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PEEPLES VALLEY FIRE DISTRICT

Strategic Plan 2023

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# PEEPLER VALLEY FIRE DISTRICT

## STRATEGIC PLAN 2023 - 2027

The logo of the Peoples Valley Fire District is a Maltese cross with a central sunburst. The words "FIRE" and "RESCUE" are at the top and bottom of the cross, respectively. The words "PEEPLER VALLEY FIRE DISTRICT" are written along the inner curve of the cross, and "EMERGENCY SERVICES" is written along the outer curve. The logo is semi-transparent and serves as a background for the text.

### **Our Vision:**

Peoples Valley Fire District is committed to developing comprehensive fire, rescue, and medical services with humility and dedication to our Weaver Mountain Communities.

### **Our Mission:**

We commit to safely protecting and preserving the lives, property, and environment of the residents of the Weaver Mountains and their neighboring communities. We will accomplish this by fulfilling our district vision and acting as professional, forward-thinking public servants in accordance with our core values.

# ACKNOWLEDGMENTS

The Peeples Valley Fire District would like to thank the following persons for their contribution to the 2023-2026 Strategic Management Plan:

## Fire Board

Chairperson – Neil Rifenbark  
Board Clerk – Phil Lobeck  
Treasurer – Wayne Keller  
Board Member – Gregg Carr  
Board Member – Scott Mayer

