

STRATEGIC PLAN 2024-28



NORTH VIEW FIRE DISTRICT



KRISTOPHER C MAXFIELD | FIRE CHIEF | MARCH 2024

Response and Service Excellence

Administrative Efficiency

Employee Development and Wellness

Morale and Retention

PURPOSE

CHANGES IN DISTRICT LEADERSHIP, AND PROJECTED GROWTH OF WEBER COUNTY'S NORTH END HAVE NECESSITATED THE NORTH VIEW FIRE DISTRICT'S ENGAGEMENT IN THE STRATEGIC PLANNING PROCESS. THE PURPOSE OF THIS DOCUMENT IS TO PROVIDE THE NORTH VIEW FIRE DISTRICT BOARD OF TRUSTEES WITH THE INFORMATION AND DATA NECESSARY TO ANALYZE CURRENT RESPONSE PERFORMANCE. THIS INFORMATION WILL ASSIST WITH THE CREATION OF KEY PERFORMANCE INDICATORS, GOALS, AND WILL CONTRIBUTE TO THE FORMATION OF A VISION FOR GROWTH THAT IS CONSISTENT WITH THE EXPECTATIONS OF THE COMMUNITY.

Dear Fire District Stakeholders,

I am pleased to present to you the Fire District Strategic Plan for the next five years. This plan is the result of a collaborative effort between the fire district leadership, staff, and community members, who shared their vision, values, and goals for our fire district.

The strategic plan outlines our mission, vision, and core values, as well as our strategic priorities and objectives for the future. The plan also identifies the key performance indicators and measures that will help us track our progress and ensure accountability.

Our strategic priorities are:



- **Response Excellence:** We will provide the highest level of emergency response and service delivery to our community, while ensuring the safety and wellness of our personnel.
- **Administrative Efficiency:** We will optimize our organizational structure, processes, and resources to support our operational needs and strategic goals.
- **Employee Development and Wellness:** We will invest in the professional growth and development of our employees, and foster a culture of learning, innovation, and excellence. We will promote the physical, mental, and emotional well-being of our employees, and provide them with the resources and support they need to thrive.
- **Employee Morale and Retention:** We will enhance the internal communication, recognition, and engagement of our employees, and build a positive and respectful work environment.

The strategic plan is a living document that will guide our decision-making and actions for the next five years. It will also be reviewed and updated annually to reflect our changing needs and circumstances. We welcome your feedback and input on the plan, and we look forward to working with you to achieve our shared vision.

Thank you for your continued support and trust in our fire district. Together, we can make a difference in the lives of our community.

Sincerely,

A handwritten signature in black ink, appearing to read "K. Maxfield".

Kristopher C Maxfield

Fire Chief, North View Fire District

Strategic Priorities

i. Response and System Services

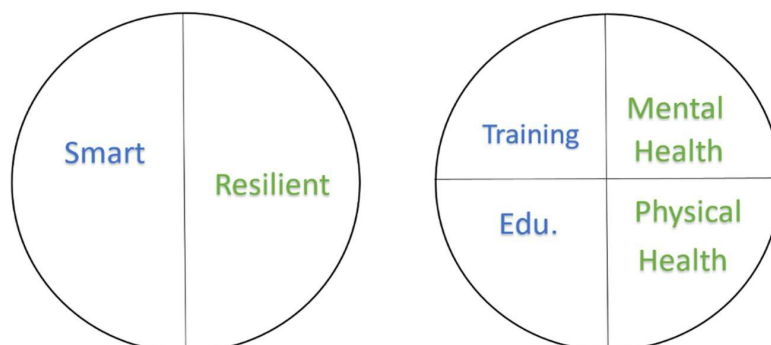
Services determined through community driven strategic planning and local system requirements will be developed and supported to meet the expectations of the citizens. We will analyze, study, and implement change to achieve best practices and compliance to industry standards. The aim will be to achieve best practices and compliance to industry standards by examining, learning, and applying change. Three main areas will be examined when district structure and resource deployment are reviewed: resource distribution, resource concentration, and system reliability. Current and ongoing performance data will be reviewed to measure the system performance of the North View Fire District.

ii. Administrative Functions and Efficiency

Administrative functions and efficiency play a vital role in facilitating communication and coordination within the organization and are instrumental in maintaining compliance with legal and regulatory requirements. Staying compliant with audits, regulations, state reporting standards and freedom of information requests is important to the organization's reputation and will negatively affect trust with both internal and external stakeholders if not managed competently. Administrative staff handle essential internal tasks related to employee benefits, payroll, workplace amenities and licensure. It is critical to district service that all administrative responsibilities within are accounted for and evaluated as part of the planning process.

iii. Employee Development and Wellness

We will prioritize and facilitate employee development and empower employees to reach their full potential. By investing in the growth and development of our firefighters, we will show them that we value their career progression and are committed to helping them succeed. To facilitate a holistic view of development and wellness, we will encourage employees to become *well rounded* by building their knowledge, skills and abilities in concert with their personal resilience. Firefighter development efforts will focus on creating smart, resilient employees, two categories which can be broken down further into subcategories. Education and training comprise the two subcomponents of “Smart”, while physical and mental health constitute employee “resilience”.



iv. Morale and Employee Retention

A positive and motivated workforce is essential to the success of North View Fire District. Managing morale in a multigenerational workplace like North View is especially critical. Creating a culture of open communication helps employees feel valued and heard, raising their level of investment, and subsequently, improving district morale. We will encourage the free flow of ideas, providing transparency into the problem solving and decision-making process of the organization. We will recognize and reward the hard work and achievements of our employees. We will encourage employees to support each other, and ensure a system is in place for addressing personnel and personality conflicts. A positive work culture fosters a sense of belonging and improves overall morale. Ongoing evaluation of the district's employee assistance program, work schedules, fitness initiatives, wellness policies and fitness programs will be continually evaluated.

History

In 1965, the cities of North Ogden and Pleasant View were growing, but their response capabilities were limited. Recognizing the need for improved fire service, Terrel Call, a resident of Pleasant View, took this critical issue to their city councils and proposed that they create their own fire department to better serve their communities. Chief Terrel Call was subsequently named North View's first fire chief.

North View Fire relied heavily on community volunteers who selflessly responded to emergencies from their homes directly to the scene or to the station to drive apparatus. Their commitment and service were crucial to safeguarding the residents of North Ogden and Pleasant View.



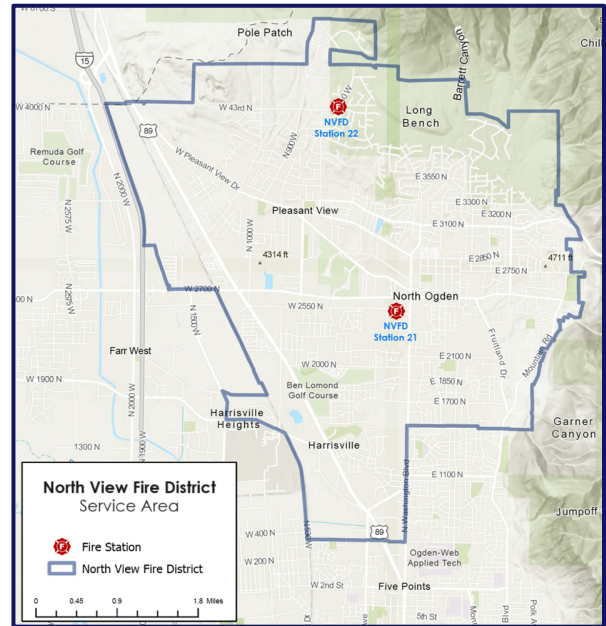
In 1981, the neighboring city of Harrisville recognized the benefits of joining North View Fire, further strengthening the capabilities of the department. This collaboration allowed for more comprehensive coverage and improved emergency response.

In 1991, North View Fire realized the need to increase its level of service by providing some of the state's first Advanced Emergency Technicians (AEMTs), ensuring that residents received increased quality of care and improved response times.

Throughout the years, North View Fire remained committed to proactive measures to promote fire safety and prevention within the community. A notable initiative was educating elementary school children with fire safety messages. The introduction of characters like Fireball, Smokehouse, and Hot Flash, fire safety clowns, left a lasting impact on countless young lives and garnered recognition for documented saves both locally and at the state level.

In 2008 the citizens of North Ogden, Pleasant View, and Harrisville voted in overwhelming support to create the North View Fire District. This development marked a significant step forward in ensuring sustainable and stable funding and governance for North View Fire. An elected fire board was established to oversee operations, which remains today.

As the population of the district continued to grow, so did the demands placed on the district. To meet the evolving needs of the community, the district grew into a full-time department. In 2017, a second station was constructed in Pleasant View, which further improved the response times, particularly in the northern part of the district.



Throughout its history, North View Fire has exemplified dedication, innovation, and community spirit in its mission to protect and serve. From its humble beginnings in 1965 to its current state as a modern and efficient fire department, the legacy of Chief Terrel Call and the countless volunteers and professionals who followed in his footsteps continues to shape the safety and well-being of North Ogden, Pleasant View, and Harrisville.



North View Fire District Strategic Planning Committee

Jeremiah Jones, Deputy Chief

Brynn Lott, Captain

Ryan Barker, Deputy Chief/FM

Dan Fisher, Captain

Matt Lee, Captain

Coltin Larsen, Lieutenant

Dave Griggs, Captain

Sean Lowe, Lieutenant

Jason Gorder, Captain

Jared Kidman, Lieutenant

Brian Griffin, Captain

Nicci Roylance, Admin Assistant

Kristopher C Maxfield, Fire Chief



Mission

“The mission of the North View Fire District is to serve the communities of North Ogden, Pleasant View, and Harrisville, including the surrounding areas, by providing *exceptional* emergency services through a focused approach to prevention, education, fire, and emergency medical response. We dedicate ourselves to preventing harm, mitigating disaster, and ensuring the protection of life, property, and the environment.”

Values

- **Compassion:** We will serve our community with compassion and care.
- **Respect:** We will respect ourselves, those we serve, and those with whom we serve.
- **Integrity:** We will hold ourselves to be honest, ethical, and accountable.
- **Professionalism:** We will be competent, dedicated, humble, and professional in our appearance, actions, and interactions.
- **Passion:** We value passion for the job and the pursuit of professional development.
- **Teamwork:** We will collaborate selflessly, with a positive attitude, for the greater good.

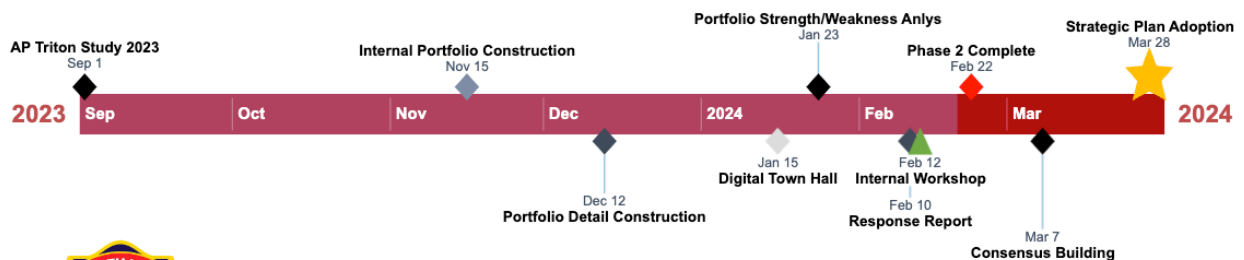
Vision

- To be recognized as the pre-eminent all-hazards response provider in the State of Utah by providing the highest level of service.
- To be recognized regionally as a fire department that trains intensively and completely with quality, cutting-edge techniques and equipment.
- To be the most desirable place to work across the region for new and experienced personnel alike.
- To be known for making a positive impact on the community and improving people’s lives.

Objectives

- ✓ DEFINE THE PROGRAMS PROVIDED TO THE COMMUNITY
- ✓ ESTABLISH THE COMMUNITY’S SERVICE PRIORITIES AND EXPECTATIONS
- ✓ IDENTIFY COMMUNITY CONCERNS
- ✓ IDENTIFY CRITICAL ISSUES/SERVICE GAPS
- ✓ IDENTIFY THE INTERNAL STRENGTHS AND WEAKNESSES OF THE ORGANIZATION
- ✓ IDENTIFY AREAS OF OPPORTUNITY FOR, AND POTENTIAL CHALLENGES TO THE ORGANIZATION
- ✓ REVISIT THE MISSION AND VALUES OF THE ORGANIZATION
- ✓ DETERMINE A VISION FOR THE FUTURE
- ✓ DETERMINE STRATEGIC INITIATIVES FOR ORGANIZATIONAL IMPROVEMENT
- ✓ ESTABLISH GOALS AND OBJECTIVES
- ✓ IDENTIFY IMPLEMENTATION TASKS
- ✓ DEVELOP ORGANIZATIONAL AND COMMUNITY COMMITMENT TO THE PLAN

NVFD Strategic Planning Timeline



Internal Portfolio Examination

Before analysis of internal programs and services could begin, it was necessary to identify all programs needing oversight within the organization. This was done to ensure that changes in leadership and department organization had not overlooked any critical programs requiring management and to place supervision of these programs at the appropriate level. Programs were analyzed for *Strengths* or *weaknesses* and prioritized by their potential impact. Portfolio items were then categorized based on performance analysis into three categories based on how the program is currently functioning: great, good and poor. Portfolio performance outputs were then distributed at the crew level and provided to the board of trustees. Corresponding goals were created for each respective portfolio and presented for strategic plan inclusion.

