

SHERWOOD FOREST ESTATES FIRE DISTRICT



Strategic Plan
2020 – 2025

TABLE OF CONTENTS

CHIEF’S MESSAGE..... 3

DISTRICT OVERVIEW..... 4

MISSION STATEMENT 5

VISION STATEMENT 5

SWOT ANALYSIS 5

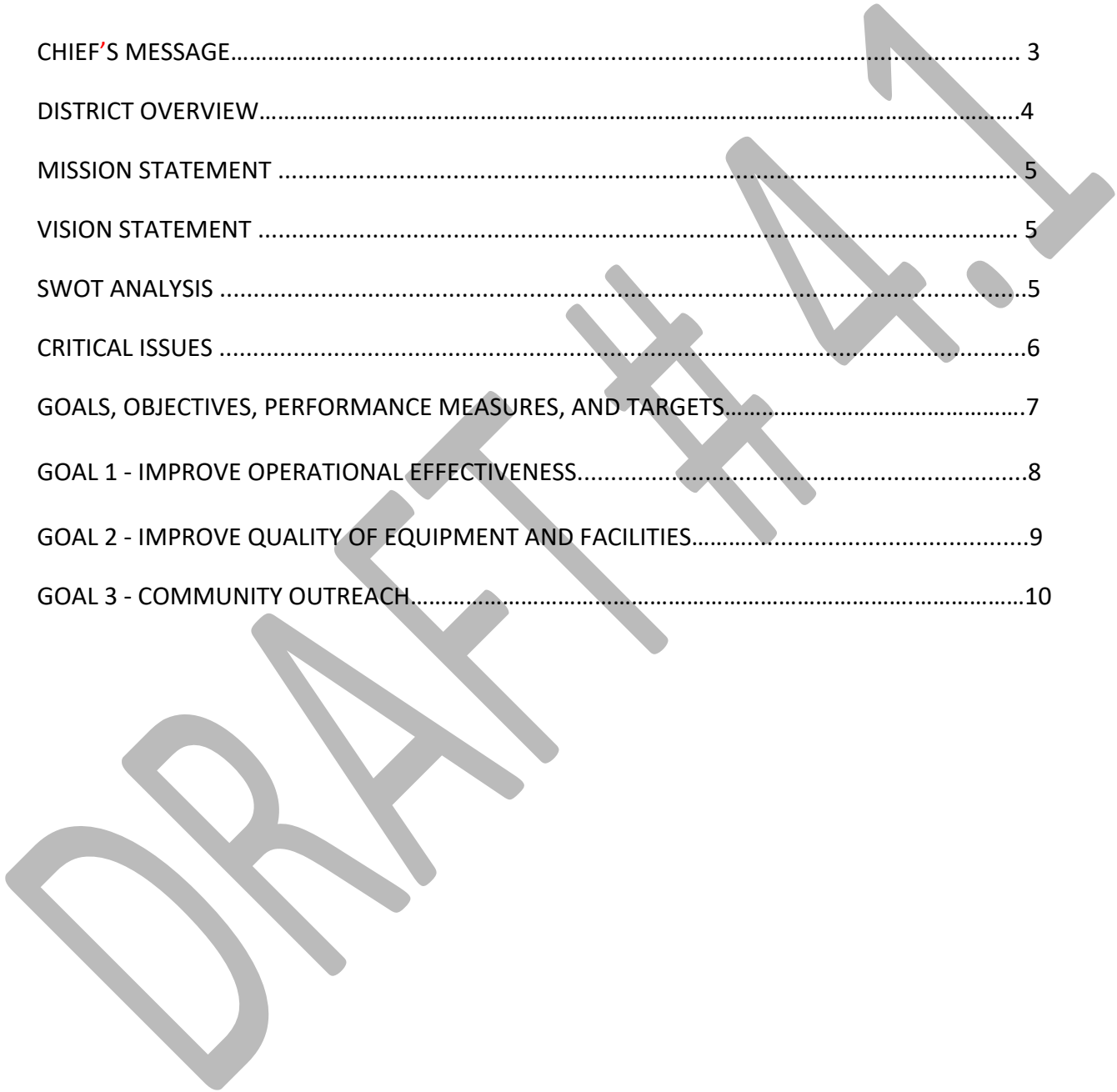
CRITICAL ISSUES 6

GOALS, OBJECTIVES, PERFORMANCE MEASURES, AND TARGETS..... 7

GOAL 1 - IMPROVE OPERATIONAL EFFECTIVENESS..... 8

GOAL 2 - IMPROVE QUALITY OF EQUIPMENT AND FACILITIES..... 9

GOAL 3 - COMMUNITY OUTREACH..... 10



CHIEF'S MESSAGE

The Sherwood Forest Estates Fire District (SFEFD) was established in 1989 by a group of concerned residents who believed in the motto of “Neighbors Helping Neighbors.” Since that time the SFEFD has continued a tradition of providing service to our residents and visitors. We are fortunate to serve a community that recognizes the importance of emergency services. We are also fortunate to have members who are committed to providing an effective emergency service to that community.

This strategic plan is an organizational roadmap for the next five years. It contains three strategic goals that are realistic, attainable and measurable. The goals are focused on improving operational effectiveness, improving quality, efficiency and versatility of equipment and facilities and developing a community outreach program that promotes community involvement.

We are setting a course that will take into account a growing community with an increasing number of responses and threats to the District. We will continue to upgrade and improve the apparatus capability and make upgrades to the buildings. We will continue to improve our professional development to better prepare our members for the future and improve our community outreach.

I would like to thank those who assisted in this plan development. In particular, I would like to thank Assistant Chief Matt McDowell for his support and commitment to this community. We are united in our commitment to making these strategic goals a reality.

John D. Moede
Fire Chief

OVERVIEW

The Sherwood Forest Estates Fire District provides fire suppression, emergency medical services, rescue, fire prevention, and disaster preparedness to the citizens and visitors of the housing developments of Sherwood Forest Estates and Mountain Rose Ranch Estates. These residential developments cover 640 acres containing approximately 317 separate parcels. Current build-out is estimated at 50% with multiple new construction projects in progress.