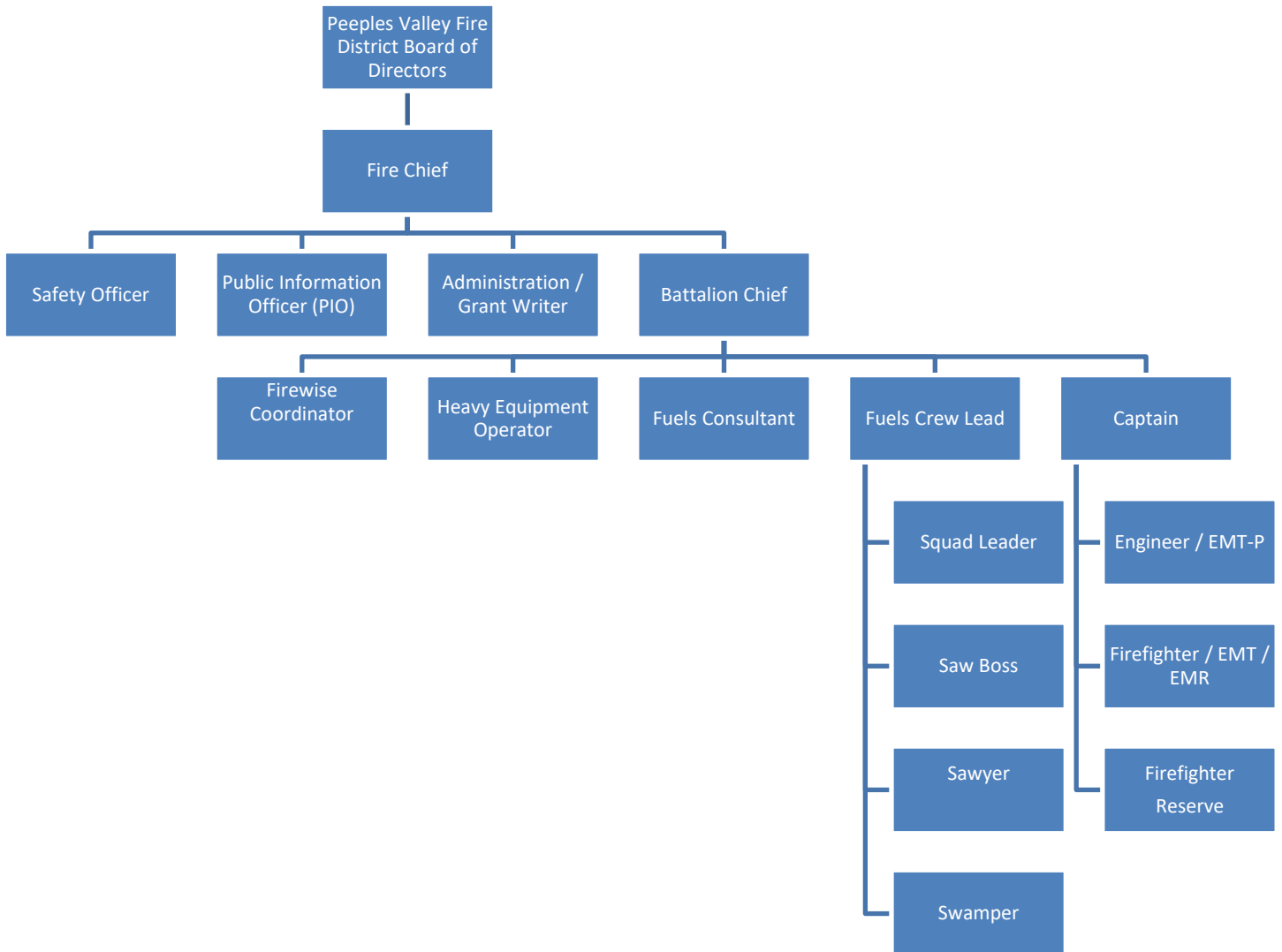
## Strategic Plan Development

### Committee Staff and Employees

Fire Chief – Shawn Bomar  
Battalion Chief – Ronnie Hernandez  
Captain – Ray Paiz  
C Shift Duty Officer – Britteny Dwiggin  
B Shift Duty Officer – Jacob Loaiza  
A Shift Duty Officer – John Ross

**All the valued members of the Peeples Valley Fire District**

# ORGANIZATIONAL CHART





# INTRODUCTION

Since 1993, when Peeples Valley Fire District was established, our goal has been and still is to provide the best emergency response services to our community. As our community has grown, so have our fire department's operational needs. Consequently, a strategic planning committee has been developed to meet and improve services for the long-term needs of the Weaver Mountains Communities.

## **Purpose**

This plan aims to comprehensively review the Peeples Valley Fire District's history, current capabilities, and challenges, anticipate growth, and develop a response to address and identify the region's future needs.

## **History**

Peeples Valley and Wilhoit were originally part of the Southern Yavapai Fire Department. In 1996, Peeples Valley became an independent department. An agreement was signed for the separation to be two distinct departments: Peeples Valley Fire Department and Southern Yavapai Fire Department. Donations and grants were obtained for building a fire station over the next four years. Charlie and Adria Reeves donated land. Over the next two years, dedicated members of the Peeples Valley community came together to construct what is now Station 81. 2000, the Peeples Valley Fire Department became the Peeples Valley Fire District.

The Peeples Valley Fire District is governed by an elected five-member board of directors and managed by an appointed fire chief who serves at the pleasure of the board of directors. Throughout its history, the district has employed eight different fire chiefs. At its inception, the fire district was staffed by an all-volunteer roster. Equipment consisted of donated apparatus, including an engine, a water tender, and a brush truck. Currently, the district employs three full-time firefighters/EMTs providing coverage seven days per week, supplemented by a roster of volunteer firefighters/EMTs and EMRs. Mobile apparatus now consists of two Type 1 Engines, four Type 6 Engines, and two water tenders. The district deploys 4x4 SUVs as immediate response vehicles. The district has expanded its fuels management capabilities by purchasing a fuel chipper truck, a chipper unit, and a skid steer masticator. The district has undertaken a solid approach to fuel management and utilized many grant opportunities to reduce the threat of wildfire to the Peeples Valley, Model Creek, Buckhorn, and Ruger Ranch communities. This is done by creating pre-planned fuel breaks and contingency lines, implementing residential fuel mitigation, and creating NFPA Recognized Firewise® Communities. An outreach and information program was also implemented for the Weaver Mountain Communities.

Through the implementation of a strong EMS training program, the district has provided full-time elevated EMS response and care. Expanded-scope EMT-level care is permitted through Specialty Training Requirements (STRs). The district has identified the region's need for Advanced-Level Medical Care.

The district's budgetary programming has evolved to meet all State, County, and local accounting and auditing requirements. It is now split into two separate revenue and expense sources: Levy and Services. The district recently contracted with a reputable accounting firm with significant fire district accounting and reporting experience.

