong partnership with the community. Having a comprehensive community risk reduction (CRR) plan in place is essential to minimizing risk to the public. To accomplish this, it is vital to deliver prevention methods to the community through an effective outreach program.

Goal 4A – Develop a communication plan that tells “our story”; a consistent and credible message about our mission and performance measures and outcomes.

LEADER  
Ibarra

	OBJECTIVE	INITIATE	TARGET COMPLETION
4A.1	Identify the key touchpoints community members share with Rio Rico Medical and Fire District (i.e. building inspections, new residents, safety messages, recruitments, etc.)	Q2/2022	Q3/2022
4A.2	Determine messaging and communication channels/tools to be used at touchpoints identified in 4A.1	Q4/2022	Q2/2023
4A.3	Identify resources (team, email program, customer relationship management software, video production, etc.) and communications tools (social media, web pages, updates and reports, collateral, etc. required to fulfill the needs of 4A.2).	Q4/2022	Q2/2023
4A.4	Finalize touchpoints, messaging and tools along with resources needed, frequency of contact, metrics to be monitored, and expected costs into a communications plan recommendation for leadership approval.	Q3/2023	Q4/2023
4A.5	Implement approved annual external communication plan.	Q1/2024	Q2/2024
4A.6	Regularly solicit feedback from community recipients.	Q3/2024	Ongoing



Goal 4B – Develop a community outreach program that delivers information, education and training that contributes to minimizing risk to the community.

LEADER  
FM Cluff

	OBJECTIVE	INITIATE	TARGET COMPLETION
4B.1	Develop a community risk reduction program based on NFPA 1300, Standard on Community Risk Assessment and Community Risk Reduction Development, 2020 Edition, and other credible resources.	Q1/2022	Q1/2024
4B.2	Evaluate staffing needs to implement the new CRR plan.	Q2/2023	Q3/2023
4B.3	Based on the community risk reduction program, develop a communication plan for target audiences of the community.	Q2/2024	Q4/2024

Goal 4C – Engage political entities and officials to ensure they have an awareness of RRMFD’s services and challenges.

LEADER  
M. Carlson

	OBJECTIVE	INITIATE	TARGET COMPLETION
4C.1	Identify relevant government and influential bodies that impact RRMFD.	Q1/2022	Q2/2022
4C.2	Determine what needs to be communicated to political entities and officials with consistent messaging as a priority.	Q3/2022	Q4/2022



## PROFESSIONAL & ORGANIZATIONAL DEVELOPMENT

Rio Rico Medical and Fire District recognizes that its most important resource is its people. A positive value-centered culture, clear career advancement paths, the capability to strengthen members' knowledge, skills and abilities in their current positions, and competitive salaries and benefits – as funding sources allow – all are core areas of concentration for RRMFD.

Goal 5A – Develop an organizational culture that promotes empowerment, trust and open communication by institutionalizing districtwide expectations for shared accountability and honesty, embraced by all employees and promoted by all supervisors.

LEADER  
Felder

	OBJECTIVE	INITIATE	TARGET COMPLETION
5A.1	Identify and document the desired culture for RRMFD.	Q1/2022	Q3/2022
5A.2	Develop a plan for institutionalizing the desired culture.	Q4/2022	Q1/2023
5A.3	Deliver specific training on values to all members.	Q2/2023	Q4/2024

Goal 5B – Prepare the next generation of leaders and managers by providing ongoing education, training, professional development and succession planning.

LEADER  
Felder

	OBJECTIVE	INITIATE	TARGET COMPLETION
5B.1	Develop a succession plan for senior officer ranks.	Q2/2022	Q4/2022
5B.2	Develop and implement a tiered mentor program.	Q3/2022	Q4/2022
5B.3	Determine needs of the district with regards to education, training and professional development for all job levels.	Q1/2022	Ongoing
5B.4	Explore the United States Fire Administration Fire and Emergency Services Higher Education (FESHE) initiative model.	Q2/2022	Q4/2022
5B.5	Explore the Center for Public Service Excellence (CPSE) officer credentialing program.	Q2/2022	Q4/2024

Goal 5C – Develop, enhance and maintain practices, policies and programs to recruit, support and retain a diverse, qualified and capable workforce.