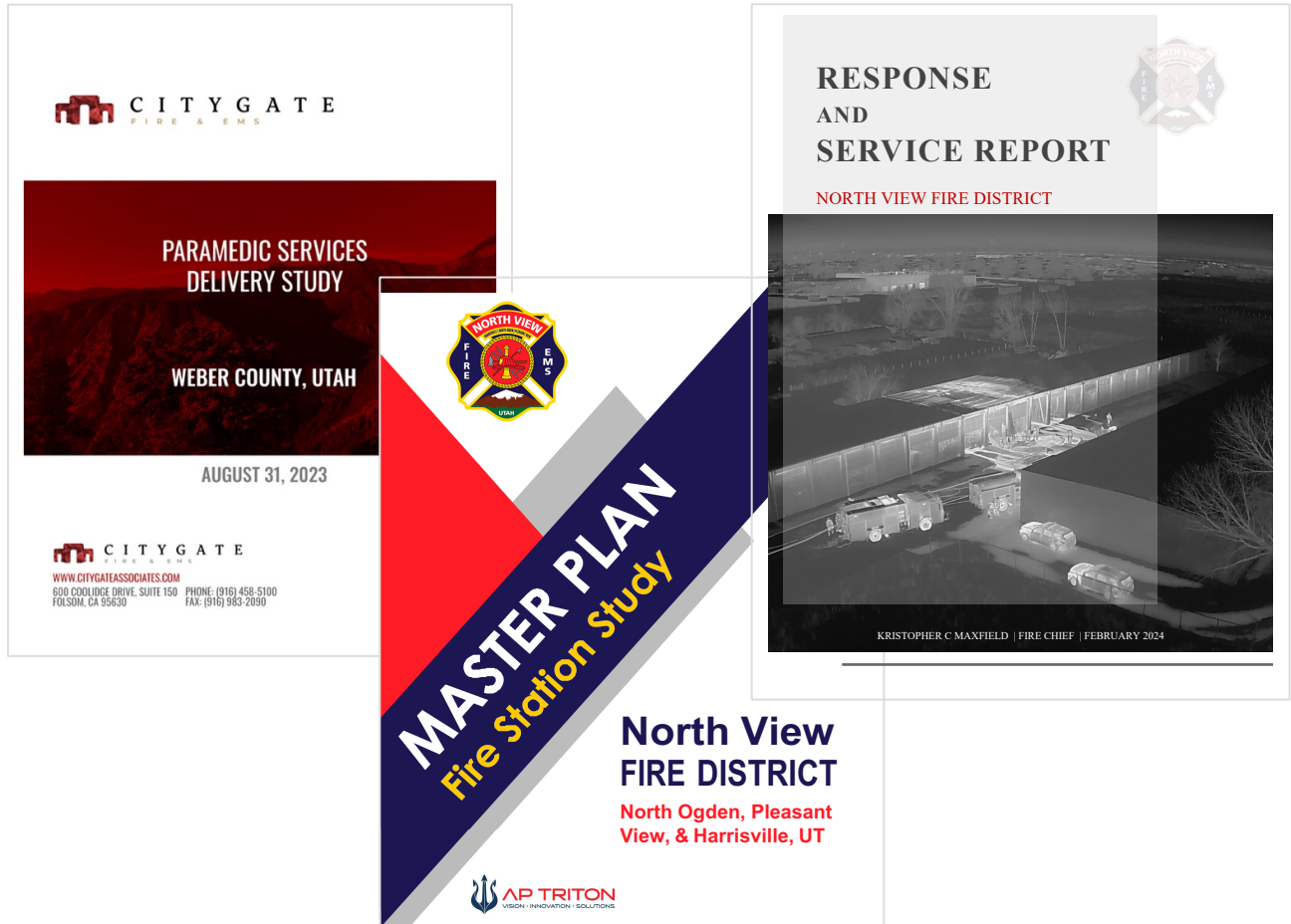
Portfolio Strength/Weakness Assessment

Chief Maxfield	DC Jones	DC Barker	Admin Assist. Roylance
Community Risk Reduction	Health and Safety Officer	ISO	*Human Resources
Fire Training	EMS Recertification	Admin Fleet	Workers Comp
Active Shooter Response	Wildland/EMAC	Knox Box	New Employee Onboarding
Career Ladder/Development	SCBA	Facility Upgrades	Employee Records Management
Peer Support/Mental Health	EVO	Preplans/Apt Maps	Employee Benefits Coordinator
Heavy Rescue	Grants	New Ambulance Spec	Medical Supply Ordering/Tracking
Hazmat	Accident Inv. Review	Learning Management System	PPE Maint/Replace
District Oversight	Medical QA	LODD	Peer Support assist.
Budget Oversight	Hose, Hand and Power Tools	Pub-Ed	Apparat EMS License
Budget Construction	Emergency Service Operations	Hydrants	Board Clerk
Staff- Discipline	Station Staffing Management	Radios	Grama
Strategic Planning	Apparatus Maint	CERT	Image Trend
Fire Recertification	New Hire Testing	School Programs	District Website Management
FF Fitness and Equipment	Controlled Sub Mang.	Plan approval	Uniform Ordering
PIO	EMS Training	Inspections	Payroll Processing
Purchase Authorization	New Apparatus Spec	Facility Maintenance	Billing and Reconciliation
Staff- Hiring	NFIRS QA	Facility Supplies	Medical Billing
New Hire Evaluation	Social Media Management	Ambulance Maintenance	Elections
Policy Review/Lexipol	CrewSense	Fire Investigations	Resception
METS/ Annual Physicals	PIO	Impact Fees	CPR
Uniforms	New Hire Training	PIO	Notary
	Medical Control. Liasson	Engineers Test 2025	IT
		Municipal Planning Liasson	Banquets/BBQ
		Emergency Mngmt Liasson	Awards
		State Fire Marshal Representative	



External and Internal Study and Report Analysis

Summary of strategic priority findings and recommendations from NVFD Master Plan Study; AP Triton 2023, Weber County Paramedic Study; Citygate 2023, and NVFD Response Analysis Report 2024.



RESPONSE AND SERVICES

AP Triton Report 2023, Findings and Recommendations

- The interfacility transport program has significantly increased the number of incidents in the district and the instances of two-person engine staffing, especially at Station 22.
- The district’s EMS Physician Advisor prohibits district paramedics from performing ALS assessments and procedures. This potentially compromises the paramedics’ ability to quickly provide ALS interventions in serious and life-threatening situations.
- The requirement that outside agencies must respond to the district to provide paramedic (ALS) care and transport is now duplicative and inefficient. For example, when NVFD transports a 911 patient, one OFD, RFR, or WFD Paramedic must accompany the patient, along with the NVFD Paramedic. In addition, the second Ogden paramedic follows the ambulance to the hospital, effectively taking three paramedics out of service for one patient.

Recommendation: Provide three-person minimum engine company staffing.

Recommendation: Explore and consider opportunities to expand NVFD’s ability to improve response performance to the North end of the fire district.

Recommendation: Apply to the State of Utah for a license to operate an ALS ambulance for both 911 incidents and interfacility transports.

Citygate PMA Report 2023, Findings and Recommendations

- The Paramedic squads are needed for substantial demand 24/7/365 and not just some hours of the day or days of the week.
- It is not yet critical, but if the rate of three incidents at once increases from 20 to 30 percent at peak hours of the day, at least a part-time relief unit could be needed.
- While the squad unit-hour utilization (UHU) rates are not yet at or over 30 percent hour over hour, one squad is in the low 20-percent range during peak demand hours. This unit’s workload should be closely monitored, and a relief unit planned for and deployed when 30 percent UHU is reached.
- The squad travel times are *close* to national advisory and clinical best-practice- based goal for arrival of the first Paramedic at 8:00 minutes travel time when a first responder arrives first. (County Wide Distribution)
- The system-wide 9-1-1 call to arrival times for the Paramedic squads, at 11:38 minutes, are very close to a best-practices-based goal of 11:30 minutes. Those few that are not, are in very difficult to serve geographic pockets. If rapid dispatch would be measured for acute incidents and turnout times reduced, the systemwide 9-1-1 call to arrival measure could easily decrease by 2:00 minutes.
- The geographic mapping analysis shows the five Paramedic squads are covering *most* of the population within an 8:00 minutes’ travel time, consistent with national best practices.
- There are rural area incidents past 8:00 minutes’ travel, more so in the southwest and *northeast* service areas.

Recommendation: The Paramedic system must evolve. The communities past the core coverage plan of the five Paramedic squads are growing slowly year over year, and that will not soon stop. Discussions need to begin now regarding how and where to increase the number of Paramedics, at whose expense, and for what reason.

- Add two Paramedic squads; this is expensive and will have low utilization until and unless severe growth occurs past the urban population density areas.
- Move outer-edge ambulances to 1+1—AEMT and Paramedic
 - The added Paramedic is lost to transport downtime.
 - This still adds more Paramedics than are clinically needed.

Recommendation: Most EMS systems are not fully self-supporting on billed revenues due to federal and state payment policies. The County could increase its expense (subsidy) to add outer-area Paramedics, or until the thresholds are crossed to increase the five County squads, *allow two to three of the outer-edge fire departments to add Paramedics to one or more ambulances at their local expense as a bridging solution.*

NVFD Response Report 2024, Findings and Recommendations

- The district is meeting the NFPA standards for engine staffing and ERF assembly, but only when ambulance personnel are available and mutual aid units are included.
- The district is falling below the NFPA and ISO standards for ladder truck service.
- The district is not receiving full ISO credit for engine service and personnel and will need to increase both to improve its PPC score.
- The district is currently covering more populated square miles and more citizens per firefighter than other Weber County emergency services providers.
- The district is currently covering more populated square miles and more citizens per fire station than other Weber County emergency services providers.
- The district has a limited distribution of fire personnel and apparatus across the service area, resulting in longer travel times and lower scores on the ISO PPC.
- North County resource distribution is significantly lower than in the South, negatively affecting the district's reliability and ERF assembly times.
- Paramedic service provided by the Weber County program is failing to meet the requirements for ALS paramedic incidents outlined in NFPA 1710, specifically in the Northern area of Pleasant View and North Ogden.

Recommendation: Increase daily staffing levels to maintain 5 personnel at each station.

Recommendation: Place a ladder truck in service at station 21.

Recommendation: Add a third engine company to the district and staff it with a minimum of 3 personnel.

Recommendation: Identify future fire station locations through the construction of a station deployment master plan for distribution of resources across the district. Land acquisition or first right of refusal for property will be continually assessed.

Recommendation: A plan to provide district 911 paramedic service and transport will be developed.

ADMINISTRATIVE FUNCTIONS AN EFFICIENCY

AP Triton Report 2023, Findings and Recommendations

- While gathering information for the service delivery analysis, there was difficulty in determining the best source of data for the metric being measured. As a result, not all data was complete.
- In discussion with NVFD staff, it was determined that not all EMS reports (incidents) would be included with the main NFIRS Records Management System (RMS). Therefore, the RMS did not capture all incidents.
- The Operations Deputy Chief's programmatic span of control is too broad, limiting his ability to adequately focus on specific programs and perform mid and long-range planning. This issue has been exacerbated by transferring the EMS Battalion Chief back into Operations.
- The district's policy and procedures are generally obsolete and incomplete. This includes policies related to work rules, job descriptions, and other state and federally-mandated regulations.
- The recent addition of three firefighter/paramedic positions should reduce the overtime coverage needs daily

while also helping position the district to secure an ALS ambulance transport license.

- The district must pay a fee every time an outside agency paramedic accompanies a patient to the hospital on an NVFD ambulance, effectively resulting in an additional cost to district taxpayers (approximately \$100,000 annually).

Recommendation: Implement an EMS Continuous Quality Improvement (CQI) program for incident reporting.

Recommendation: Form a workgroup to examine existing policies and procedures as it relates to data collection.

Recommendation: Training on data entry will be developed and provided to all members required to complete fire and EMS reports.

Recommendation: A quality improvement process will be developed to ensure incident reports from significant fires and other incidents are reviewed.

Recommendation: Publish a quarterly report on apparatus and ambulance performance.

Recommendation: Add an Administrative Battalion Chief position.

Recommendation: Formalize, adopt, and maintain a formal capital replacement plan.

Recommendation: Update policies, procedures, & Standard Operating Guidelines.

Citygate PMA Report 2023, Recommendations

Recommendation: Adopt recommended response time goals for ALS Paramedic response, at 90 percent reliability.

- 1:30 minutes' call processing / dispatch
- 2:00 minutes' crew turnout
- 8:00 minutes' Paramedic squad travel (11:30 minutes total call receipt to arrival)
- 10:00 minutes' ambulance travel (13:30 minutes total call receipt to arrival)

Recommendation: Add Paramedic Strategies: The County needs to resolve and choose an option to reinforce 8:00-minute Paramedic travel in the growing, outer-suburban and rural areas. Methods used elsewhere include:

- Adopt slower response time measures system-wide or in light-population-density and call areas; many systems now use a 10:00 minutes or more transport travel time where first-response ALS exists (AEMT use rare).
- Adopt split response time measures for urban, suburban, and rural population densities.

Response Report 2024, Findings and Recommendations

- The district's ability to maintain a reliable system will be contingent on population growth. Citygate (2023) projects a total district build-out of 75,000 - 80,000. As total population increases, so will call volume.
- The district can improve its total response times by reducing turnout times and dispatch delays.

Recommendation: Key Performance Indicators (KPIs) will be developed and tracked using the Unit Hour Utilization (UHU) method and triggers established for the addition of resources.

(Reliability)

Recommendation: Key Performance Indicators (KPIs) will be developed and tracked to ensure dispatch and turnout times are improved and remain compliant with NFPA guidelines.
(Distribution and Concentration)

EMPLOYEE DEVELOPMENT AND WELLNESS

AP Triton Report 2023, Findings

- The tenure of full and part-time employees is fairly low due to retirements and resignations.
- The district's hiring of paramedics and additional firefighters to train as paramedics without clear plans or approval to integrate into the overall county EMS system has been problematic.