## **The Plan**

This Strategic Plan is developed as a five-year road map for our fire district to accomplish our Vision and meet the Mission of the District. This will be a living document to guide our Fire District Board of Directors and staff in their efforts to provide for the health, welfare, and safety of the communities we protect. The plan is designed to identify our achievements, values, goals, and objectives. It was developed through input from all levels of the organization and the communities we serve. Being a living document, it will require continual review and periodic modification through Strategic Management and Implementation.

## **Vision**

Peeples Valley Fire District is committed to developing comprehensive fire, rescue, and medical services with humility and dedication to our Weaver Mountain Communities.

## **Mission**

We commit to safely protecting and preserving the lives, property, and environment of the residents of the Weaver Mountains and their neighboring communities. We will accomplish this by fulfilling our district vision and acting as professional, forward-thinking public servants in accordance with our core values.

# CORE VALUES



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## Peoples Valley Fire District Core Values

Office of the Chief  
Shawn Bomar

**1. Integrity**

*In all matters, the highest manner of trustworthiness.*

**2. Professionalism**

*In our appearance and service while adhering to strong moral and ethical conduct.*

**3. Accountability**

*To ourselves, each other, and our citizens by taking ownership of our actions.*

**4. Compassion**

*Fostering genuine concern for those who call us and doing everything we can to improve their worst day.*

**5. Commitment**

*Give our total best every day:*

**6. Initiative**

*Each member to take the leading action to provide the best service and improve one's capabilities as a firefighter.*

**7. Safety**

*Ensure our own health and the safety of our team and those we serve.*

**8. Humility**

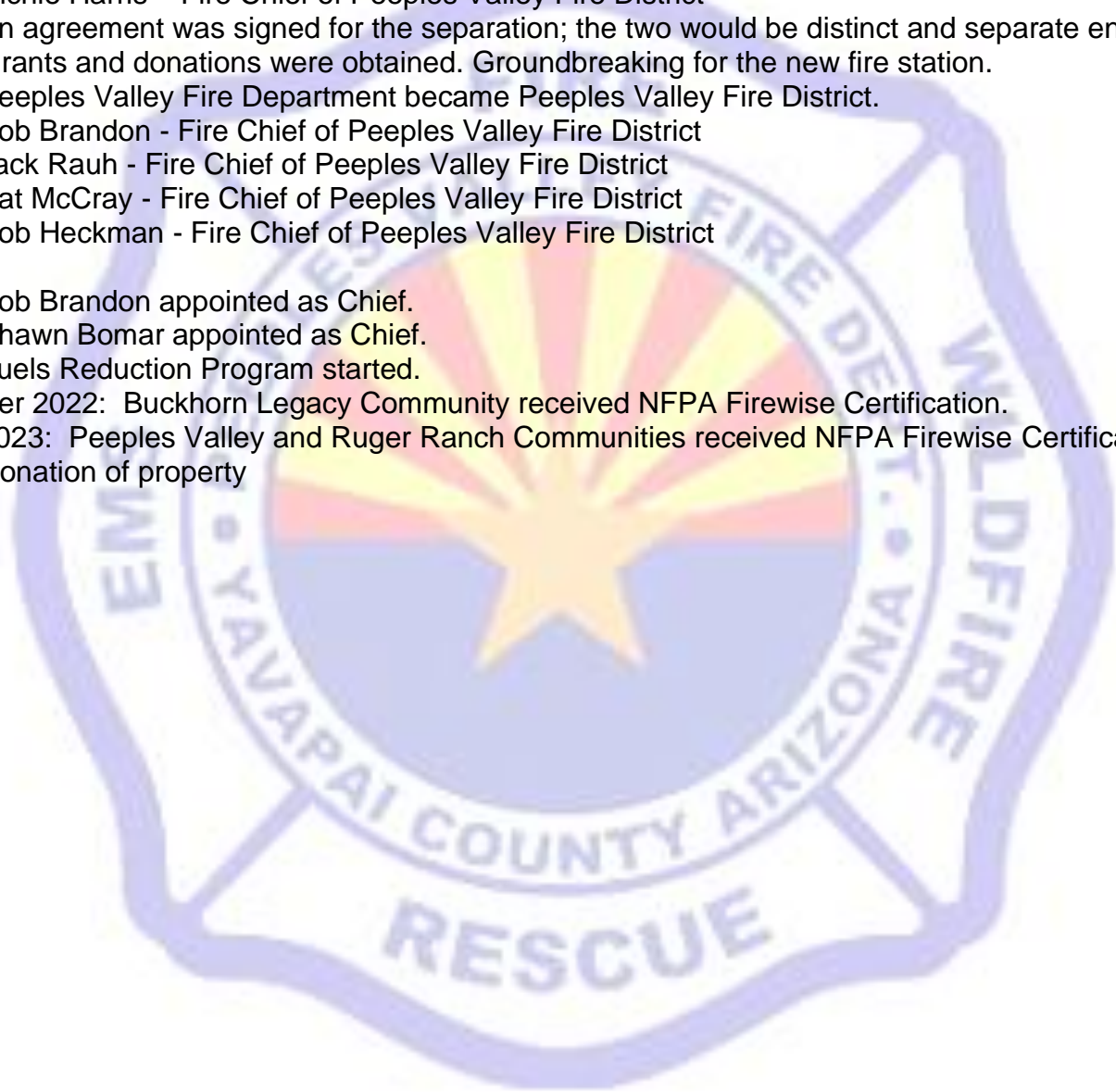
*It will be displayed by putting others' needs ahead of our own.*

