



## **2011 – 2014 STRATEGIC PLAN**

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**Adopted February 21, 2011**

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## **A Message From the Strategic Planning Sub-Committee**

As members of the strategic planning sub-committee we would like to thank the Mountain Vista Fire District Board of Directors for their foresight in proceeding with the development of a strategic plan. We would also like to thank the full strategic planning committee for providing their personal time in this process.

The plan represents many hours of work by the sub-committee in formulating recommendations to the Board for the District's Vision, Mission, Values and Strategic Initiatives. The plan identifies eight (8) Strategic Initiatives that formulate the direction for the District as it proceeds in the next five years.

The execution of the plan will be management driven with the Administrative Chief assigned to oversee each objective. The successful implementation of the objectives will require the combined efforts of the Mountain Vista Fire District management, Rural/Metro management and fire fighters support. We look forward to the challenge placed before us.

Respectfully Submitted:

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Peter Archuleta, Chairman – MVFD Board of Directors

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Mike Treece, Treasurer – MVFD Board of Directors

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Tom Brandhuber, Rural/Metro Fire Chief

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Ben Jones, Rural/Metro Fire Fighters – Old Pueblo Firefighters Association

## Strategic Planning Introduction

This is Mountain Vista Fire District's first Strategic Plan. The Board of Directors authorized the process to develop the plan in November of 2010. A Strategic Planning Committee was formed consisting of community representation, fire fighters, Rural/Metro management, District staff and members of the Board of Directors.

The Regional Transportation Authority provided a consultant for the District from the MainStreet Business Assistance Program. Consultant Jan Aalberts Waukon facilitated the committee meetings and provided consultation as the plan was being formulated.

Meetings were held to discuss the purpose and elements of the strategic plan including what the plan should contain, a vision for the future of the District, action priorities, and solutions to the constraints and barriers that challenge the District. These meetings occurred on 10/4/10, 10/25/10 and 11/08/10 and were open to the public. (See meeting agendas in attached Appendix)



In December of 2010 a sub-committee of the Strategic Planning Committee was formed and directed to formulate the District's Vision, Mission and Values statements along with the strategic initiatives that would be addressed for Board and Committee approval. The sub-committee members included Board members Peter Archuleta and Mike Treece, Rural Fire Chief Tom Brandhuber and Fire Fighter and union representative, Ben Jones. Several meetings were held that were also open to the public.

On December 20, 2010 the Board of Directors reviewed the Vision, Mission, Values and eight (8) Strategic Initiatives. Some minor changes were made and approved as such.

In January of 2011, Board Chairman Archuleta and Consultant Jan Aalberts Waukon began the process of formulating objectives for each approved initiative and preparing a draft strategic plan for the sub-committee's review and input which could then be given to the Board and full Strategic Planning Committee for review and approval

## Mountain Vista Fire District Strategic Plan

In February, the review of the drafted strategic plan began in the sub-committee, then was passed on to the full committee, and finally was presented to the entire Board at their meeting on February 21, 2011.

The Mountain Vista Fire District Strategic Plan was adopted on February 21, 2011.

The strategic planning process was very aggressive and the members who participated were committed to its development and completion.

The intent and purpose of this plan is to act as a guide for the future direction of the District. In addition, the plan sets out guidelines for development of District policies for management and operations.

The Strategic Plan process is ongoing. It is a living document which entails annual review to determine progress of implementation and to make adjustments as necessary for success. The Initiatives are based on what can be accomplished within a 5-year period. The annual review adjusts the clock, evaluates current initiatives and develops new initiatives as circumstances warrant.

The review of the adopted plan will begin in December of each year beginning in December 2011.



### Strategic Planning Process Model



The model illustrated above is the course of action upon which the strategic planning process and ongoing development of strategic approach is based. It is grounded in the principle that establishing the intention of an organization, through its vision, mission, values and strategic initiatives, provides a base upon which goals, objectives and agreements are made. This allows organizations and their partners to work together to implement a structure that can then be evaluated for effectiveness and consequently redesigned as needed to serve the intention. Re-design will consequently initiate re-negotiation of strategies and agreements to continually improve the health, welfare and progressive growth of any organization. \*\*

\*\* © SkyHouse, 2011



## Population:

The District is comprised of approximately 25,000 residents, 11,798 residential properties, 403 commercial properties and 1229 vacant land locations.