Recommendation: Establish a schedule that ensures Firefighters and Paramedics are regularly rotated off the ambulances and onto an engine company.

Recommendation: Apply to the State of Utah for a license to operate an ALS ambulance for both 911 incidents and interfacility transports.

Response Report 2024, Recommendations

Recommendation: A plan to provide district 911 paramedic service and transport will be developed and implemented.

MORALE AND EMPLOYEE RETENTION

AP Triton Report 2023

- The district appears to strongly emphasize employee well-being, mental health, and post-traumatic stress prevention.
- The district's hiring of paramedics and additional firefighters to train as paramedics without clear plans or approval to integrate into the overall county EMS system has been problematic.

Recommendation: Establish a schedule that ensures Firefighters are regularly rotated off the ambulances and onto an engine company.

Response Report 2024, Recommendations

Recommendation: A plan to provide district 911 paramedic service and transport will be developed.

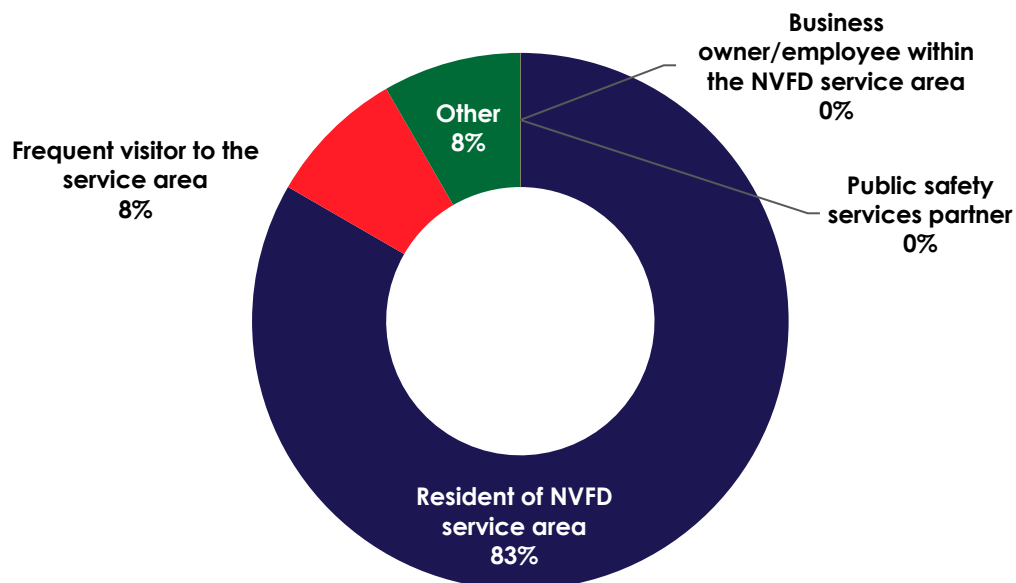
Community Survey

To complete the task of developing a fire department strategic plan, input was solicited from the public to obtain comments, concerns, and general information from involved citizens throughout the community. The community workshop was conducted by AP Triton as an online survey and a total of 12 persons completed the entire survey. Public input is a critical component of the strategic planning process and is necessary in order to understand the expectations of the community in regard to fire department service, NVFD would like to thank the individuals that participated in the public input session for the open and candid comments presented. The following survey analysis was completed by the AP Triton team.

Community Survey Results

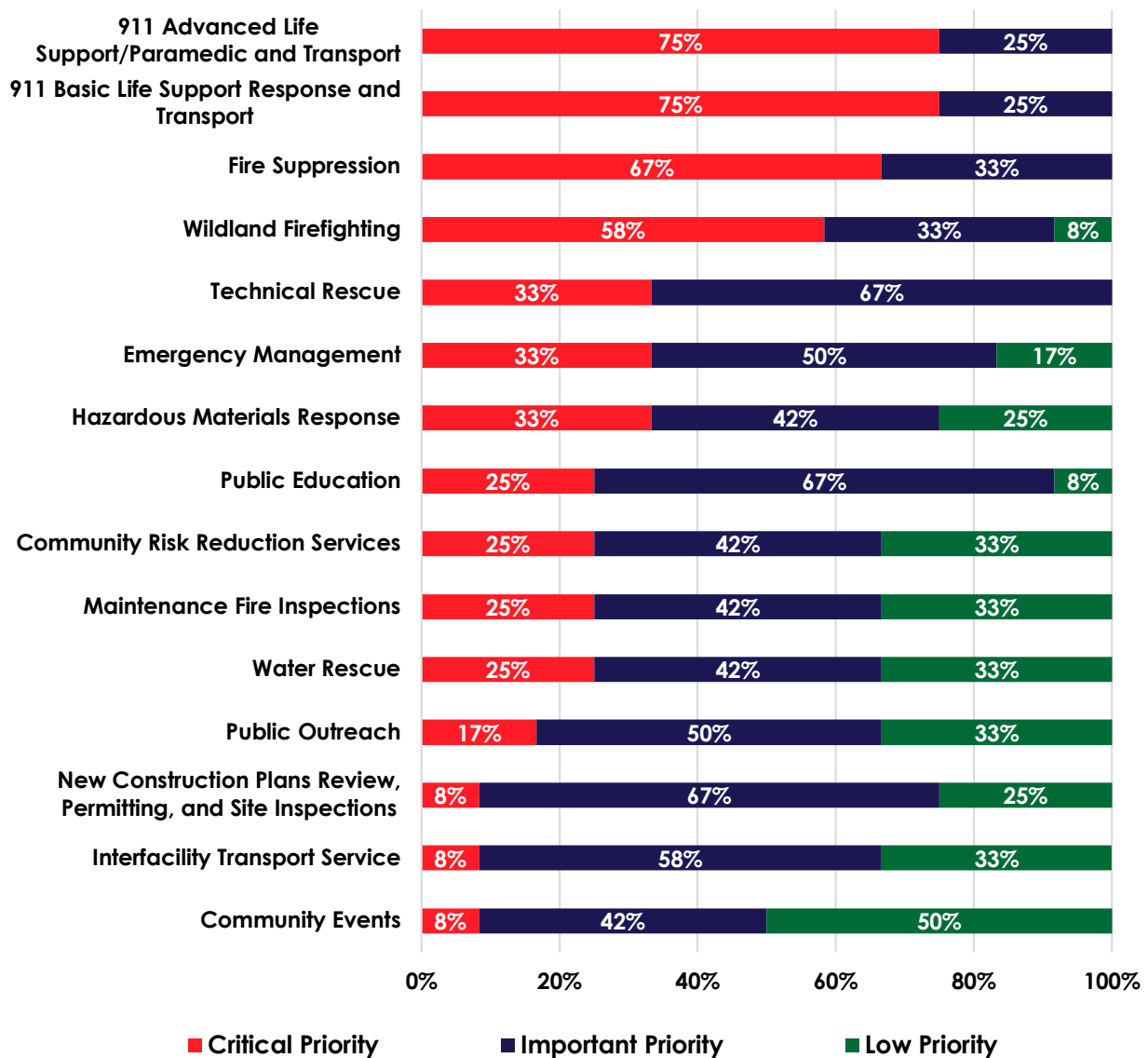
Question 1: "Which of the following best describes your relationship to the North View Fire District (NVFD) service area?"

The majority of respondents to the survey identify as residents of the NVFD service area, indicating that the feedback primarily reflects the perspectives of those living within the district. A small fraction of responses come from frequent visitors and one other respondent with a unique relationship to the area. The absence of business owners, employees within the NVFD service area, and public safety services partners among the respondents suggests that the survey's insights are predominantly residential in nature.



Question 2: "Please rate the following services provided by the NVFD in terms of priority for you."

The services were rated across three categories: "Critical Priority," "Important Priority," and "Low Priority."



The data reveals a clear prioritization among respondents for services directly related to emergency response and life safety, such as fire suppression and advanced medical support. These services are deemed critical by a large majority of the participants, underscoring the community's high value on immediate response capabilities.

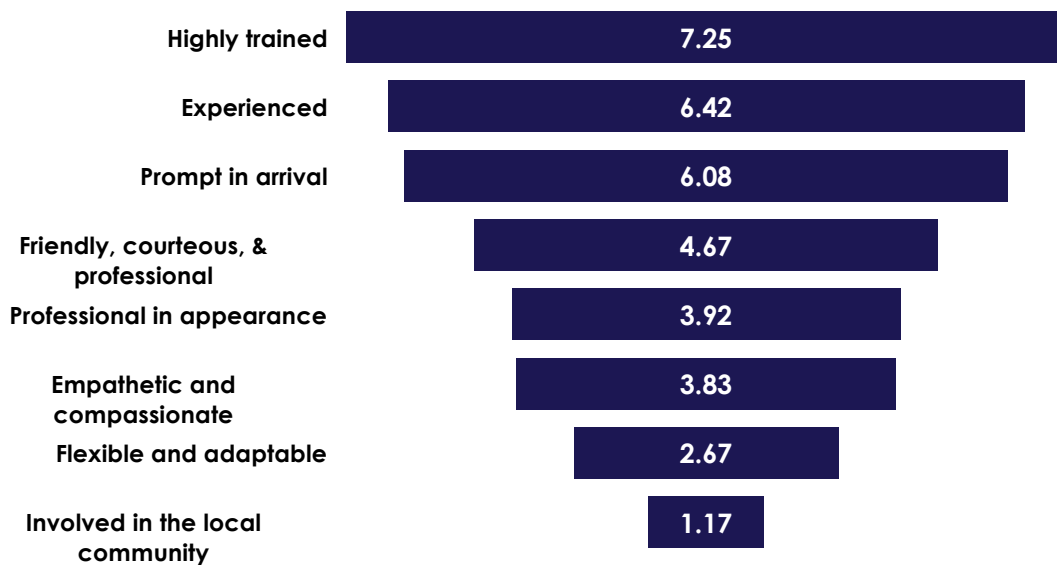
Conversely, services like community events, interfacility transport service, and new construction plans review, while still important, are seen as less critical by the respondents. This suggests a practical approach by the community, prioritizing life-saving and emergency management services over other supportive or administrative functions.

The emphasis on wildland firefighting as a critical priority reflects a possible concern among residents about the risks associated with wildfires, highlighting the importance of readiness and response capabilities for such incidents.

The survey results underline the community's clear expectation for the NVFD to prioritize emergency response and life-saving services, with a particular focus on fire suppression and advanced medical support. While other services are also valued, they are not seen as immediately critical, indicating a community prioritization towards ensuring safety and emergency preparedness.

Question 3: *"Please rank the following first responder qualities by importance."*

Respondents were asked to rank various qualities of first responders in order of importance, with options including being highly trained, experienced, prompt in arrival, friendly, professional, empathetic, flexible, and involved in the local community.



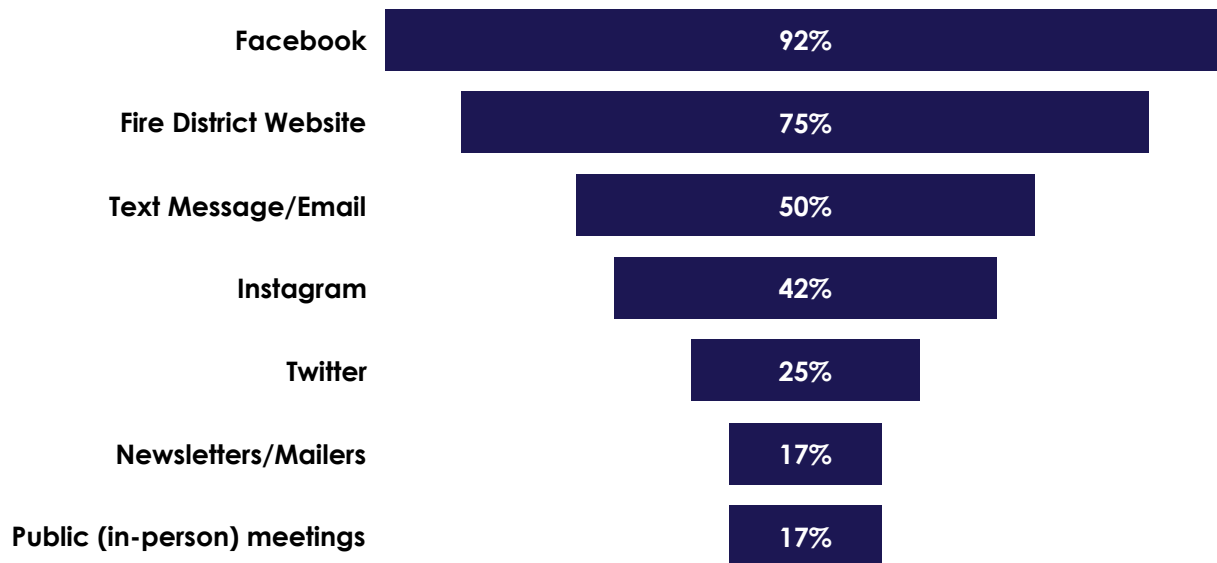
The survey results highlight a strong preference for first responders who are highly trained and experienced, underlining the community's prioritization of competence and skill in emergency situations. Promptness in responding to calls is also a critical factor, reflecting the urgency and immediate nature of most emergencies.

While softer qualities like friendliness, professionalism, and empathy are valued, they are not ranked as highly as the more technical skills and attributes related to performance in emergency situations. This suggests that when it comes to first responders, the community places a premium on effectiveness and efficiency.