**9. Determination**

*The unwavering commitment to fulfill all core values.*

# ACHIEVEMENTS

- 1993: Peeples Valley area was part of the Southern Yavapai Fire Department.
- 1993: Jack Rauh & Bob Brandon – Battalion Chiefs – Southern Yavapai Fire Department
- 1994: A suggestion was made that Peeples Valley become its own department.
- 1994: Richie Harris – Fire Chief of Peeples Valley Fire District
- 1996: An agreement was signed for the separation; the two would be distinct and separate entities.
- 1998: Grants and donations were obtained. Groundbreaking for the new fire station.
- 2000: Peeples Valley Fire Department became Peeples Valley Fire District.
- 2002: Bob Brandon - Fire Chief of Peeples Valley Fire District
- 2003: Jack Rauh - Fire Chief of Peeples Valley Fire District
- 2006: Pat McCray - Fire Chief of Peeples Valley Fire District
- 2013: Bob Heckman - Fire Chief of Peeples Valley Fire District
  
- 2018: Bob Brandon appointed as Chief.
- 2019: Shawn Bomar appointed as Chief.
- 2020: Fuels Reduction Program started.
- November 2022: Buckhorn Legacy Community received NFPA Firewise Certification.
- March 2023: Peeples Valley and Ruger Ranch Communities received NFPA Firewise Certifications.
- 2024: Donation of property