These rural communities are remotely situated, at an elevation of 7,000 feet in America's largest Ponderosa pine forest, and surrounded by large tracks of undeveloped United States Forest Service land and parcels of private ranch lands. The developments are located at the end of a single paved road which is bisected at the immediate entrance to the developments by the Burlington Northern Santa Fe main transcontinental rail line. Consequently, that single entrance is completely closed for the regularly scheduled passage of approximately 95 trains in each 24-hour period. As such, our fire district is challenged with the reality that emergency ingress or egress is intermittently closed off for approximately 5 minutes over 95 times in every 24-hour period.

With no local sources of water every drop supplying the community's needs is necessarily delivered by tanker. The population is limited which means the firefighter recruitment base and subsequent sufficient staffing levels are always a critical issue. Mutual aid support is also provided to and received from our neighboring fire agencies. The SFEFD also provides Fire, Rescue & EMS services to the International Kadampa Retreat Center (IKRC) and several neighboring properties. The IKRC and its few neighbors, while out of our jurisdictional boundary, are within our response area. The costs to provide service to IKRC is paid by contractual agreement.

The fire department's inherent challenges of fulfilling its public safety missions while operating within these constraints requires the agency to create the plans, make the preparations, and possess the equipment necessary to provide the operational capability to deal with these contingencies. Plans include alternative evacuation routes, emergency helicopter landing sites, and mutual aid agreements with adjoining fire departments. Preparations involve recruiting, training and retaining sufficient fire personnel, monitoring multiple water tanks storing a ready supply of water, overseeing predetermined evacuation routes and signage, and maintaining an effective means of communications with the communities during emergencies.

MISSION

The mission of the SFEFD is to create a safer community through effective emergency response, fire prevention, and emergency preparedness. This effective response includes fire suppression, medical emergencies, and dangerous conditions within the community. The SFEFD must ensure that members are able to perform their tasks by providing functioning apparatus, safe facilities, proper equipment, and standardized training.