## 2010-2011 Budget

The Fire District, a special taxing district, is organized under the statutory laws of the State of Arizona. As a special taxing district, the majority of its revenue is collected from the property owners by setting a uniform tax rate applied to each property's assessed value.

Fire District fees are then included and identified by the name of the organization on the annual property tax statement. The payment of Fire District fees is ultimately included in the total property tax payment.

The District may also receive additional funding from a County fund identified as the Fire District Assistance Tax (FDAT). Special service fees and grants may also be sources of funds for fire districts.

In the 2010-2011 fiscal year, the funding level was \$4,824,013.00. The 2010/2011 tax rate for MVFD is \$1.2549.

## The Board of Directors

A five member Board of Directors elected at large by the voters of the District governs the Mountain Vista Fire District. Board members are elected in alternating two-year cycles, each serving four-year terms so that no more than three directors are elected every two years. The Fire District board members are governed by Arizona State statues. The Board establishes the policies of the District, and they approve the District's annual budget. The Board holds monthly public meetings and administers the affairs of the Fire District on behalf of the residents and property owners.

Peter Archuleta, Chairman  
Mike Treece, Treasurer  
Donna Heidinger, Clerk

Earle Ruhnke, Director  
Jerry Phillips, Director

## The Staff

Scott Butler, Administrative Chief

## Strategic Plan Components

The components of the Strategic Plan are:

### Vision Statement

The Vision Statement provides a summary of the vision of the future of the Mountain Vista Fire District

### Mission Statement

The Mission Statement summarizes the organization's goals and objectives in a single unifying statement

### Values Statement

The Values Statement is a commitment to the spirit and ethical framework for all decisions and actions.

### Strategic Initiatives

The eight Strategic Initiatives frame the primary focus of the next 5 years of growth within the Mountain Vista Fire District.

### Strategic Objectives

The Strategic Objectives provide specific and measurable outcomes that will indicate that the Strategic Initiative has been accomplished.



## **Vision, Mission and Values**

### Vision Statement

**The Mountain Vista Fire District’s vision is to be the accepted standard of excellence in the delivery of fire and rescue services.**

### Mission Statement

**The Mountain Vista Fire District’s mission is “Community First”.**

### Values Statement

**The Mountain Vista Fire District will be driven by Integrity, Partnership, Innovation and Service.**



## Strategic Initiatives

The following eight (8) Initiatives are the foundation for the Mountain Vista Fire District Strategic Plan:

Strategic Initiative #1: Develop a Private/Public Fire Service Model that maximizes both partners' strengths in providing excellence in service.

Strategic Initiative #2: Maintain and enhance a positive image of the Mountain Vista Fire District.

Strategic Initiative #3: Expand the Mountain Vista Fire District for long-term preservation.

Strategic Initiative #4: Maintain a strong fiscal base to ensure excellence in service.

Strategic Initiative #5: Develop a new budget format that is informative and conforms to Mountain Vista Fire District's Vision, Mission, and Values.

Strategic Initiative #6: Develop a 5-year capital equipment and improvement program that conforms to Mountain Vista Fire District's Vision, Mission and Values and recommends alternatives for financing the program in the most cost effective manner.

Strategic Initiative #7: Evaluate the current organizational and management structure and create a compatible structure that compliments the Private/Public model.

Strategic Initiative #8: Review, analyze and create Board policies that provide clear direction to the staff and are understandable to the community with regards to achieving the District's Vision, Mission and Values

Please Note: Target completion dates are based on the fiscal calendar year (July 1 – June 30). The target dates are identified by quarters.

1<sup>st</sup> qtr 2012 = July 1- Sept 30, 2011  
2<sup>nd</sup> qtr 2012 = Oct 1-Dec 31, 2011  
3<sup>rd</sup> qtr 2012 = Jan 1-Mar 30, 2012  
4<sup>th</sup> qtr 2012 = Apr 1-June 30, 2012  
1<sup>st</sup> qtr 2013 = July 1-Sept 30, 2012  
2<sup>nd</sup> atr 2013 = Oct 1-Dec 31, 2012  
Ongoing = Continue annually

## Strategic Initiative #1: Private/Public Model



*Develop a Private/Public Fire Service Model that maximizes both partners' strengths in providing excellence in service.*

### **Description of the Initiative:**

In its formulation, The Mountain Vista Fire District relied on a continued private/public fire service delivery model which existed with the Fire Districts that merged in its creation. This model has served the community in an effective manner. It is the intent of the Board of Directors of the Mountain Vista Fire District not only to continue with this model, but also to enhance it through managerial and fiscal improvements.