Community involvement of first responders is seen as the least important, which might indicate that the community differentiates between the operational roles of first responders and their social engagement roles, prioritizing the former in the context of emergency services.

Question 4: "What methods would you prefer that the fire district use to communicate with you?"

Respondents were given multiple options to indicate their preferred communication channels with the fire district, including social media platforms, the fire district website, text messages/email, newsletters, public meetings, and traditional media.



Key Preferences:

Facebook: Emerged as the most preferred method with 92% (11 respondents) indicating it as a preferred communication channel.

Fire District Website: The second most preferred method, with 75% (9 respondents) favoring it for communication.

Text Message/Email: Chosen by 50% (6 respondents), showing a significant preference for direct communication methods.

Instagram: Preferred by 42% (5 respondents), indicating a moderate preference for visual social media platforms.

Twitter: Selected by 25% (3 respondents), showing some interest in this platform for communication.

Newsletters/Mailers and Public (in-person) meetings: Each received a preference from 17% (2 respondents), indicating lower interest in these traditional methods.

YouTube, NextDoor, Newspaper, and Other: Received no interest as communication methods among the respondents.

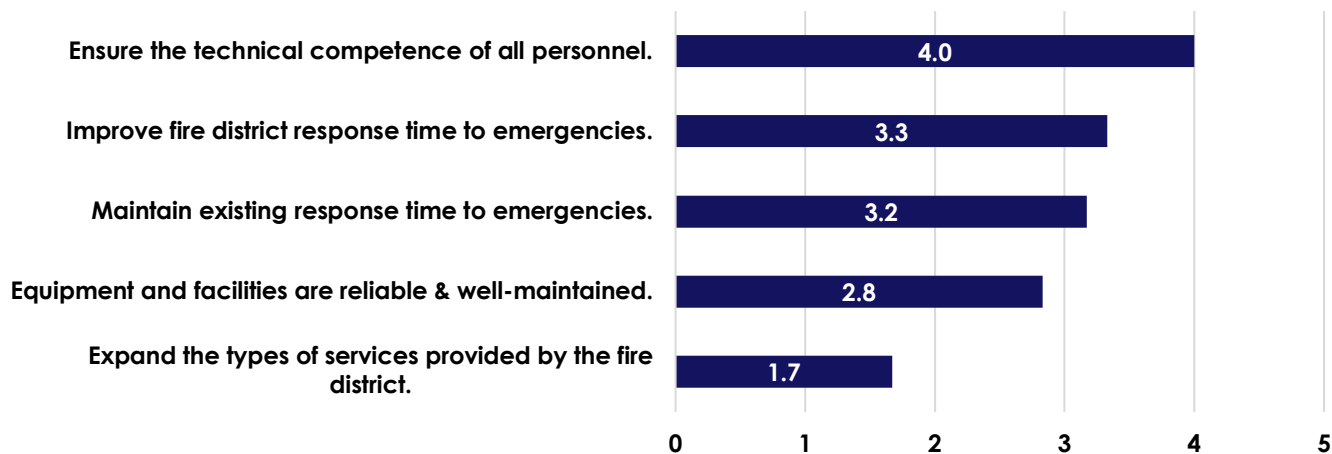
The preferences indicate an inclination towards digital and social media platforms for communication, with Facebook and the fire district website being the most favored channels. This suggests that the community values easily accessible and immediate forms of communication, where updates and information can be quickly disseminated and accessed.

The lower preference for traditional methods like newsletters, newspapers, and public meetings reflects a shift towards more modern, digital communication methods. However, the interest in text messages and emails highlights a desire for direct and personal communication, suggesting that a mix of broad-reaching and direct communication strategies might be most effective.

The survey results underscore the importance of leveraging digital platforms and direct messaging to engage with the community effectively. The fire district's communication strategy should prioritize Facebook and its website, supplemented by text messages and emails for direct communication. The relatively lower interest in traditional and other social media platforms suggests these should not be the primary focus but can be included as part of a comprehensive communication approach to reach different segments of the community.

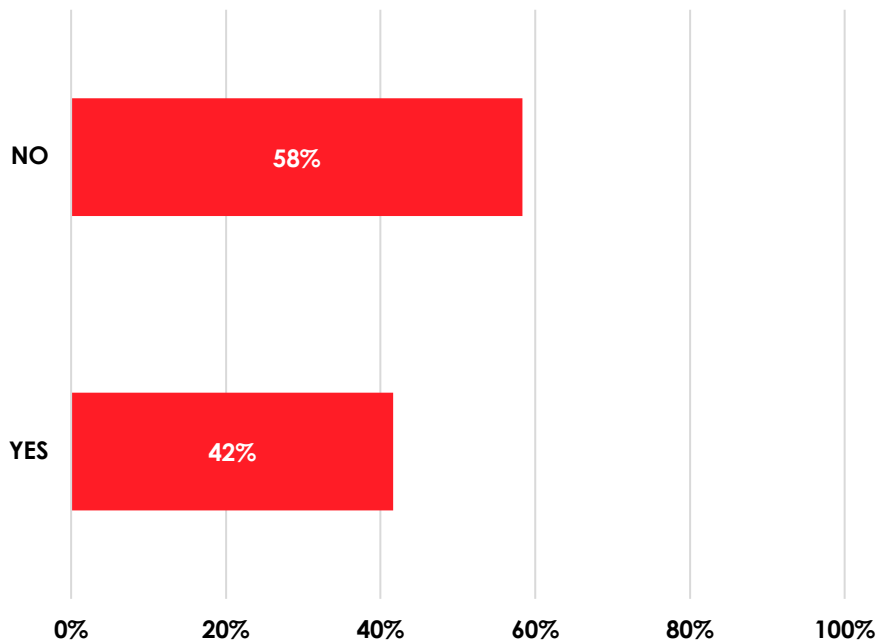
Question 5: "Please compare each of the following elements in terms of their importance for improvement by the fire district."

Respondents were asked to rank various aspects of the fire district's services and capabilities in order of importance for improvement.



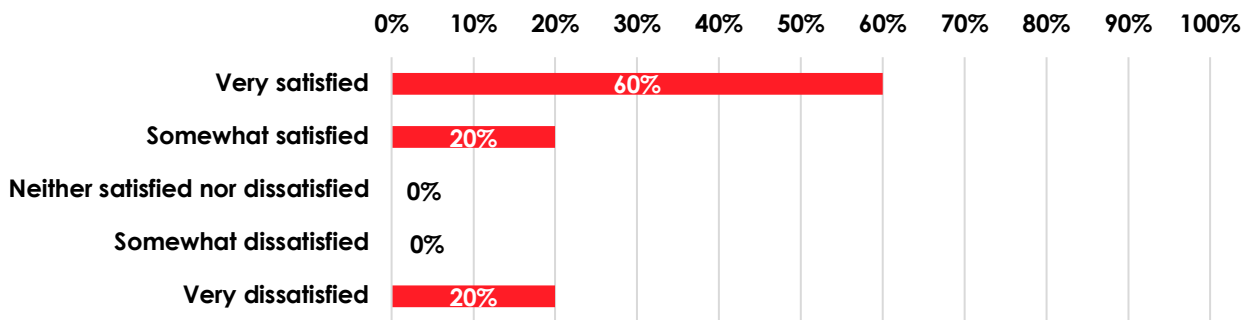
Improving technical competence and response times emerges as the central theme from this question, suggesting that the community values a well-prepared and efficient fire district capable of handling emergencies effectively. These insights can guide the fire district in prioritizing training, equipment maintenance, and potentially exploring strategies to reduce response times. The relatively lower priority on expanding services suggests that the community might prefer the fire district to focus on enhancing its core competencies before considering broader service offerings.

Question 6: "Have you received any services from the fire district in the past year?"



This question aimed to determine the direct interaction level of the survey participants with the fire district's services within the past year. A significant portion of the respondents, over half, reported *not* having received any services from the fire district in the past year.

Question 7: "If you responded YES to the previous question, how satisfied were you with the services you received from the fire district?"



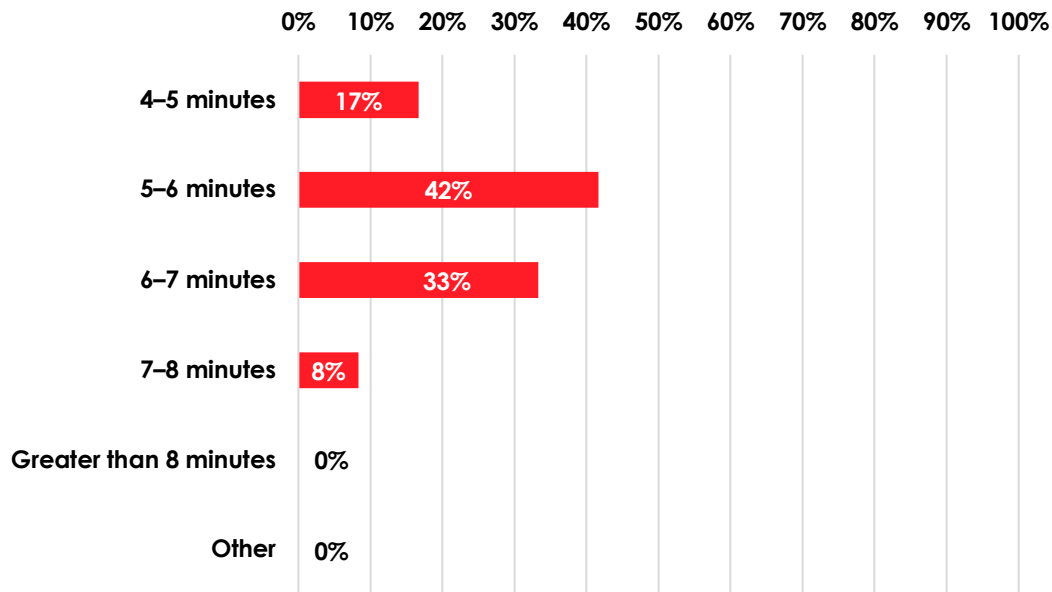
This question specifically targets the experiences of respondents who have received services from the fire district in the past year, aiming to gauge their level of satisfaction. A majority (80%) of these respondents expressed satisfaction to varying degrees, with the larger portion indicating they were very satisfied with the services received. This positive response suggests that, for most who interacted with the fire district, the experience was favorable, reflecting well on the quality and effectiveness of the services provided.

However, it is noteworthy that 20% of the respondents who received services were very dissatisfied. This indicates that while the majority had a positive experience, there are instances where the

fire district's services did not meet the expectations of the community members. This variance in satisfaction levels underscores the importance of continuous improvement and addressing specific concerns that lead to dissatisfaction.

The presence of dissatisfaction in a smaller segment highlights areas for potential improvement in service delivery or communication. Understanding the reasons behind the dissatisfaction will be crucial for the fire district to address specific issues and enhance overall service quality.

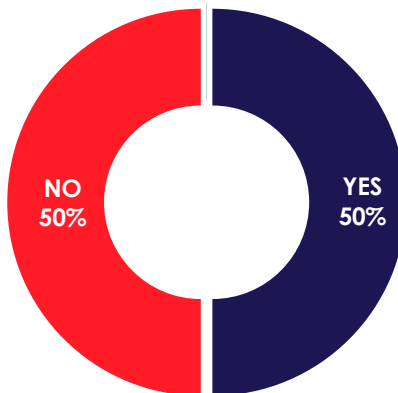
Question 8: "How long do you think it should take for emergency services to arrive after being called?"



This question probes the community's expectations regarding the fire district's response times to emergencies. The majority of respondents have specific expectations for response times, with the most common expectation being between 5 to 6 minutes (42%), followed by 6 to 7 minutes (33 %). This suggests that the community has relatively high expectations for quick emergency responses, likely reflecting an understanding of the critical nature of timing in emergency situations.

The community's expectations underscore the need for continuous efforts to optimize response strategies, possibly through improved dispatch processes, strategic placement of resources, or enhanced training and preparedness.

Question 9: "Does that expectation change depending on where you are in the district?"



This question explores whether the community's expectations for emergency response times vary based on different locations within the district. The responses are evenly split, with half of the respondents indicating that their expectations do vary by location, and the other half stating their expectations remain consistent throughout the district.

Those who answered "Yes" may recognize that geographical and logistical challenges can affect response times, implying a flexibility or understanding of differing circumstances across the district. This could reflect an awareness of rural vs. urban settings, traffic conditions, or the distribution of emergency resources.

Conversely, the respondents who answered "No" might expect a uniform level of service and response times regardless of location, indicating a desire for consistency in emergency response capabilities throughout the district. This perspective could underscore the importance of equitable service provision and the expectation that the fire district manages its resources to ensure prompt responses across all areas.

The community is divided on whether location within the district should influence emergency response times. This finding suggests the fire district may need to communicate effectively about the factors influencing response times and possibly work towards minimizing discrepancies in service levels across different areas. Addressing these differing expectations could involve strategic planning in resource allocation, response strategies, and public education efforts to manage community expectations realistically.

Question 10: *"Why might expectations change based on location?"*

Key Reasons Provided:

Distance to Firehouse/Station: Several respondents mentioned the proximity to the firehouse or station as a significant factor, indicating an understanding that being farther away might lead to longer response times. Another respondent pointed out that being on the "outskirts of the city" could naturally lead to longer response times, emphasizing the role of location within the district's overall geography.

Geographical Challenges: One response highlighted "Distance to travel. Uphill" as a concern, suggesting that geographical features like hills could impact response times.

The reasons provided by respondents who believe location impacts emergency response times reflect a practical understanding of the logistical and geographical challenges in providing uniform emergency services across diverse areas. The acknowledgment of factors such as distance, terrain, and the specific location of fire stations underscores the community's awareness of the complexities involved in emergency response.