VISION

To fulfill this mission statement, the following items must be advanced:

1. Upgrade SFEFD buildings to support mission requirements
2. Ensure operational capability of fire apparatus for effective response
3. Improve the Fire District member's skills to increase effectiveness and safety
4. Continue development of community involvement and support
5. Continue interaction and collaborative efforts with regional fire partners

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

The strengths, weaknesses, opportunities, and threats (SWOT) review is designed to those related items as it applies to the SFEFD.

Strengths identified include:

- Community support
- Commitment of members to be successful
- Members with longevity and experience
- Diverse membership
- Budget and financial support

Weaknesses identified include:

- Apparatus in need of repair
- Communication system in need of repair/upgrade
- Buildings in need of repair
- Varying availability/staffing of members
- Need for training improvement
- Need for improvement of standard operation procedures

- Physical capability of members
- Issues pertaining to use of apparatus bays for public gatherings

Opportunities identified include:

- Good financial support for the district
- Good interaction and support from response partners
- Engaged and committed community support
- Increasing the team concept of the department
- Increasing community outreach and involvement
- Improving fleet capability and support
- Possible EMT staffing via grant funded internship program

Threats identified include:

- Staffing – Declining number of volunteer firefighters
- Impact of limited water supply for fire suppression
- Increasing residential construction and increasing population density
- Perception of the fire district as a “social club”
- Natural disasters (drought, wildland fires)
- Limited community workforce to draw from
- Member culture of “it’s good enough”

CRITICAL ISSUES

Through internal analysis of the issues facing the SFEFD, a number of concerns were identified that could affect the overall capability of the department. These “critical issues” are defined as:

- **Building Infrastructure:** Inspection of SFEFD buildings found safety issues (electrical), structural damage, apparatus doors in need of repair and expansion, storage of equipment in the buildings affecting safety and response effectiveness, apparatus aprons and blacktop covering in need of repair and expansion and addressing drainage issues.
- **Apparatus:** The apparatus fleet exceeds the amount of indoor storage, specifically and most critically during winter. Apparatus maintenance was discovered to be less than ideal. Most apparatus had issues, some were not functioning and in one case freeze damage had destroyed its water plumbing and pump. Maintenance records are insufficient.

- **Communications:** Currently the communications between Communications Center (Guardian Ambulance) and SFEFD field resources is inconsistent due to the lack of a repeater. This is a critical safety issue for field units and a workload issue for the Communications Center. Communications experts have advised that the placement of a radio repeater should remedy the issues. New radio transceivers, both vehicle and portable are also a needed component.
- **Capital Improvement Funding:** Currently there is no SFEFD funding allocated for capital improvements. Funding for current infrastructure projects has been through grants from the Sherwood Forest Firefighters Foundation. Infrastructure projects for the future include emergency power for both buildings, concrete aprons in front of building 2, assuring the apparatus keeps pace with the changes in the community, and improved paving in front of Building 2 as well as drainage work in front of Building 1. Also under consideration is for an additional building (Building 3) that would have crew quarters and would increase the District's emergency shelter capability.
- **Training:** Keeping pace with the ever-increasing training needs to ensure the safety and efficiency of department members.

GOALS, OBJECTIVES, PERFORMANCE MEASURES, AND TARGETS

In aligning the mission, values, vision, SWOT analysis and critical issues the SFEFD has developed the following set of strategic goals and objectives designed to guide the department into the future.

- Goal One - Improve operational effectiveness
- Goal Two- Improve quality, efficiency and versatility of equipment and facilities
- Goal Three- Increase community involvement through promotion of community outreach programs

This strategic plan provides a roadmap for the near future. It is a working document and a tool to be utilized by all stakeholders of the District. Constant evaluation of outcomes is critical to determine the success of the department's efforts and direction. Performance objectives have been developed to provide a quantitative method to monitor performance. In addition, they include targets for maintenance or improvement of the specific measures.

GOAL 1 – Improve operational effectiveness

Objective 1-A Take steps to decrease current operational weaknesses.