## Objective 1.1

Evaluate and enhance the current Rural/Metro and Mountain Vista Fire District partnership.

- a. Identify contributions from each partner that benefit the Private/Public model.
- b. Jointly analyze, outline and diagram the existing communication model, chain of command and responsibilities in the current relationships to include:
  - i. Legal/Fiscal oversight
  - ii. Management oversight
  - iii. Operational oversight
- c. Identify those areas that are unclear or that will require a shift in structure.
- d. Prioritize those areas that require strengthening, develop an action approach to address those areas.
- e. Re-draft the model to include but not be limited to:
  - i. Organizational structure and chain of command
  - ii. Relationship by Objective process outline
  - iii. Legal, fiscal, management and operational agreement
- f. Present to the Board of Directors and Union representation for review and input.

Person(s) Responsible: Mountain Vista Administrative Chief, Rural/Metro Fire Chief

Target Completion Date: 1<sup>st</sup> qtr. 2012 (July-Sept, 2011)

## Objective 1.2

Re-negotiate and adopt agreements to incorporate the newly adopted model.

Person(s) Responsible: Mountain Vista Administrative Chief, Rural/Metro Fire Chief, Board of Directors

Target Completion: 2<sup>nd</sup> qtr. 2012 (Oct-Dec, 2011)

## Objective 1.3

Review and revise (if necessary) the model annually with District and Rural/Metro management representation, labor representation and Board of Directors representation.

Person(s) Responsible: Mountain Vista Administrative Chief, Board of Directors, Rural/Metro Fire Chief, Union Representative

Target Completion: 2<sup>nd</sup> qtr. (Oct-Dec annually beginning 2013)

## Strategic Initiative #2: District Image



*Maintain and enhance a positive image of the Mountain Vista Fire District.*

### **Description of the Initiative:**

The Mountain Vista Fire District's image is a reflection of the District's character. How we present ourselves is as important as what we provide, how we deliver our service, and the timeliness of that service. The inclusion of the community in the delivery of services and in shaping our character is an integral part of this image.

## Objective 2.1

Contract with a reputable marketing and public relations agency to:

- a. Develop a strategic branding, marketing and public relations approach that includes:
  - i. All proprietary and contracted equipment, materials and personnel will be attributed to MVFD.
  - ii. Image Branding
  - iii. Service Branding
  - iv. Public Relations Strategy

Person(s) Responsible: Mountain Vista Administrative Chief, Rural/Metro Fire Chief

Target Completion: 1<sup>st</sup> qtr. 2012 (July-Sept, 2011)

## Objective 2.2

Approve and implement the branding, marketing and public relations plan.

Person(s) Responsible: Mountain Vista Administrative Chief, Board of Directors

Target Completion: 1<sup>st</sup> qtr. 2012 (July-Sept, 2011)

## Objective 2.3

Identify volunteer opportunities and build a volunteer program for Mountain Vista Fire District

Person(s) Responsible: Mountain Vista Administrative Chief

Target Completion: 4<sup>th</sup> qtr. 2012 (Apr-June, 2012)

### Strategic Initiative #3: District Expansion



*Expand Mountain Vista Fire District service  
for long-term preservation*

#### **Description of the Initiative:**

Mountain Vista Fire District operates under a private/public model of fire protection delivery services. This concept has maximized the combined private sector effective controls and management of personnel and equipment with the public sector's stewardship of fire service responsibilities and fiscal capabilities. Mountain Vista can provide an alternative fire service product to communities presently not served by a public fire district through this model. This model is important to the District and to these communities as an alternative proposal in expanding the District's boundaries for long-term preservation of continued service to the region.

## Objective 3.1

Develop and approve criteria for annexing communities to include but not be limited to:

- a. Expansion of District service areas should be done only when it is fiscally responsible and can maintain excellence in service to existing as well as future property owners.