# DISTRICT DEMOGRAPHICS AND SERVICE LEVELS

## DISTRICT DEMOGRAPHICS

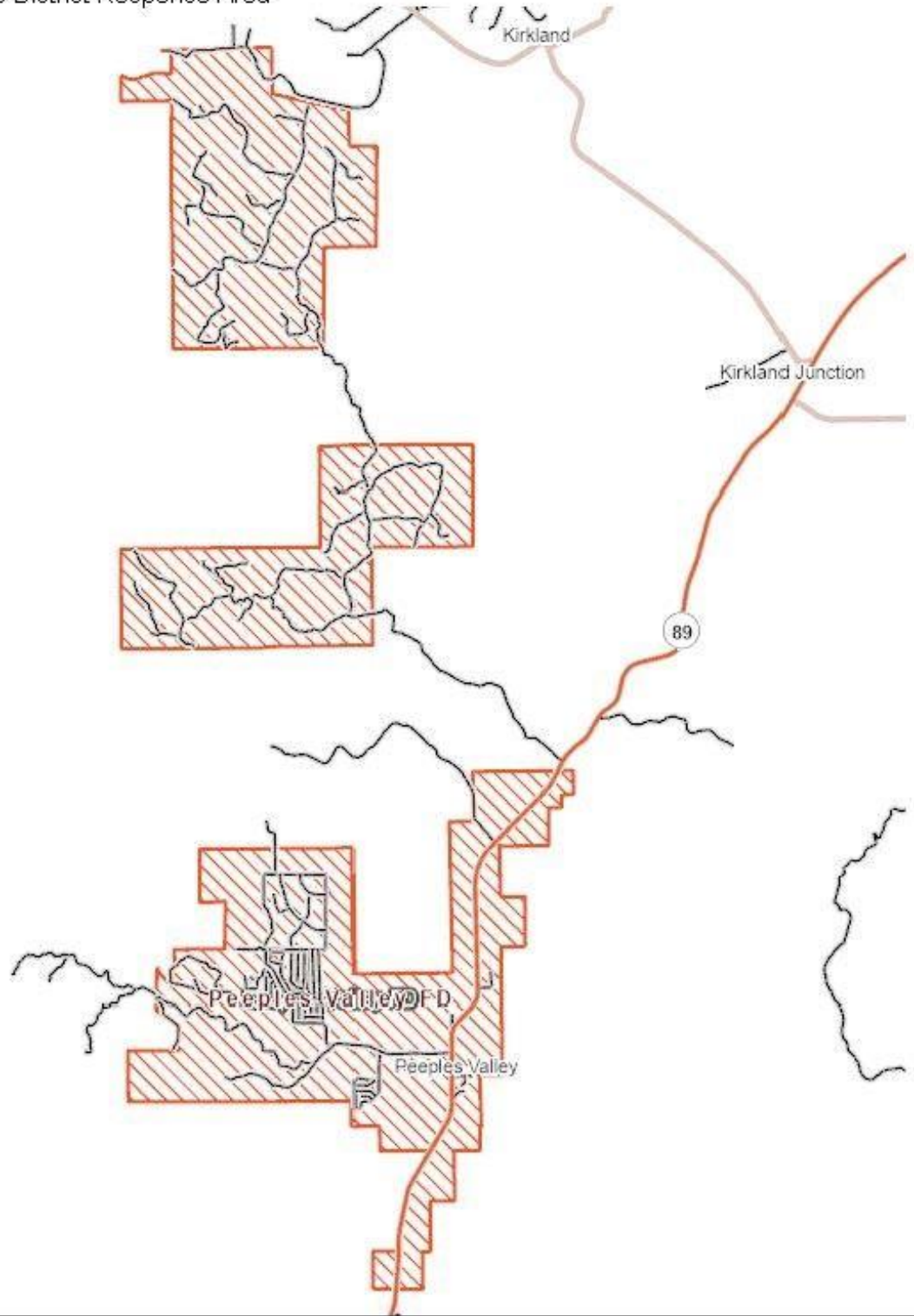
(Approximate)

District Size.....	70 square miles
Ambulance Transport Service Area (CON)..	__square miles
Full-time Resident Population.....	600
Part-time, Seasonal Population.....	200 (est.)
Stations.....	1 with full-time staffing
Suppression Staffing – (Full-time).....	6
Administrative Staffing.....	6 (Includes Chief Officers)
Training Division Staffing.....	2
Logistics Section Staffing.....	1
Community Risk Management.....	1
Volunteer Staff .....	14
Fleet Staffing .....	1
 Budget – 2023/24.....	 \$860,660.00



# FIRE DISTRICT BOUNDARIES

Peoples Valley Fire District Response Area



# GOALS AND OBJECTIVES

## **Strategic Goals**

The strategic goals were developed by analyzing our history, present situation, and future needs. The staff was tasked with developing objectives that address each of these goals. This analysis included input from all levels of the organization and considered customer comments and the community's needs.

## **Strategic Objectives**

The objectives outline the actions to address the issues identified in the strategic goals. In some cases, these objectives are broad and require further research by the staff and members. In other cases, the information in the objectives is more specific and addresses fiscal issues and timelines.

# STRATEGIC GOALS

The following Fire District Priorities are identified for this Strategic Plan:

1. Asset Management
2. Facilities
3. Personnel and Succession Planning
4. Staffing and Operations
5. Financial Administration
6. Community Outreach/Community Affairs





# STRATEGIC GOAL – 1: Asset Management

Goal: Establish accountability, tracking, and par levels for all property legally owned by and in possession of the Peoples Valley Fire District.

Timeline for Completion:

Objective #1 - Complete #1 within the first year of adopting the Strategic Plan.

Objective #2 - Complete #2 within two years of adopting the Strategic Plan.

Objective #3 - Complete #3 within 18 months of completing Goal #1.