Question 11: *"What types of fire and safety education programs would you like to see offered by the fire district?"*

Key Suggestions:

BLS/CPR Classes: One respondent expressed interest in Basic Life Support (BLS) and Cardiopulmonary Resuscitation (CPR) classes, indicating a desire for life-saving skills training accessible to the community.

Elderly Education and Fire Education for Kids: Another response highlighted the importance of tailored education programs for vulnerable populations, such as the elderly, and fire education programs specifically designed for children.

Practical Fire Safety Tips: A respondent shared a personal experience with a stove fire, suggesting an interest in practical fire safety tips that could help prevent or address common household fire scenarios.

Continuation of Current Programs: One respondent suggested continuing with the current education programs, implying satisfaction with the existing offerings or a lack of specific new suggestions.

The responses indicate a mix of interests in fire and safety education programs, with a focus on practical skills like BLS/CPR, targeted education for specific age groups, and practical tips for everyday fire safety. The variety of suggestions underscores the community's recognition of the importance of fire safety education and a desire for programs that cater to different community members' needs.

The relatively high number of skipped responses could indicate a lack of awareness of current programs or uncertainty about what types of programs might be beneficial. This suggests an opportunity for the fire district to increase awareness of existing educational offerings and engage with the community to identify and develop programs that meet their needs and interests.

Question 12: *"In your opinion, are there areas within the community that need more attention from the fire district?"*

Key Suggestions:

Improvement in Response Times: One respondent emphasized the need for faster medical and fire response times, suggesting an area for improvement that could enhance community safety and satisfaction.

Attention to New Housing Developments: Another response pointed out the construction of new houses, indicating a need for a larger fire station or additional resources to adequately serve growing areas of the community.

Satisfaction with Current Services: A respondent expressed satisfaction with the current level of attention ("No :)", implying they do not see any areas that require more focus.

General Agreement on the Need for More Attention: While not specifying particular areas, one response simply stated "Yes," suggesting agreement with the premise of the question.

Focus on Townhomes within NVFD Boundaries: One respondent specifically mentioned townhomes within the NVFD boundaries, indicating these as areas needing more attention, possibly due to density, access, or other unique challenges associated with such housing.

The responses to this question reveal that while some community members see specific areas or aspects of the fire district's services that require more attention, others are satisfied with the current distribution of resources and services. The call for improved response times and particular attention to new or densely populated housing developments reflects an awareness of the challenges posed by community growth and changing demographics.

The mixed responses suggest a need for ongoing assessment and dialogue between the fire district and the community to identify and address areas where services could be enhanced or expanded. It also highlights the importance of adapting to community growth and the evolving needs of diverse housing types, such as townhomes.

Identifying areas within the community that require more attention from the fire district is crucial for ensuring that all residents feel adequately served and safe. The feedback points to specific concerns, such as the need for faster response times and the provision of services to newly developed or densely populated areas. Engaging with the community to gather more detailed feedback and conducting thorough assessments of service coverage can help the fire district prioritize improvements and resource allocation to meet the community's needs effectively.

Question 13: *"If you have previously interacted with the NVFD, please describe your experience."*

Key Highlights from Responses:

High Satisfaction: One respondent expressed extremely high satisfaction with their interaction with the NVFD, rating their experience as "100000/10."

Varied Experiences: Ratings and descriptions varied, with one respondent giving a score of 4, suggesting a good but perhaps not exceptional experience.

Positive Feedback: Several respondents provided positive feedback, describing their interactions as "Great! Always courteous and knowledgeable," "very professional, compassionate, and timely," "Very good," and "Very positive."

Room for Improvement: One respondent noted a great experience but mentioned a desire for improvements in response times, indicating satisfaction with personnel interactions but seeing potential for operational enhancements.

The feedback from respondents who have interacted with the NVFD highlights a predominantly positive experience with the district's services and personnel. The emphasis on professionalism, compassion, and knowledgeability suggests that the NVFD staff's conduct and expertise significantly contribute to the community's positive perception.

The singular mention of a desire for improved response times, juxtaposed with otherwise high praise, suggests that while interpersonal interactions are highly valued, operational aspects such as speed and efficiency of services are areas where some community members see room for improvement.

Question 14 reveals a generally positive community sentiment towards the NVFD, driven by professional, compassionate, and knowledgeable interactions with the fire district's personnel. This feedback underscores the importance of maintaining high standards in both the technical and interpersonal aspects of emergency services. Additionally, it highlights an opportunity for the NVFD to consider community feedback on operational efficiencies, such as response times, as a potential area for continued improvement.

Question 14: *"What are your biggest concerns about safety in your community?"*

Key Concerns Identified:

Environmental Concerns: One respondent mentioned "Ice, dryness" as their primary safety concerns, highlighting worries about natural conditions that could potentially lead to accidents or fires.

Child Safety: A particular concern for children's safety was expressed, emphasizing the risk of kids getting hit due to limited ingress and egress in certain areas.

General Safety: One response was simply "Paramount," possibly indicating that safety in general is a paramount concern, though the context is not detailed.

Growth and Future Needs: Concerns about the population increase and the future need for more resources to maintain safety levels in the community were noted.

Response Times: Echoing sentiments from earlier questions, response times were again cited as a significant concern, indicating a desire for quicker emergency services.

Urban Interface Protection: The need for protection in areas where urban environments meet wildlands was identified, suggesting concerns about wildfires or other natural disasters affecting residential areas.

The responses to Question 15 reveal a range of safety concerns within the community, from specific issues like child safety and environmental conditions to broader concerns about future resource needs and response times. The mention of urban interface protection is particularly noteworthy, reflecting awareness of the risks associated with the boundary between urban and natural areas, which could be prone to wildfires or other natural hazards.

The concern over response times continues to be a recurring theme, suggesting that any efforts to reduce response times could significantly address community concerns. Similarly, the focus on environmental conditions and child safety indicates a community attentive to both natural and human-centric safety issues.

Community concerns about safety are diverse, spanning environmental, infrastructural, and operational aspects of community living. Addressing these concerns would likely require a multi-faceted approach, including improving emergency response capabilities, enhancing safety measures for vulnerable populations like children, and considering the impact of environmental conditions on community safety. The NVFD and community planners could use this feedback to prioritize initiatives and resources to address the varied safety concerns expressed by residents.

Question 15: *"What changes or developments would you like to see in the NVFD's services or in the community?"*

Key Suggestions:

Response Times: One respondent highlighted the importance of ensuring appropriate first response times, echoing earlier concerns about the need for quick and efficient emergency services.

Fire Safety Information: There's a call for more fire safety information and guidance on what community members can do to help in emergencies, suggesting a desire for greater community engagement and education.

Satisfaction with Current Services: One respondent indicated "None," suggesting satisfaction with the current state of NVFD's services or possibly a lack of specific suggestions.

Paramedic Services: Two responses explicitly mentioned the desire for paramedic services, either as an enhancement or as a new development within the community, through North View Fire.

The feedback provided in Question 16 offers valuable insights into specific areas where community members see room for improvement or expansion in NVFD services. The recurrent theme around improving first response times is notable, as it reflects a critical concern for the community's safety and well-being.

The request for more fire safety information and resources indicates a proactive community eager to participate in safety measures and emergency preparedness. This suggests that initiatives aimed at community education and engagement could be well-received and beneficial.

The mention of paramedic services by multiple respondents highlights a specific area for service enhancement, suggesting that there is perceived need or value in expanding NVFD's medical response capabilities.

The suggestions for changes or developments within the NVFD services highlight three main areas: ***improving response times, increasing fire safety education, and enhancing or introducing paramedic services.*** These areas align with the community's expressed concerns about safety and emergency services efficiency. Addressing these suggestions could not only improve the NVFD's service delivery but also strengthen community engagement and preparedness for emergencies.

Question 16: "How important do you believe it is for your fire district to play a role in community development?"

Key Insights:

High Importance: Several respondents highlighted the importance of the fire district's involvement in community development as "Very important," with one emphasizing the impact on homeowner's insurance rates and safety perception.

Economic and Service Quality Considerations: One response linked the fire district's role to attracting a better tax base, suggesting an awareness of the economic implications of a strong fire service.

Need for More Information: One respondent indicated a need for more information, implying uncertainty about the fire district's potential role in community development or the specifics of how it could contribute.

Varied Importance Levels: Responses ranged from viewing the fire district's involvement as "Somewhat important" to "Great amount" of importance, indicating a spectrum of opinions about the fire district's role beyond its primary emergency response duties.

The feedback underscores a generally high regard for the fire district's involvement in community development, with many seeing it as crucial for enhancing safety, potentially affecting insurance rates, and contributing to a stronger community infrastructure. The connection between a robust fire service and economic benefits, such as an improved tax base, reflects a broader understanding of the fire district's impact on the community's overall well-being.

The variation in the perceived importance of this role, along with a call for more information, suggests an opportunity for the NVFD to communicate more about its activities related to community development and how residents can engage or support these efforts.

Community members recognize the significant role the fire district can play in community development, highlighting its importance not only for safety and emergency services but also for economic and quality-of-life aspects. This suggests that the NVFD could explore ways to further integrate its services with community development initiatives, providing more information to the public about these efforts and how they contribute to the community's growth and well-being.

Question 17: *"Are you aware of the potential benefits that infrastructure improvements in the fire district can bring to the community?"*

Key Insights:

Mixed Awareness: Responses indicate a range of awareness levels about the benefits of infrastructure improvements, from specific understandings to a lack of awareness.

Specific Benefits Recognized: One respondent detailed benefits such as available fire equipment and proximity to fire stations as key advantages, indicating an understanding of how infrastructure can impact safety and service efficiency.

Acknowledgment of Helpfulness: Some respondents acknowledged the potential benefits, with one explicitly stating, "I think it would be helpful," and another confirming their awareness but noting vagueness.

Need for Greater Public Awareness: One insightful response suggested that while they are aware of the benefits, they believe the average homeowner might not be, indicating a gap in public knowledge about the value of infrastructure improvements.

Importance of Equipment and Training: Another response highlighted the need for specific equipment and training to maintain insurance ratings, linking infrastructure improvements directly to tangible community and economic benefits.

The feedback from Question 18 reveals a spectrum of community awareness regarding the benefits of fire district infrastructure improvements. While some residents are well-informed about the direct and indirect benefits of such enhancements, others express limited awareness or seek more information.

The mention of specific benefits and the connection to insurance ratings underscore an understanding among some community members of how fire district infrastructure directly impacts community safety, service quality, and economic factors like insurance costs.

The acknowledgment of a need for greater public awareness suggests an opportunity for the fire district to enhance its communication and education efforts, ensuring residents understand the value of investing in fire district infrastructure and how it serves the broader community.

There's a recognized need for increased public awareness and education regarding the benefits of infrastructure improvements within the fire district. Efforts to communicate these benefits more effectively could foster broader community support for infrastructure projects and initiatives, emphasizing their role in enhancing safety, service efficiency, and overall community well-being. Highlighting specific examples of how such improvements have positively impacted the community could be a compelling approach to increasing engagement and support.

Question 18: *"Do you think pursuing third-party accreditation for the fire district is important?"*

A mix of opinions was evident among the respondents who answered this question. The responses varied from conditional approval, skepticism about its necessity, to outright support.

Conditional Support: One respondent mentioned that the importance depends on the specific accreditation and its implications.

Skepticism: Another respondent expressed disbelief in the necessity of third-party accreditation, suggesting it's not a guarantee of quality or effectiveness.

Opposition: A couple of respondents simply said "No" or "No, unless needed," indicating a preference against pursuing accreditation unless explicitly required.

Support: On the other hand, there were responses like "Yea" and explicit affirmations regarding the value of third-party accreditation in adding credibility and avoiding a monopolistic approach in the district's operations.

The feedback on pursuing third-party accreditation for the fire district reveals a divided perspective among the community members. While some see the value in accreditation for enhancing trust, credibility, and operational standards, others question its necessity and potential impact on the fire district's effectiveness.

This divergence in views suggests that the fire district may need to engage in further community dialogue to explore the perceived benefits and drawbacks of third-party accreditation. Educating the community about the specific benefits, costs, and processes involved in obtaining such accreditation could be beneficial in forming a more informed consensus.

Given the mixed responses, the decision to pursue third-party accreditation should consider both the objective benefits it may bring in terms of improved service quality and operational efficiency, as well as the community's perceptions and values. A balanced approach that addresses the concerns and expectations of the community while aiming for operational excellence could foster greater support for such initiatives.

Question 19: *"Please list the expectations you have of your fire district."*

Key Expectations Highlighted by Respondents:

Fire Safety and Education: Respondents expect the fire district to provide fire safety information and education, suggesting the distribution of brochures or educational materials on a yearly basis.

Service Provision: The ability to offer necessary services tailored to the community's needs was highlighted, emphasizing responsiveness and problem-solving capabilities.

Professionalism and Efficiency: Expectations include professionalism, quick response times, and the competence to handle emergencies efficiently.

Calm and Orderly Operations: Some community members desire a fire district that operates calmly and maintains order during emergencies, indicating the value placed on composure and organization.

Fire Prevention: There's an expectation for the fire district to engage in fire prevention activities, underlining the importance of proactive measures in addition to reactive capabilities.

The feedback underscores a broad spectrum of expectations, ranging from educational outreach and fire prevention to the efficient and professional handling of emergencies. The community values a holistic approach from the fire district, encompassing both proactive and reactive measures to ensure safety and well-being.

The emphasis on quick, competent emergency services along with calm and orderly operations reflects a desire for a fire district that is not only effective in crisis management but also instills confidence and calmness in the community during such times.