Person(s) Responsible: Board of Directors, Rural/Metro Fire Chief

Target Completion: 1<sup>st</sup> qtr. 2012 (July-Sept, 2011)

## Objective 3.2

Negotiate the terms for annexation with Rural/Metro and establish an annexation timeline. Consider:

- a. Rural/Metro current staffing, equipment, and facility costs for serving the specific proposed annex area.
- b. Rural/Metro current percentage of management overhead based on the number of fire stations operated by Rural to serve the annexation in questions.

Person(s) Responsible: Board of Directors, Rural/Metro Fire Chief

Target Completion: 1<sup>st</sup> qtr. 2012 (July-Sept, 2011)

## Objective 3.3

Identify assessed valuation, revenue sources and other resources to ensure that annexations meet criteria. Implement annexation plan.

Person(s) Responsible: Mountain Vista Administrative Chief

Target Completion: 1<sup>st</sup> qtr. 2012 (July-Sept, 2011)

## Strategic Initiative #4: Strong Fiscal Base



*Maintain a strong fiscal base to ensure excellence in service*

### **Description of the Initiative:**

It is imperative that the District's financial condition is strong and secure but this condition should never compromise excellence in service as a highest priority. All fiscal policies should reflect this philosophic base.

## Objective 4.1

Develop, document and adopt financial policies for the Mountain Vista Fire District.

Person Responsible: Board of Directors

Target Completion Date: 2<sup>nd</sup> qtr. 2012 (Oct-Dec, 2011)

## Objective 4.2

Review and update financial policies annually.

Person Responsible: Board of Directors

Target Completion Date: 2<sup>nd</sup> qtr. annually and as part of the ongoing annual budgetary process

## Strategic Initiative #5: Budgetary Format



*Develop a budget format that is informative and conforms to Mountain Vista Fire District's Vision, Mission and Values*

### **Description of the Initiative:**

The District's budget serves as an informative document that should be easily understood by the general public and identifies the current fiscal year's revenues and expenditures as well as its five-year capital improvement program. This budget document should reflect the District's effort to remain focused on its Vision, Mission and Values.

Objective 5.1

Research budgetary formats that enhance fiscal reporting.

- a. Include visual representation of distribution of revenue and expenses as well as narrative explanations and justifications.

Person Responsible: Administrative Chief

Target Completion Date: 4th qtr. 2012 (Apr-June, 2012)

Objective 5.2

Present option(s) to the Board of Directors for review, selection and approval.

Person Responsible: Administrative Chief

Target Completion Date: 4th qtr. 2012 (Apr-June, 2012)

## Strategic Initiative #6: Capital Improvement Program



*Develop a 5-year capital equipment and improvement program that conforms to Mountain Vista Fire District's Vision, Mission and Values and recommends alternatives for financing the program in the most cost effective manner.*

### **Description of the Initiative:**

The Capital Improvement Program is an effective tool for anticipating annexations, equipment and facility improvement requirements, estimating costs and planning the financing. It is a public informational document for community awareness of projects being considered.

## Objective 6.1

Identify all necessary facilities that will be required to accommodate the District in the next five (5) years.

Person Responsible: Administrative Chief

Target Completion Date: 2<sup>nd</sup> qtr. 2012 (Oct-Dec, 2011)

## Objective 6.2

Identify all equipment including furniture of value of more than \$1000 to be purchased within the next five (5) years.

Person Responsible: Administrative Chief

Target Completion Date: 2<sup>nd</sup> qtr. 2012 (Oct-Dec, 2011)

## Objective 6.3

Identify all proposed systems (i.e. communications, networking systems, etc.) necessary to run the current and expanded District within the next five (5) years.

Person Responsible: Administrative Chief

Target Completion Date: 2<sup>nd</sup> qtr. 2012 (Oct-Dec, 2011)

## Objective 6.4

Identify all administrative and operational expenses involved in the annexation plan.

Person Responsible: Administrative Chief

Target Completion Date: 1<sup>st</sup> qtr. 2012 (July-Sept, 2011)

Objective 6.5

Prepare a cost/benefit analysis for each item being considered in Objective 1-4 analysis.