Timeline: Immediately

Cost:

Tasks:

- Identify any hazard or threat exposures to SFEFD personnel or facility and correct immediately
- Ensure all personnel are sufficiently trained and equipped to properly perform their job function
- Ensure a reliable response capability of all apparatus
- Inventory current equipment
- Improve communications capability
- Improve Administrative support function
- Review and improve training processes
- Review and improve Standard Operating Guidelines (service delivery guidelines)
- Review and ensure documentation of calls for service
- Review Medical Direction of medical services provided
- Increase number of volunteers able to serve
- Continue monthly administrative and training meetings to maintain organizational continuity
- Report progress monthly to the Fire Board
- Continue to explore alternative funding opportunities
- Create annual review of strategic plan to ensure progress
- Review plans to improve fire response and review the Insurance Services Office (ISO) protocols needed to continue improving our fire insurance rating

Performance Indicators:

- An established “No Fail” commitment to apparatus worthiness
- Apparatus maintenance logs updated/standardized
- Outline, define and estimate cost impact of communication system
- Develop list of competences required by members on emergency incidents
- Institute mandatory documentation procedure for all incidents/calls for service
- Improve administrative processes for department
- Continue monthly reporting to Fire Board to include positive and negative impacts on District

Goal 2 – Improve quality of equipment and facilities

Objective 2 –A Identify issues relating to equipment and facilities

Time Line: Ongoing

Cost:

Tasks:

- Establish priorities for capital improvement requests
- Ensure each apparatus is properly housed
- Routine inspections of electrical system and updates when appropriate
- Streamline emergency power capability
- Improve communication capability
- Upgrade building 1 doors to accommodate current, larger apparatus
- Upgrade building 2 doors to improve effectiveness and life expectancy
- Provide asphalt aprons for both buildings
- Review and improve Personal Protective Equipment (PPE) for members
- Inspect and upgrade District medical and fire fighting equipment
- Upgrade all apparatus for multi incident capability to increase effectiveness
- Develop building 3 plans
- Review demands, expectations, and improvements to water and fuel storage
- Develop plan to obtain newer Type 6 brush apparatus
- Develop plan to replace aging Water Tenders
- Research apparatus storage opportunities with response partners

Performance Indicators:

- Perform electrical upgrade to buildings
- Provide automatic emergency power capability
- Provide aprons for both buildings
- Provide proper and complete inventory of PPE and equipment supplies
- Plan for future expansion of facilities
- Plan for future apparatus needs

Objective 2 – B Develop long range apparatus plan that takes into consideration operational issues but also deployment issues tied to growth forecast for the district.

Apparatus	Year	Replacement Schedule	Replacement Year
Engine 1	2006		
Engine 2 (Brush 2)	1984		
Brush 6	1985		
Tender 4	2002		
Tender 5	2000		
Tender 8	2000		
FR 10	1999		
Command 7	1999		
Water Trailer	?		

Goal 3 –Increase community involvement through promotion of community outreach programs

Objective 3 – A: Increase recruitment of community members for the position of firefighter.

Time Line: Ongoing

Cost:

Tasks:

- Develop consistent advertising program to encourage volunteer recruitment
- Develop standardized new member orientation and training programs
- Continue collaborative partnership with Coconino Community College to maximize teaching basic principles of emergency services
- Explore grant funded internship program with Coconino Community College

Objective 3 – B: Continue to improve Fire Prevention Information

Time Line: Ongoing

Cost:

Tasks:

- Conduct a community needs assessment

- Continue promoting programs such as Safe Home Inspections, Smoke/CO Detector placement and the Knox Box program
- Provide open communication with the community through the use of meetings and publications and developing electronic messaging capability
- Provide periodic community discussion forums
- Conduct holiday and/or special events at the fire department
- Develop and maintain SFEFD website
- Produce and distribute an annual report of department activities and accomplishments
- Increase the amount of public education presented to the community such as fire prevention, fire extinguisher training, First Aid and CPR training
- Seek opportunities to provide information to local media