Addressing these expectations requires a multifaceted strategy that includes ongoing education and prevention programs, continuous training and professional development for personnel, and investments in equipment and technology to enhance response capabilities. Engaging with the community through regular communication and feedback mechanisms can also help align the fire district's priorities with community expectations, fostering a supportive and collaborative relationship.

Question 20: *"What is your fire district doing well?"*

Broad Satisfaction: One respondent expressed broad satisfaction with the fire district's operations, stating "EVERYTHING" as a point of strength.

Fire Suppression and Medical Response: Highlighted as areas where the fire district excels, indicating effective emergency response capabilities.

Training and Certification of Personnel: Acknowledged for having well-trained and certified employees, which contributes to the high level of service.

General Approval: Another respondent mentioned being "Very satisfied," reinforcing the sentiment of overall satisfaction with the fire district's services.

Adaptability to Growth: One response pointed out the fire district's success in covering an increasing demand due to housing and population growth, acknowledging the adaptability and scalability of services in response to community expansion.

The feedback reflects a generally positive perception of the fire district's performance, with specific praise for its emergency response, personnel training, and adaptability to community growth. Such feedback is valuable for understanding the community's view of the fire district's strengths and areas of effective service delivery.

The balanced number of responses and skips suggests that while some community members have clear perceptions of the fire district's strengths, others may not have specific feedback or feel equally positive but chose not to elaborate.

The positive feedback highlights the fire district's success in key operational areas, particularly in emergency response and personnel competence. The acknowledgment of effective adaptation to community growth underscores the importance of scalability and flexibility in public services. Continuing to build on these strengths while actively seeking and addressing areas for improvement can further enhance the fire district's service quality and community relations.

Question 21: *"Please list any concerns you have regarding your fire district."*

Cost Concerns: One respondent mentioned concerns regarding costs, specifically taxes, indicating worry about the financial burden on the community.

Support for the Fire District: Another response highlighted concerns about the fire district receiving adequate support to provide efficient services, suggesting a focus on ensuring the fire district is well-equipped and backed by necessary resources.

Satisfaction and Encouragement: One respondent offered an encouraging remark, "Keep up the good work," without listing specific concerns, which suggests satisfaction with the fire district's services.

No Concerns: Another respondent explicitly mentioned having "None" concerns, indicating overall contentment with the fire district's performance.

The responses to this question reveal a mix of specific concerns, general support, and satisfaction. The concern about costs and taxes reflects a common consideration in community services, where balancing quality service provision with financial sustainability is crucial. The mention of support for the fire district underscores the importance of adequate resourcing for emergency services to maintain or enhance service quality.

The fact that half of the responses express satisfaction or encouragement, combined with a significant number of skipped responses, may suggest that a portion of the community does not have pressing concerns about the fire district or feels generally positive about its operations.

While there are specific areas of concern, such as cost and support for the fire district, the feedback also reflects a degree of satisfaction among the respondents. Addressing concerns about costs requires transparent communication about budgeting, funding, and the value derived from tax dollars. Ensuring the fire district has the necessary support involves both resource allocation and community backing. Continuing to engage with the community to understand and address concerns while building on areas of strength is crucial for sustained satisfaction and service excellence.

Workshop SWOT Analysis

During the strategic planning workshop, department personnel identified their own strengths, weaknesses, opportunities, and threats. This SWOT analysis combined with information collected with the surveys, were used to develop the strategic goals that follow this section. (AP Triton, 2024)

Strengths		Weaknesses	
Internal	<ul style="list-style-type: none"> • Crew cohesiveness • Communication • Work ethic • Response times • Loyalty & devotion to the department • Shift morale • Institutional knowledge • Collaboration with other departments/interagency relationships • Young workforce • Pride in the job and department • Smart & Competent • Great leadership • Pay and benefits • EAP/METS • SOPs/SOGs • Board support • Ownership in the organization • Customer service/professionalism 		<ul style="list-style-type: none"> • HazMat/Heavy Rescue • ALS Response times • Reserve apparatus/equipment • First alarm response times • Pub ed in schools • Community Outreach • Gossip • Ladder truck response • Peer support program • Policies • Equipment replacement plan • In service training • Community Risk Reduction (CRR) • Lack of Health & Safety Officer • Battalion Chiefs • Pay scale • Wildland Urban Interface (WUI) • Insurance Services Office (ISO) • Purpose of Association • Area knowledge • Lack of training facilities • Lack of medic program/license • Promotional lists • Maintenance plans • Pre-planning • Budget transparency (internal) • EMS transfer/burnout • Need a training officer position • Fire inspections • Facility maintenance • IT



		Opportunities	Threats
External		<ul style="list-style-type: none"> • Community dev./New station • Heavy rescue • Paramedics • Training facility • Transfer growth • Impact Fee • Grants • Outside training • Strong taxing/tax base • Board support • UFRA/FEMA Training • New technology • Collaborating with other agencies • Increasing staffing • Lexipol policies • HR upscaling • Strategic Planning • Youth recruitment • Medical Control Director • Collaborative training • Mental health programs • Doctor shadowing • Internships • Honor Guard • CPR classes/community outreach 	<ul style="list-style-type: none"> • Interfacility call volume • Unplanned growth • HR training • Competition for employment/department poaching • Economy • Supply Chain • State regulations and requirements • Government legislation • Unreliability of mutual aid • Outside training drying up • Retirement systems' • Candidate pool • Other stations • County paramedic program • Grants • Catastrophic disaster/natural disasters/pandemic/power grid • Licensing • Regional funding • Consolidation • Tax base • Affordable housing • EVs • Recruitment and retention

GOALS AND OBJECTIVES





Goals and Objectives; Section Contents

Goal 1: Provide the highest level of emergency response and service delivery to our community, while ensuring the safety and wellness of our personnel.

- 1.1 PMA Program- Jones
- 1.2 Data Tracking/Reporting (KPI) (UHU) – Jones
- 1.3 ISO- Barker
- 1.4 Wildland- Jones
- 1.5 Heavy Rescue - Maxfield
- 1.6 Hazmat – Maxfield

Goal 2: Optimize our organizational structure, processes, and resources to support our operational needs and strategic goals.

- 2.1 Accreditation – Maxfield
- 2.2. HR Management – Roylance
- 2.3 5 Year Staffing Plan – Maxfield
- 2.4 10 Year Operations Vehicle Replacement/ Maintenance Plan – - Jones and Barker
- 2.5 20 Year Station Plan – Maxfield

Goal 3: Invest in the professional growth and development of our employees, and foster a culture of learning, innovation, and excellence.

- 3.1 Career Ladder Program – Maxfield
- 3.2 Training Officer Position – Maxfield

Goal 4: Promote the physical, mental, and emotional well-being of our employees, and provide them with the resources and support they need to thrive.

- 4.1 Health and Safety Officer Position – Maxfield
- 4.2 Peer Support Program – Maxfield
- 4.3 Fitness Equipment and Training – Maxfield
- 4.4 Cancer Prevention, PPE Decontamination and Maintenance Program – Roylance

Goal 1: Provide the highest level of emergency response and service delivery to our community, while ensuring the safety and wellness of our personnel.

Objective 1.1	Establish a District 911 Paramedic Response and Transport Program		
Timeframe	1-5 Years	Assigned to	Chief Jones
Critical Tasks	<ul style="list-style-type: none"> • Meeting with political stakeholders, (2nd quarter 2024) • Apply for licensure with the State BEMS (3rd quarter, 2024) • Identify & purchase necessary equipment (4th quarter, 2024) • Training ramp-up for EMS staff (2nd-4th quarter, 2024) • Hospital rotations for paramedics at ORMC & McKay (2nd-3rd quarter, 2024) • Increase PMA staffing by 3, lateral FF/Paramedics (4th quarter, 2024) • Sponsor attendance of 3 internal staff to paramedic school (3rd quarter, 2024-2nd quarter 2025) • Begin district paramedic service (1st quarter, 2025) • Sponsor attendance of 3 internal staff to paramedic school (3rd quarter, 2025-2nd quarter 2026) • Report quarterly on PMA program functions (Ongoing) 		
		Timeline located in the appendix	

Objective 1.2	Develop a Comprehensive Data Tracking/Reporting System		
Timeframe	1-5 Years	Assigned to	Chief Jones
Critical Tasks	<ul style="list-style-type: none"> • Identify data elements and Key Performance Indicators (KPI) to track (2nd quarter, 2024) • Create automated reports in various platforms (2nd quarter, 2024) • Build and present data reports to board members & staff (ongoing) • Evaluate data collection outputs and methods for improvement (ongoing) 		

Objective 1.3	Improve District ISO-PPC Score to 2		
Timeframe	1-5 years	Assigned to	Deputy Chief Barker
Critical Tasks	<ul style="list-style-type: none"> • Apply to and attend NFA courses on Community Risk Reduction CCR (2nd quarter, 2024) • Establish a fire hydrant inspection program (3rd quarter, 2024) • Develop plan to track engine maintenance and equipment maintenance (3rd quarter, 2024) • Develop a plan to increase training and tracking of training hours (4th quarter 2024) • Equip and place into service a ladder truck (4th quarter 2024) • Monitor and report progress annually (ongoing) • Apply for PPC evaluation post Station 23 opening and staffing (1st quarter, 2027) 		

Objective 1.4	Develop District Wildland/EMAC Program		
Timeframe	1-3 years	Assigned to	Chief Jones
Critical Tasks	<ul style="list-style-type: none"> • Conduct a comprehensive needs assessment to identify specific requirements in Northern Utah (2nd quarter, 2024) • Create a plan to ensure that matching UWRAP contributions are met (ongoing) • Purchase equipment necessary for wildland firefighting according to national standards (3rd quarter, 2024) • Develop and implement training programs for firefighters, focusing on wildland, techniques, ICS, and coordination with outside agencies (4th quarter, 2024) • Establish agreements with neighboring fire departments, state agencies, and national firefighting organizations through EMAC (1st quarter, 2025) • Engage the community to raise awareness about the wildland firefighting program (2nd quarter, 2025 and ongoing) • Conduct educational programs to inform residents about wildfire prevention and preparedness measures (2nd quarter, 2026 and ongoing) 		

Objective 1.5	Establish a self-sufficient Heavy Rescue program, tailored to the needs of the community		
Timeframe	1-2 years	Assigned to	Chief Maxfield
Critical Tasks	<ul style="list-style-type: none"> • Develop a plan and identify equipment needs required to train ALL personnel to the levels identified through the risk analysis process. • Rope Rescue Operations (2nd quarter, 2025) • Passenger Vehicle Extrication Technician (3rd quarter, 2025) • Structure Collapse Operations (4th quarter, 2025) • Trench Awareness (1st quarter, 2026) • Confined Space Awareness (2nd quarter, 2026) 		

Objective 1.6	Support Weber County Hazardous Materials Emergency Response Program		
Timeframe	1-5 years	Assigned to	Chief Maxfield
Critical Tasks	<ul style="list-style-type: none"> • Train and certify three additional hazmat technicians (2nd quarter, 2024) • Identify and attend training specific to electric vehicles (4th quarter 2024) • Identify and attend training specific to hazardous environment monitor maintenance and calibration (4th quarter, 2024) • Maintain minimum of 12 hazmat technicians within operations (ongoing) • Continue to attend and host hazmat trainings as a member of the Weber County Team (ongoing) 		

Goal 2: Optimize our organizational structure, processes, and resources to support our operational needs and strategic goals.

Objective 2.1	Become Center for Public Safety Excellence (CPSE) Accredited		
Timeframe	1-3 years	Assigned to	Chief Maxfield
Critical Tasks	<ul style="list-style-type: none"> • Appoint a qualified Accreditation Manager (3rd quarter, 2024) • Become a CPSE <i>registered</i> agency (3rd quarter, 2024) • Identify and train accreditation team members through CPSE (4th quarter, 2024) • Become a CPSE <i>Applicant</i> agency (3rd Quarter, 2025) • Complete Risk Assessment/Standards of Cover doc. (4th quarter, 2025) • Complete the Fire and Emergency Services Self-Assessment doc. (4th quarter, 2025) • Complete update of Strategic Planning doc. (4th quarter, 2025) • Become a CPSE <i>Candidate</i> agency and request site visit (1st quarter, 2026) • Complete site visit and apply recommendations (3rd quarter, 2026) • Finalize application and submit for accreditation (4th quarter, 2026) • Attend CPSE accreditation board hearings (1st quarter, 2027) 		

Objective 2.2	Develop Comprehensive Human Resources Management Practices		
Timeframe	1-5 Years	Assigned to	Nicci Roylance
Critical Tasks	<ul style="list-style-type: none"> • Implement the Insurance Navigator for open enrollment (2nd quarter, 2024) • Identify and enroll District Clerk/Admin Assistant in HR SHRM CP certification Course (3rd quarter, 2024) • Determine the correct process and construct checklists for onboarding (3rd quarter, 2024) • Monitor and stay in compliance with our HR platform Mineral (ongoing) • Monitor sexual harassment and DEI training on even years (ongoing) 		

Objective 2.3	Develop and Implement a 5-Year District Staffing Master Plan		
Timeframe	1-5 years	Assigned to	Chief Maxfield
Critical Tasks	<ul style="list-style-type: none"> • Identify staffing requirements based on concentration needs identified in the <i>Response Analysis 2024</i> Report (Complete) • Hire 3 firefighters, adjust district minimum staffing levels to 10 per day (4th quarter 2024) • Hire 3 firefighters, adjust district minimum staffing levels to 11 per day (4th quarter 2025) • Hire 6 firefighters to staff engine at Station 23, adjust district minimum staffing levels to 13 per day (4th quarter 2026) • Promote 3 battalion chiefs, hire 3 firefighters to maintain staffing, adjust district minimum staffing levels to 14 per day (4th quarter 2027) • Hire 3 firefighters to staff ambulance at Station 23, adjust district minimum staffing levels to 16 per day (4th quarter 2028) • Monitor and adjust plan according to district needs (ongoing) 		
	Timeline and objective detail located in the appendix		

Objective 2.4	Develop and Implement a 10-Year Operations Vehicle Replacement/ Maintenance Plan		
Timeframe	1-10 years	Assigned to	Chiefs Jones and Barker
Critical Tasks	<ul style="list-style-type: none"> • Identify future fire apparatus and ambulance needs (complete) • Develop an updated capital replacement plan to fund fire apparatus and ambulance replacement in the future (2nd quarter, 2024) • Research/develop and implement apparatus and ambulance maintenance program (1st quarter, 2025) • Implement plan and monitor economic indicators to ensure plan success (ongoing) • Monitor and adjust plan according to district needs (ongoing) 		
	Timeline and objective detail located in the appendix		

Objective 2.5	Develop and Implement 20-year Station Deployment Master Plan		
Timeframe	1-5 years	Assigned to	Chief Maxfield
Critical Tasks	<ul style="list-style-type: none"> • Determine future station needs based on distribution findings identified in the <i>Response Analysis 2024</i> Report (Complete) • Identify response planning zones (3rd quarter, 2024) • Identify specific station locations based on distribution needs identified in the <i>Response Analysis 2024</i> Report (3rd quarter, 2024) • Identify key performance indicators for action (KPI) (4th quarter, 2024) • Determine timeline for land acquisition (1st quarter, 2025) • Secure land through purchase or establish <i>first right of refusal</i> (2nd quarter, 2025) • Monitor planning zone KPI's for changes (ongoing) 		
		Timeline and master plan map located in the appendix	

Goal 3: Invest in the professional growth and development of our employees, and foster a culture of learning, innovation, and excellence.