Person Responsible: Administrative Chief

Target Completion Date: 3<sup>rd</sup> qtr. 2012 (Jan-Mar, 2012)

Objective 6.6

Prepare and present a 5-year capital improvement budget and plan for review and approval. Include visual representations as well as narrative explanations and justifications.

Person Responsible: Administrative Chief

Target Completion Date: 3<sup>rd</sup> qtr. 2012 (Jan-Mar, 2012)

## **Strategic Initiative #7: Organizational/Management Structure**



*Evaluate the current organizational and management structure and create a compatible structure that compliments the Private/Public Model.*

### **Description of the Initiative:**

In order to improve communication and delivery of services between all entities invested in the excellence of service for Mountain Vista Fire District, it is important to have clarity about their respective roles and responsibilities as well as the chain of command for direction and resolution of concerns.

## Objective 7.1

Conduct an assessment of the current organizational and management structure

Person Responsible: Administrative Chief, Board of Directors, Rural/Metro Fire Chief

Target Completion Date: 1<sup>st</sup> qtr. 2012 (July-Sept, 2011)

## Objective 7.2

Develop a proposed organizational structure that enhances the private and public model and clearly defines the chain of command in order to improve the clarity of responsibilities of Rural/Metro and Mountain Vista Fire District in delivery of fire and medical services

Person Responsible: Administrative Chief, Rural/Metro Fire Chief

Target Completion Date: 1<sup>st</sup> qtr. 2012 (July-Sept, 2011)

## Objective 7.3

Review the proposed model with the Board and affected stakeholders for comment and input. Revise the model based on input.

Person Responsible: Administrative Chief

Target Completion Date: 2<sup>nd</sup> qtr. 2012 (Oct-Dec, 2011)

## Objective 7.4

Submit proposed model to the Board of Directors for approval.

Person Responsible: Administrative Chief

Target Completion Date: 2<sup>nd</sup> qtr. 2012 (Oct-Dec, 2011)

## Objective 7.5

Implement the new organizational and management structure

Person Responsible: Administrative Chief

Target Completion Date: 3<sup>rd</sup> qtr. 2012 (Jan-Mar, 2012)

## Strategic Initiative #8: Board Policies



*Review, analyze, and create board policies that provide clear direction to the staff and are understandable to the community with regards to the District's Vision, Mission and Values.*

### **Description of the Initiative:**

The policies developed will serve as directives, depending upon their purpose or intent. They will set parameters to guide Executive Staff in the execution of duties. Their overall purpose is to provide timely decision-making and effective management of District business.

## Objective 8.1

Develop Board/Staff communication protocols.

Person Responsible: Administrative Chief, Board of Directors

Target Completion Date: 1<sup>st</sup> qtr. 2012 (July-Sept, 2011)

## Objective 8.2

Review and enhance current administrative policies to ensure compatibility with Districts adopted Vision, Mission and Values.

Person Responsible: Board of Directors, Administrative Chief

Target Completion Date: 1<sup>st</sup> qtr. 2012 (July-Sept, 2011)

## Objective 8.3

Review and enhance current operational policies to ensure compatibility with the District's adopted Vision, Mission and Values. Enhance the communication and coordination with Rural/Metro in providing fire and rescue services in a manner that will highlight the Private/Public model through these policies.

Person Responsible: Board of Directors, Administrative Chief, Rural/Metro

Target Completion Date: 2<sup>nd</sup> qtr. 2012 (Oct-Dec 2011)

## Objective 8.4

Review and enhance current financial policies to ensure compatibility with the District's adopted Vision, Mission and Values and so that:

- a. The District maintains the highest financial standards
- b. Debt/revenue ratio does not exceed a Board established percentage.
- c. All expenditure and revenues should be weighed against current and projected economic conditions and adjusted accordingly.

Person Responsible: Board of Directors, Administrative Chief

Target Completion Date: 4<sup>th</sup> qtr. 2012 (Apr-June, 2012)

## Objective 8.5

Review and enhance current public relations policies to ensure compatibility with the District's adopted Vision, Mission and Values.

- a. Identify programs and or projects where volunteers can be used in public relations efforts
- b. Develop an outreach program for volunteers
- c. Develop newsletters for the community.