LEADER  
Human  
Resources

	OBJECTIVE	INITIATE	TARGET COMPLETION
5C.1	Explore ways to enhance recruitment efforts.	Q1/2022	Ongoing
5C.2	Explore ways to retain employees and for them to make RRMFD a lifetime career destination.	Q1/2022	Ongoing
5C.3	Explore ways to support employees throughout their career life cycle.	Q1/2022	Ongoing





# PLAN IMPLEMENTATION – PERFORMANCE MEASUREMENT

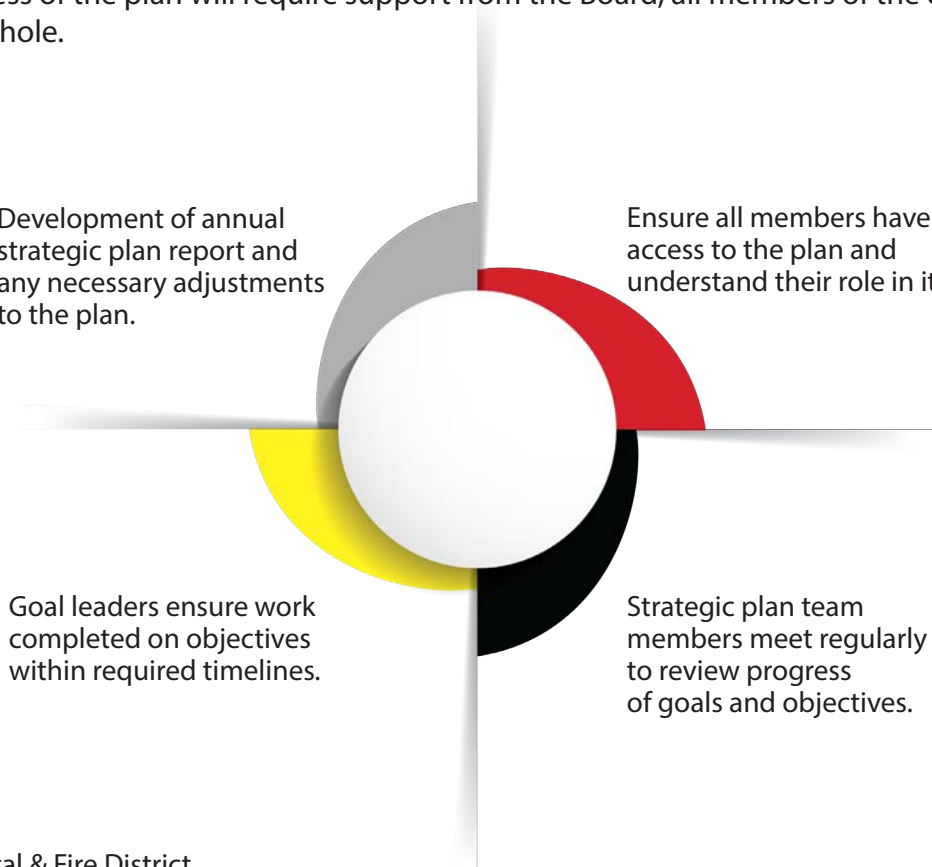
This strategic plan is the result of many hours of work by members of Rio Rico Medical and Fire District. Key to the success of this effort is having an implementation and performance measurement system in place that ensures the plan remains contemporary and exercised.

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 to determine if timelines for any objectives need to be adjusted.

The strategic plan team will perform an annual formal review of the strategic plan and subsequently develop an annual report for the previous year that will be submitted to the RRMFD Fire Board. The review will include a progress assessment of the goals that may result in re-prioritization if necessary 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 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 Board, all members of the district and the community as a whole.



Development of annual strategic plan report and any necessary adjustments to the plan.

Ensure all members have access to the plan and understand their role in it.

Goal leaders ensure work completed on objectives within required timelines.

Strategic plan team members meet regularly to review progress of goals and objectives.





The strength of the team is each individual member.

The strength of each member is the team.

—Phil Jackson  
Former NBA Coach







[Rio Rico Medical & Fire District](#)

Strategic plan facilitated by Ironwood Strategic Solutions