Objective 3.1	Develop and Implement a Career Ladder Program		
Timeframe	1-3 years	Assigned to	Chief Maxfield
Critical Tasks	<ul style="list-style-type: none"> • Identify the current skill sets, qualifications, and career goals of firefighters within the district (4th quarter, 2024) • Evaluate the existing career advancement opportunities and gaps in the current system (4th quarter, 2024) • Define clear and achievable objectives for the career ladder program, aligned with the organization's mission and strategic goals (1st quarter, 2025) • Determine specific criteria for advancement at each level of the career ladder (1st quarter, 2025) • Develop a structured career progression framework outlining various ranks, positions, and responsibilities within the fire district. Define the requirements, qualifications, and competencies necessary for promotion at each level (2nd quarter, 2025) • Provide funding support and implement program (3rd quarter, 2025) • Monitor and evaluate program success (ongoing) 		

Objective 3.2	Develop and Implement a District Training Officer Position		
Timeframe	0.5 years	Assigned to	Chief Maxfield
Critical Tasks	<ul style="list-style-type: none"> • Define roles and responsibilities and develop a job description for the position (2nd quarter, 2024) • Determine compensation and benefits package (2nd quarter, 2024) • Conduct a comprehensive candidate search (3rd quarter, 2024) • Hire/Promote position (4th quarter, 2024) • Establish goals and success measures for ongoing performance (4th quarter, 2024) 		
		Projected administrative responsibility distribution in appendix	

Goal 4: Promote the physical, mental, and emotional well-being of our employees, and provide them with the resources and support they need to thrive.

Objective 4.1	Develop and Implement a District Health and Safety Officer (HSO) Position		
Timeframe	0.5 years	Assigned to	Chief Maxfield
Critical Tasks	<ul style="list-style-type: none"> • Define roles and responsibilities and develop a job description for the position (2nd Quarter, 2024) • Determine compensation and benefits package (2nd quarter, 2024) • Conduct a comprehensive candidate search (3rd quarter, 2024) • Hire/Promote position (4th quarter, 2024) • Establish goals and success measures for ongoing performance (4th quarter, 2024) 		
		Projected administrative responsibility distribution in appendix	

Objective 4.2	Develop and Implement a District Peer Support Program		
Timeframe	1-5 years	Assigned to	Chief Maxfield
Critical Tasks	<ul style="list-style-type: none"> • Research industry best practices and existing peer support programs in other fire and emergency services organizations (3rd quarter, 2024) • Determine the structure of the peer support program, including roles and responsibilities of peer supporters, selection criteria, and training requirements (4th quarter, 2024) • Develop comprehensive guidelines and protocols for peer support interactions, confidentiality, referral processes, and escalation procedures (4th quarter, 2024) • Identify individuals within the fire district who possess the necessary qualities and willingness to serve as peer supporters (1st quarter, 2025) • Provide specialized training on active listening, crisis intervention, confidentiality, cultural sensitivity, and self-care techniques (2nd-3rd quarter, 2025) • Ensure ongoing education and professional development opportunities for peer supporters to enhance their skills and knowledge (ongoing) • Regularly solicit feedback from program participants, including both peer supporters and recipients, to identify strengths, areas for improvement, and emerging needs 		

Objective 4.3	Develop and Implement a Firefighter Fitness and Wellness Program		
Timeframe	1-5 years	Assigned to	Chief Maxfield
Critical Tasks	<ul style="list-style-type: none"> • Conduct a fitness and wellness assessment (4th quarter, 2024) • Establish program goals and objectives (4th quarter, 2024) • Design comprehensive fitness and wellness initiatives (1st quarter, 2025) • Establish fitness standards and assessments (2nd quarter, 2025) • Develop and implement training and education programs (3rd quarter, 2025) • Ensure ongoing access to high quality fitness facilities and resources (annually) • Evaluate program effectiveness and sustainability (annually) 		

Objective 4.4	Develop and Implement a Cancer Prevention, PPE Decontamination and Maintenance Program		
Timeframe	1.5 years	Assigned to	Nicci Roylance
Critical Tasks	<ul style="list-style-type: none"> • Identify candidates requiring new turnouts (2nd quarter 2024) • Identify total costs to implement every employee having two sets of turnouts. (2nd quarter 2024) • Identify shift members to wash turnouts and certify (2nd quarter 2024) • Research and implement testing for cancer prevention (1st quarter 2025) • Develop a helmet & boot replacement plan (2nd quarter 2025) • Monitor the surplus list for interns and categorize by year (ongoing) 		

Appendix

Objective 1.1, PMA Program; Timeline

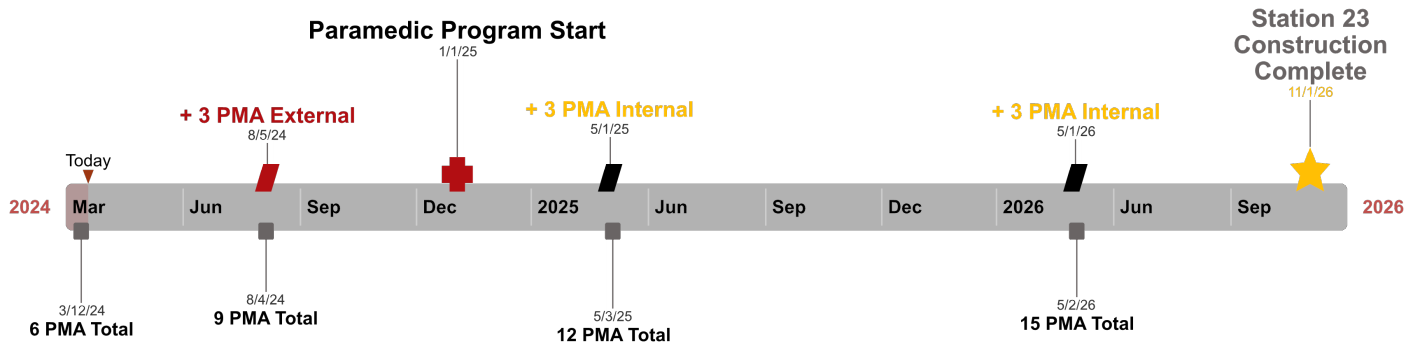
Objective 2.3, 5-Year Staffing Plan; timeline and detail

Objective 2.4, 10-Year Apparatus Replacement; timeline and detail

Objective 2.5, 20-Year Station Deployment Plan; timeline and map

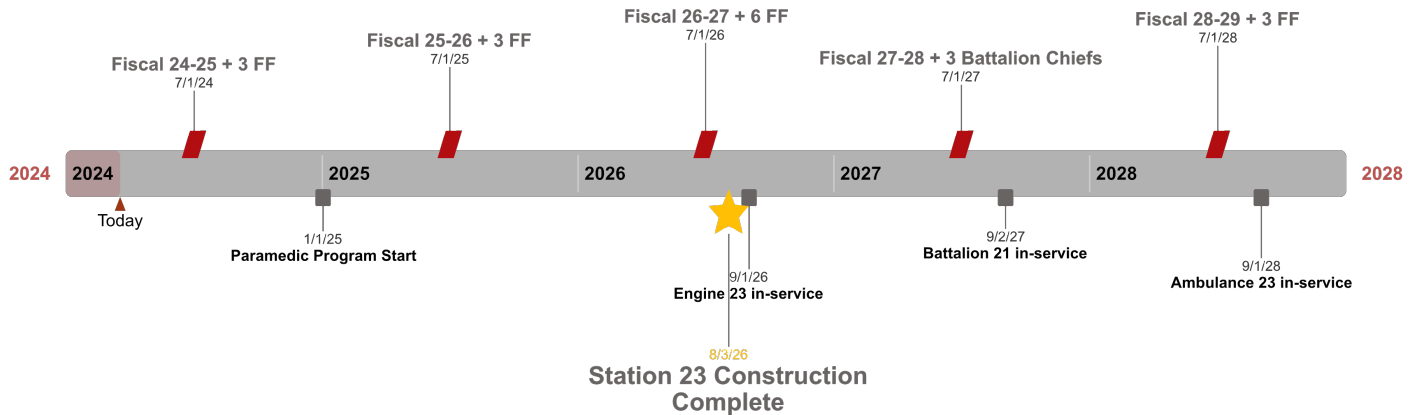
Objective 3.2 and 4.1, HSO and Training Officer; Projected administrative responsibility distribution

NVFD Paramedic Staffing Plan



Objective 2.3, 5-Year Staffing Plan; timeline and detail

NVFD 5-Year Staffing Plan



Current

2 Station, Current Daily Staffing Model

- Station 21
 - 1 Captain
 - 1 Engineer
 - 2 Firefighter EMT
 - 1 Firefighter PMA
- Station 22
 - 1 Captain
 - 1 Engineer
 - 2 Firefighter EMT
 - 1 Firefighter PMA

* 30 Total Personnel/ 2 allowed off per day to maintain Minimum Staffing at 9 W/OT

Fiscal Year 24-25

- Sponsor 3 firefighters' attendance of paramedic school
- Hire 3 lateral paramedics.

2 Station, Daily Staffing Model (2nd Qtr. 2025)

- Station 21
 - 1 Captain
 - 1 Engineer
 - 2 Firefighter EMT
 - 2 Firefighter PMA
- Station 22
 - 1 Captain
 - 1 Engineer
 - 1 Firefighter EMT
 - 2 Firefighter PMA

* 33 Total Personnel/ 2 allowed off per day to maintain Minimum Staffing at 10 W/OT

Fiscal Year 25-26

- Hire 3 Firefighter EMT.
- Apply for FEMA Staffing For Adequate Fire and Emergency Response (SAFER) Grant for 6 Personnel.
- Testing for Station 23 promotions (3 Captain, 3 Engineer)

2 Station, Daily Staffing Model (3rd Qtr. 2025)

- Station 21
 - 1 Captain
 - 1 Engineer
 - 2 Firefighter EMT
 - 2 Firefighter PMA
- Station 22
 - 1 Captain
 - 1 Engineer
 - 2 Firefighter EMT
 - 2 Firefighter PMA

* 36 Total Personnel/ 2 allowed off per day to maintain Minimum Staffing at 11 W/OT

Fiscal Year 26-27

- Hire 6 Firefighter EMT/PMA

3 Station, Daily Staffing Model (4th Qtr. 2026)

- Station 21
 - 1 Captain
 - 1 Engineer
 - 1 Firefighter EMT
 - 2 Firefighter PMA
- Station 22
 - 1 Captain
 - 1 Engineer
 - 1 Firefighter EMT
 - 2 Firefighter PMA
- Station 23
 - 1 Captain
 - 1 Engineer
 - 1 Firefighter EMT
 - 1 Firefighter PMA

* 42 Total Personnel/ 3 allowed off per day to maintain Minimum Staffing at 13 W/OT

Fiscal Year 27-28

- Hire 3 Firefighter EMT/PMA
- Promote Shift Battalion Chiefs

3 Station, Daily Staffing Model (4th Qtr. 2027)

- Station 21
 - 1 Captain
 - 1 Engineer
 - 1 Firefighter EMT
 - 2 Firefighter PMA
- Station 22
 - 1 Captain
 - 1 Engineer
 - 1 Firefighter EMT
 - 2 Firefighter PMA
- Station 23
 - 1 Captain
 - 1 Engineer
 - 1 Firefighter EMT
 - 1 Firefighter PMA
- 1 Battalion Chief/Commander

* 45 Total Personnel/ 3 allowed off per day to maintain Minimum Staffing at 14 W/OT