Person Responsible: Administrative Chief, Board of Directors

Target Completion Date: 4<sup>th</sup> qtr. 2012 (Apr-June, 2012)

## Objective 8.6

Present all proposed policies to the Board of Directors for review and approval

Person Responsible: Administrative Chief, Board President

Target Completion Date: Ongoing through the end of 4<sup>th</sup> qtr. 2012 (June, 2012)

## Objective 8.7

Compile all approved policies in a well-organized and searchable digital and printed policy manual

Person Responsible: Administrative Chief

Target Completion Date: 1<sup>st</sup> qtr. 2013 (July-Sept, 2012)

## Objective 8.8

Review policies annually as part of the budgetary process. Update policy manual with any additional new or altered policies

Person Responsible: Administrative Chief

Target Completion Date: Ongoing and Annually

## Appendix A – Agenda's of Strategic Planning Meetings

### **Mt. Vista Fire District Strategic Development Process Purpose Statement**

*To affirm and establish the Vision, Mission and Working Values the Mountain Vista Fire District*

*To clarify issues of concern and to define the future ambitions of the organization.*

*To define the process for developing the Primary Strategic Goals and Objectives of the organization and to initiate this development process.*

*To establish a renewed sense of partnership and common purpose*

#### **Agenda – Working Session #2 - October 4, 2010-**

- I. Introductions and Warm-up Exercise
- II. Review of Working Session Agenda & Strategic Planning Process
- III. Establishment of Context and Stakeholders Interest
- IV. Seeing the Future
- V. Establishing the Value Base for Mt. Vista Fire District
  - a. With Clients
  - b. With the Community
  - c. With Contractors
  - d. With Each Other
- VI. Wrap Up – What's Next

#### **Agenda – Working Session #2 - October 25, 2010-**

- I. Review Results of Previous Session
- II. Establishing the Foundation for Vision and Mission Statements
- III. Determine Primary Issue and Work Focus Areas
- IV. Closing/What's Next

#### **Agenda – Working Session #3 – November 8, 2010**

- I. Refine Primary Issue Areas
- II. Define Process Conclusion Steps – Sub-Committee Assignments
- III. Closing / Next Steps

**Appendix B – Members of the Full Strategic Planning Committee**

Peter Archuleta, Chairman  
Board of Directors  
Mountain Vista Fire District

Chief Tom Brandhuber  
Rural/Metro Fire Department

Scott Butler  
Administrative Chief  
Mountain Vista Fire District

Chief James Stoltenberg  
Rural/Metro Fire Department

Mike Treece, Treasurer  
Board of Directors  
Mountain Vista Fire District

Ben Jones  
Rural/Metro Firefighters  
Old Pueblo Firefighters Association

Donna Heidinger, Clerk  
Board of Directors  
Mountain Vista Fire District

Al Moritz  
WSM Architects

Earle Ruhnke, Member  
Board of Directors  
Mountain Vista Fire District

Fred Roof  
MVFD Volunteer Staff

Jerry Phillips, Member  
Board of Directors  
Mountain Vista Fire District

Phil Richardson  
Community Member

Lorrie Palmquist  
Administrative Assistant  
Mountain Vista Fire District

## Appendix C – Timeline

Obj. #	Summary Description	Target Completion Date - Quarter/Yr - Qtr. Ending Date							Responsible Person(s)
		1st qtr/12 9/30/11	2nd qtr/12 12/30/11	3rd qtr/12 3/30/12	4th qtr/12 6/30/12	1st qtr/13 9/30/12	2nd qtr/13 12/30/12	Ongoing	
<b>Initiative #1: Develop a private/public fire service model that maximizes both partners strengths in providing excellence in service</b>									
1.1	Rural/Metro - MVFD Partnership	X							MVFD Adm. Chief RM Fire Chief RM Union Representative
1.2	Re-negotiate and adopt agreements		X						MVFD Adm. Fire Chief RM Fire Chief MVFD Bd. of Directors
1.3	Review and revise annually		X					X	
<b>Initiative #2: Maintain and enhance a positive image of Mountain Vista Fire District</b>									
2.1	Contract with marketing/publc relations agency	X							MVFD Adm. Chief
2.2	Approve/implement marketing/PR plan	X							MVFD Adm. Chief MVFD Bd. of Directors
2.3	Build volunteer program				X				MVFD Adm. Chief
<b>Initiative #3: Expand Mountain Vista FireDistrict service for long-term preservation</b>									
3.1	Develop and approve criteria for annexation	X							MVFD Bd. of Directors MVFD Adm. Chief
3.2	Negotiate terms and establish timeline	X							MVFD Bd. of Directors RM Fire Chief
3.3	Identify assessed valuation, revenue/resources	X							MVFD Adm. Chief
<b>Initiative #4: Maintain a strong fiscal base to ensure excellence in service</b>									
4.1	Develop, codify and adopt financial policies		X						MVFD Bd. Of Directors
4.2	Review and update policies annually		X					X	MVFD Adm. Chief MVFD Bd. of Directors