1. Establish an inventory and tracking program for all assets PVFD owns.
  - a. Fixed Assets: Station 81 and Station 82 – more detail in Strategic Goal 2.
  - b. Medical inventory on Image Trend. It will give an estimated cost of replacing the consumable items.
  - c. Tax-Levied Mobile Equipment: Aging Replacement Depreciation
    - (1) Engine 81
    - (2) Engine 82
    - (3) Command 81
    - (4) Squad 281
    - (5) Squad 81
  - d. Non-Tax Levied Equipment (service or grant driven)  
Aging Replacement Depreciation
    - (1) Brush 81
    - (2) Tender 81
    - (3) Squad 82
    - (4) Squad 83
    - (5) ST 81
    - (6) TR 81& M 81
    - (7) Fuels Chipper Truck 81
    - (8) Fuels Chipper 81
    - (9) Logistics 81
    - (10) SH 81
    - (11) SH 82
2. Complete an inventory of all facilities, mobile equipment in our fleet, and accountable material owned by the district.
3. Interface the inventory system with the District Accounting firm.



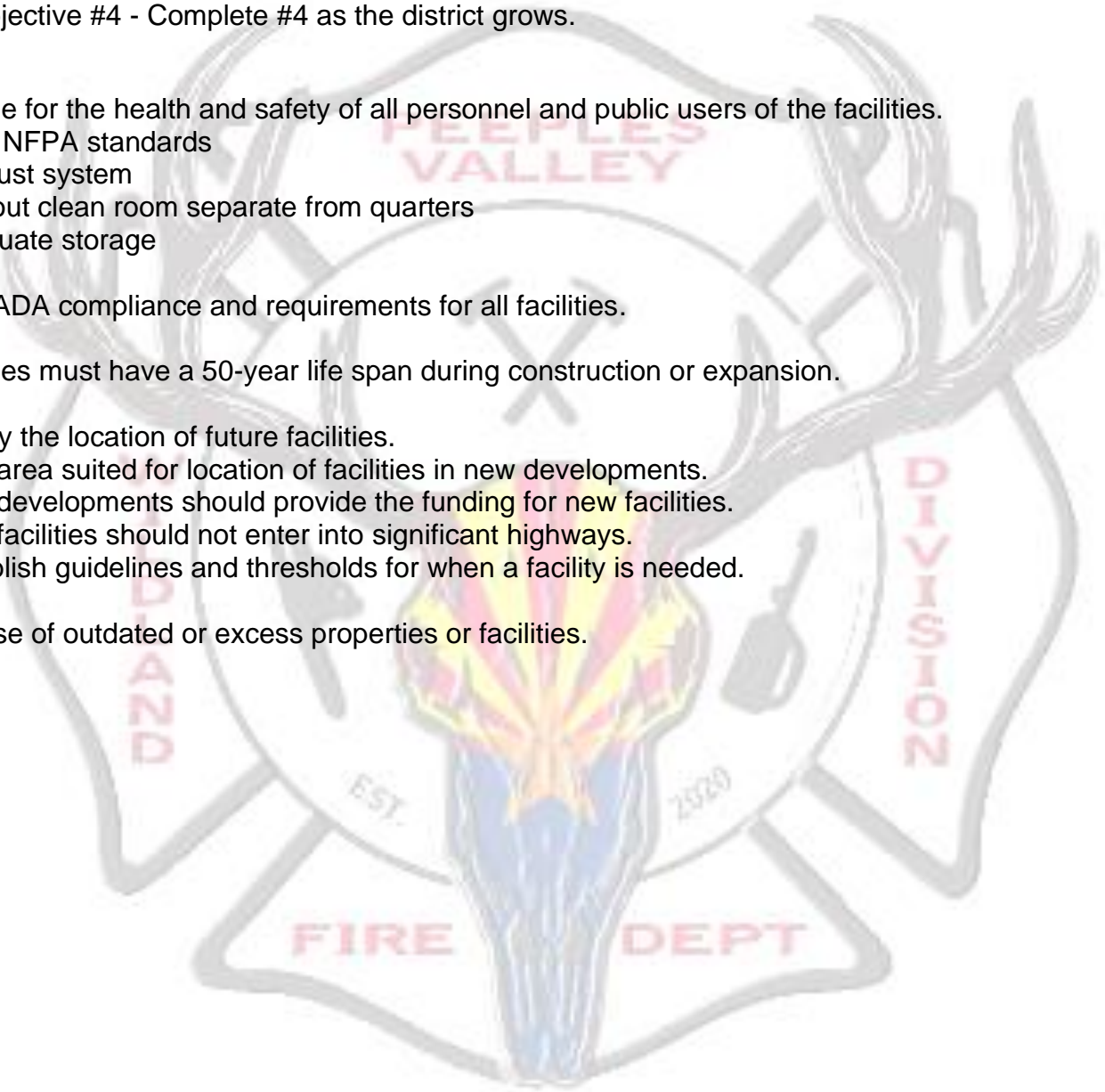
# STRATEGIC GOAL – 2: Facilities

Goal: Develop our fire district facilities to meet the Mission of our fire district and the Weaver Mountains communities.