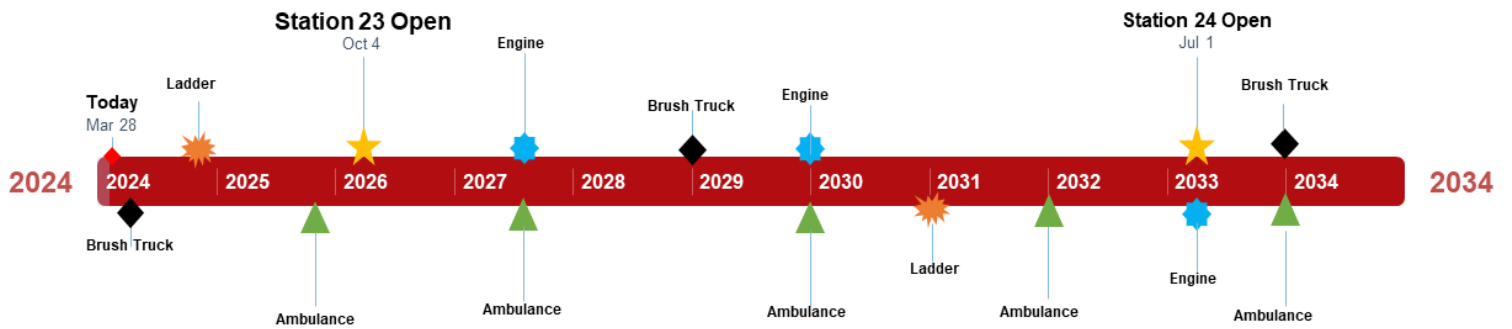
- Hire 3 Firefighter EMT/PMA

3 Station, Daily Staffing Model (4th Qtr. 2028)

- Station 21
 - 1 Captain
 - 1 Engineer
 - 1 Firefighter EMT
 - 2 Firefighter PMA
- Station 22
 - 1 Captain
 - 1 Engineer
 - 1 Firefighter EMT
 - 2 Firefighter PMA
- Station 23
 - 1 Captain
 - 1 Engineer
 - 1 Firefighter EMT
 - 2 Firefighter PMA
- 1 Battalion Chief/Commander

* 48 Total Personnel/ 3 allowed off per day to maintain Minimum Staffing at 16 W/OT

NVFD 10-Year Fleet Plan



2023/2024 Budget			
Station 21	Station 22	Station 23	Station 24
Ambulance 2020	Ambulance 2019		
Ambulance 2013 (Reserve)	Engine 2017		
Ladder 2019	Brush 2006		
Brush 2023			
Engine 2016 (Reserve)			
Brush 2012			

2024/2025 Budget			
Station 21	Station 22	Station 23	Station 24
Ambulance 2020	Ambulance 2019		
Ambulance 2013 (Reserve)	Engine 2017		
Brush 2023	Brush 2006		
Brush 2012			
Ladder 2019			
Engine 2016 (Reserve)			

2025/2026 Budget			
Station 21	Station 22	Station 23	Station 24
Ambulance 2026	Ambulance 2020		
Ambulance 2019 (Reserve)	Engine 2017		
Brush 2023	Brush 2006		
Brush 2012			
Ladder 2019			
Engine 2016 (Reserve)			
Ambulance 2013 (Surplus)			

2026/2027 Budget			
Station 21	Station 22	Station 23	Station 24
Ambulance 2026	Ambulance 2020	Brush 2006	
Brush 2023	Engine 2017	Ambulance 2019 (Reserve)	
Ladder 2019	Brush 2012	Engine 2016	

2027/2028 Budget			
Station 21	Station 22	Station 23	Station 24
Ambulance 2026	Ambulance 2020	Brush 2006	
Brush 2023	Engine 2017	Ambulance 2019 (Surplus)	
Ladder 2019	Brush 2012	Engine 2026	
		Engine 2016 (Reserve)	
		Ambulance 2028	

New Purchase
Moved to Reserve
Surplus

2028/2029 Budget			
Station 21	Station 22	Station 23	Station 24
Ambulance 2026	Ambulance 2020	Brush 2006 (Reserve)	
Brush 2023	Engine 2017	Engine 2026	
Ladder 2019	Brush 2012	Engine 2016	
		Ambulance 2028	
		Brush 2027	

2029/2030 Budget			
Station 21	Station 22	Station 23	Station 24
Ambulance 2026	Ambulance 2030	Brush 2006 (Reserve)	
Brush 2023	Engine 2028	Engine 2026	
Ladder 2019	Brush 2012 (Reserve)	Engine 2017 (Reserve)	
Engine 2016 (Surplus)		Ambulance 2028	
		Brush 2027	
		Ambulance 2020 (Reserve)	

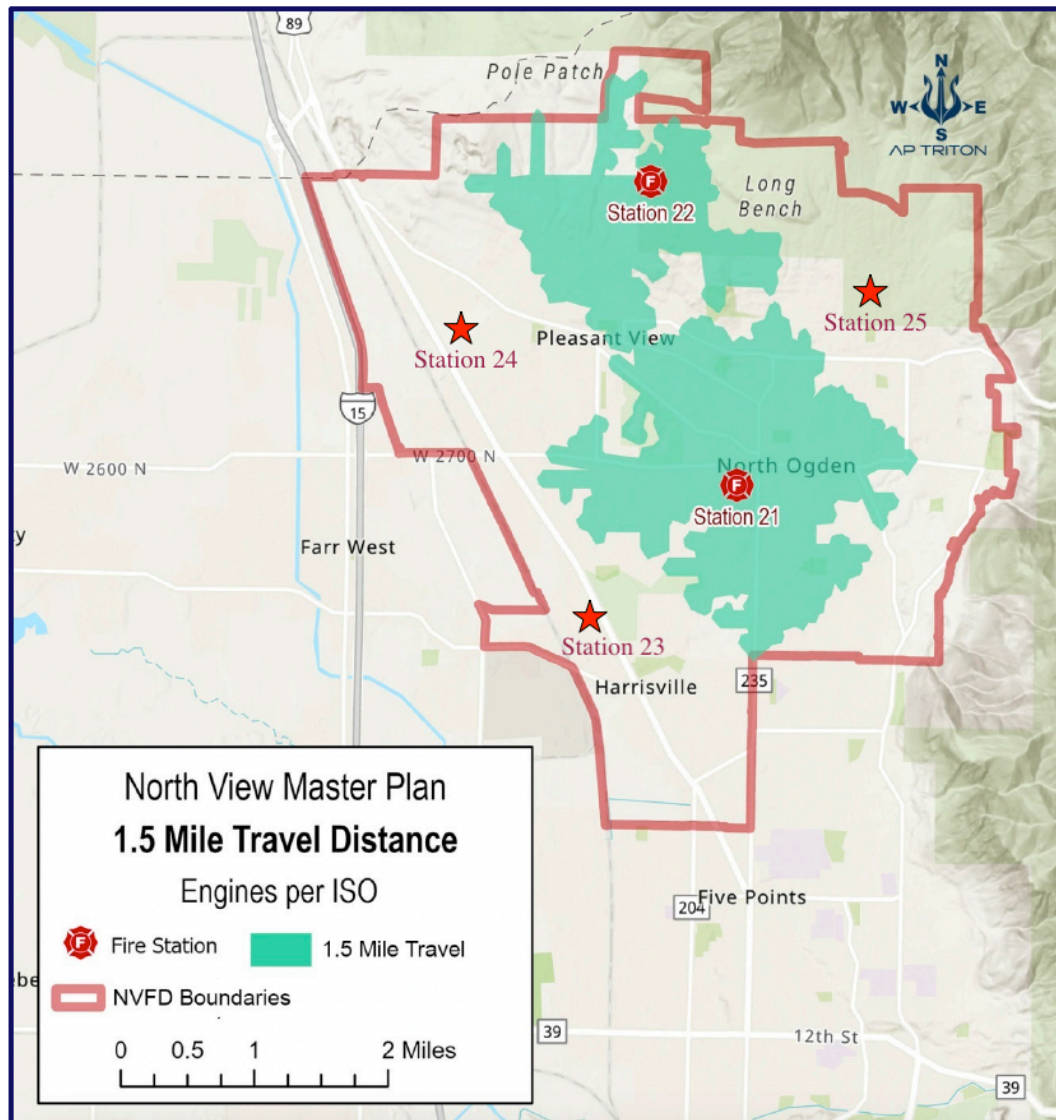
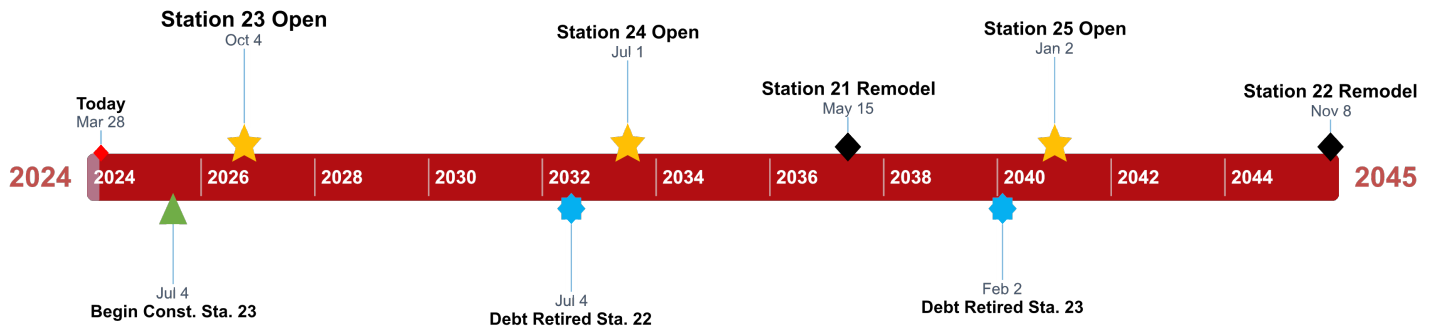
2030/2031 Budget			
Station 21	Station 22	Station 23	Station 24
Ambulance 2026	Ambulance 2030	Ladder 2019 (Reserve)	
Brush 2023	Engine 2028	Engine 2026	
Engine 2017 (Reserve)	Brush 2012 (Reserve)	Ambulance 2028	
Brush 2006 (Surplus)		Brush 2027	
Ladder 2029		Ambulance 2020 (Reserve)	

2031/2032 Budget			
Station 21	Station 22	Station 23	Station 24
Ambulance 2026 (Reserve)	Ambulance 2030	Ladder 2019 (Reserve)	
Brush 2023	Engine 2028	Engine 2026	
Engine 2017 (Reserve)	Brush 2012	Ambulance 2028	
Ladder 2029		Brush 2027	
Ambulance 2030		Ambulance 2020 (Surplus)	

2032/2033 Budget			
Station 21	Station 22	Station 23	Station 24
Brush 2023	Ambulance 2030	Ladder 2019 (Reserve)	Engine 2030
Ladder 2029	Engine 2028	Engine 2026	Ambulance 2026 (Reserve)
Ambulance 2030	Brush 2012	Ambulance 2028	Engine 2017 (Reserve)
		Brush 2027	

2033/2034 Budget			
Station 21	Station 22	Station 23	Station 24
Brush 2023 (Reserve)	Ambulance 2030	Ladder 2019 (Reserve)	Engine 2030
Brush 2032	Engine 2028	Engine 2026	Ambulance 2028 (Reserve)
Ladder 2029	Brush 2012	Ambulance 2032	Engine 2017 (Reserve)
Ambulance 2030		Brush 2027	Ambulance 2026 (Reserve)

NVFD 20-Year Station Master Plan



Projected Administrative Responsibility Distribution

Chief Maxfield	DC Jones	DC Barker	Admin Assist. Roylance	Administrative Battalion Chief *
Accreditation Manager*	Response Data Manager *	ISO Manager *	Human Resource Manager *	Health and Safety Officer (HSO) *
Strategic Planning Manager *	Medical Quality Assurance Manager	Preplans/Apt Maps	Workers Comp	Injury and Illness Prevention Program (IIPP) *
Plan Compliance and Reporting	Grants Manager	Hydrants Program Manager	New Employee Onboarding	PPE Decontamination, Maintenance
New Station Construction	Wildland/EMAC Program Manager	Inspections and Plan Approval	Employee Evaluations	Emergency Incident Safety Officer
Community Risk Reduction	SCBA Inventory and Management	Admin Fleet Manager	Employee Records Manager	FF Fitness and Equipment
Staffing Plan Management	Accident Inv. Review	Knox Box Manager	Employee Benefits Coordinator	METS/Annual Physicals
Active Shooter Response	Hose, Hand and Power Tools	Facility Upgrades	Medical Supply Ordering/Tracking	Training Officer *
Career Ladder/Development	New Hire Testing	New Ambulance Spec	Apparatus EMS License	Fire Training
Peer Support/Mental Health	Emergency Service Operations	Radio Inventory and Management	District Clerk	EMS Training
District Oversight	Station Staffing Management	CERT Program Manager	Image Trend Admin	EMS Recertification Manager
Budget Oversight	Apparatus Maintenance	Facility Maintenance/Supplies	District Website Management	Learning Management System Admin
Budget Construction	Controlled Sub Manager	Ambulance Maintenance	Uniform Ordering	Fire Recertification Manager
Staff- Discipline	New Apparatus Spec	Fire Investigations	Payroll Processing	Emergency Vehicle Operation (EVO) Training
Public Information Officer (PIO)	NFIRS Quality Assurance Manager	Impact Fee Manager	Billing and Reconciliation	New Hire Evaluation
Municipal Liasson	Social Media Manager	Public Information Officer (PIO)	Medical Billing	New Hire Training
Purchase Authorization	CrewSense Administrator	Municipal Planning Liasson	Elections	Heavy Rescue Program Manager
Policy Review/Lexipol	Public Information Officer (PIO)	Emergency Management Liasson	Reception and Notary	Hazmat Program Manager
Uniforms	Medical Control Liasson	State Fire Marshal Representative	IT	CPR Program Manager
			Banquets/BBQ and Awards	

* New Position/Responsibility