\*\*Quarters are based on the Fiscal Calendar Year. The fiscal year = July 1 to June 30 of each year. The fiscal year is signified using the ending year of the fiscal year. (Example: July through September of 2011 is the 1st quarter of FY2012)

# Mountain Vista Fire District Strategic Plan

Obj. #	Summary Description	Target Completion Date - Quarter/Yr - Qtr. Ending Date							Responsible Person(s)
		1st qtr/12 9/30/11	2nd qtr/12 12/30/11	3rd qtr/12 3/30/12	4th qtr/12 6/30/12	1st qtr/13 9/30/12	2nd qtr/13 12/30/12	Ongoing	
Initiative #5: Develop a new budget format that is informative and conforms to Mountain Vista Fire District's Vision, Mission, and Values									
5.1	Research formats				X				MVFD Adm. Chief
5.2	Present option(s) for approval				X				MVFD Adm. Chief
Initiative #6: Develop a 5- year capital equipment and improvement program that conforms to MVFD's Vision, Mission and Values and recommends alternatives for financing the program in the most cost effective manner									
6.1	Identify necessary facilities		X						MVFD Adm. Chief
6.2	Identify necessary equipment		X						MVFD Adm. Chief
6.3	Identify necessary systems		X				X		MVFD Adm. Chief
6.4	Identify administrative and operational costs	X							MVFD Adm. Chief
6.5	Prepare cost/benefit analysis			X					MVFD Adm. Chief
6.6	Prepare/present budget and plan				X				MVFD Adm. Chief
Initiative #7: Evaluate the current organizational and management structure and create a compatible structure that compliments the private/public model.									
7.1	Conduct an assessment	X							MVFD Adm. Chief MVFD Bd. of Directors RM Fire Chief
7.2	Develop organizational structure	X							MVFD Adm. Chief RM Fire Chief
7.3	Review model with Board and stakeholders	X							MVFD Adm. Chief
7.4	Submit proposed model for approval		X						MVFD Adm. Chief
7.5	Implement the org. and management structure			X					MVFD Adm. Chief

\*\*Quarters are based on the Fiscal Calendar Year. The fiscal year = July 1 to June 30 of each year. The fiscal year is signified using the ending year of the fiscal year. (Example: July through September of 2011 is the 1st quarter of FY2012)

# Mountain Vista Fire District Strategic Plan

Obj. #	Summary Description	Target Completion Date - Quarter/Yr - Qtr. Ending Date						Responsible Person(s)
		1st qtr/12 9/30/11	2nd qtr/12 12/30/11	3rd qtr/12 3/30/12	4th qtr/12 6/30/12	1st qtr/13 9/30/12	2nd qtr/13 12/30/12	
Initiative #8: Review, analyze, and create board policies that provide clear direction to the staff and are understandable to the community with regards to the District's Vision, Mission and Values.								
8.1	Develop communication protocols	X						MVFD Adm. Chief MVFD Bd. of Directors
8.2	Review and enhance administrative policies	X						MVFD Bd. of Directors MVFD Adm. Chief
8.3	Review and enhance operational policies		X					MVFD Bd. of Directors MVFD Adm. Chief
8.4	Review and enhance financial policies				X			MVFD Bd. of Directors MVFD Adm. Chief
8.5	Review and enhance public relations policies				X			MVFD Adm. Chief MVFD Bd. of Directors
8.6	Present all policies for review and approval	X	X	X	X			MVFD Adm. Chief
8.7	Compile policies in a policy manual					X		MVFD Adm. Chief
8.8	Review policies annually						X	MVFD Adm. Chief MVFD Bd. of Directors

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