## Timeline for Completion:

- Objective #1 - Complete #1 with construction of new facilities.
- Objective #2 - Complete #2 with construction of new facilities.
- Objective #3 - Complete #3 when a facility is designed.
- Objective #4 - Complete #4 as the district grows.

1. Provide for the health and safety of all personnel and public users of the facilities.
  - \*Meet NFPA standards
  - \*Exhaust system
  - \*Turnout clean room separate from quarters
  - \*Adequate storage
2. Meet ADA compliance and requirements for all facilities.
3. Facilities must have a 50-year life span during construction or expansion.
4. Identify the location of future facilities.
  - \*Best area suited for location of facilities in new developments.
  - \*New developments should provide the funding for new facilities.
  - \*New facilities should not enter into significant highways.
  - \*Establish guidelines and thresholds for when a facility is needed.
5. Dispose of outdated or excess properties or facilities.



# STRATEGIC GOAL – 3: Personnel and Succession Planning

Goal: Establish a succession plan for personnel (including the chief, duty officers, and staff) and board members.

## Timeline for Completion:

- Objective #1 - Complete #1 within one year.
- Objective #2 - Complete #2 within two years.
- Objective #3 - Complete #3 within two years.
- Objective #4 - Complete #4 within two years.
- Objective #5 - Complete #5 within two years.
- Objective #6 - Complete #6 within one year.
- Objective #7 - Complete #7 within one year.

1. Succession, recruitment, and tenure plan for board members.
  - Board member outreach to recruit new members.
2. Succession, recruitment, and tenure plan for chief.
  - Chief not on a roster to cover shifts.
  - Funding for chief or mentorship program.
3. Succession, recruitment, and tenure plan for duty officers.
  - Leadership, skill, and advanced capability training.
4. Succession, recruitment, and tenure plan for staff.
  - Minimum requirements for new hires.
5. Training Programs for all personnel.
  - Develop a training matrix for all personnel.
6. Establish an organizational chart and rank structure that addresses national state fire service standards.
7. Establish job descriptions and duty statements for all positions within the district.
  - Develop a training matrix.

# STRATEGIC GOAL – 4: Staffing and Operations

Goal: Provide safe staffing levels on every incident and activity the Fire District responds to or undertakes.

Timeline for Completion:

Objective #1 - Complete #1 within the next two years.

Objective #2 - Complete #2 within the next two years.

Objective #3 - Complete #3 ongoing.

Objective #4 - Complete #4 within 3 to 5 years.

Objective #5 - Complete #5 ongoing.

1. Determine our standards.
  - \*Meet or exceed NFPA 1720 staffing and response times standards in rural demographics.
2. Determine the budgetary impact.
  - \*Double budget for staffing through consolidation.
  - \*Minimize budgetary impact through Mutual Aid or Auto Aid with other districts.
  - \*Minimize budgetary impact through Lifeline Ambulance, Yavapai College students, and grant opportunities.
3. Determine the impact on firefighters and public safety.
  - \*Improve the impact on firefighters and public safety.
4. Determine our staffing levels in 3 to 5 years.
  - \*Growth rates and revenues should provide for 3-4 person staffing.
5. The Operations and Wildland Division will support each other when safe and necessary.
  - \*Training together on a monthly basis.
  - \*Already work together on calls under the direction of the officer in charge.

# STRATEGIC GOAL – 5: Financial Administration

Goal: Financial Administration

Timeline for Completion:

Objective #1 - Complete #1 within the three years.

Objective #2 - Complete #2 within the three years.

Objective #3 - Complete #3 within the three years.

1. Financial sustainability
2. Retire debt
3. Strengthen fiscal reserves



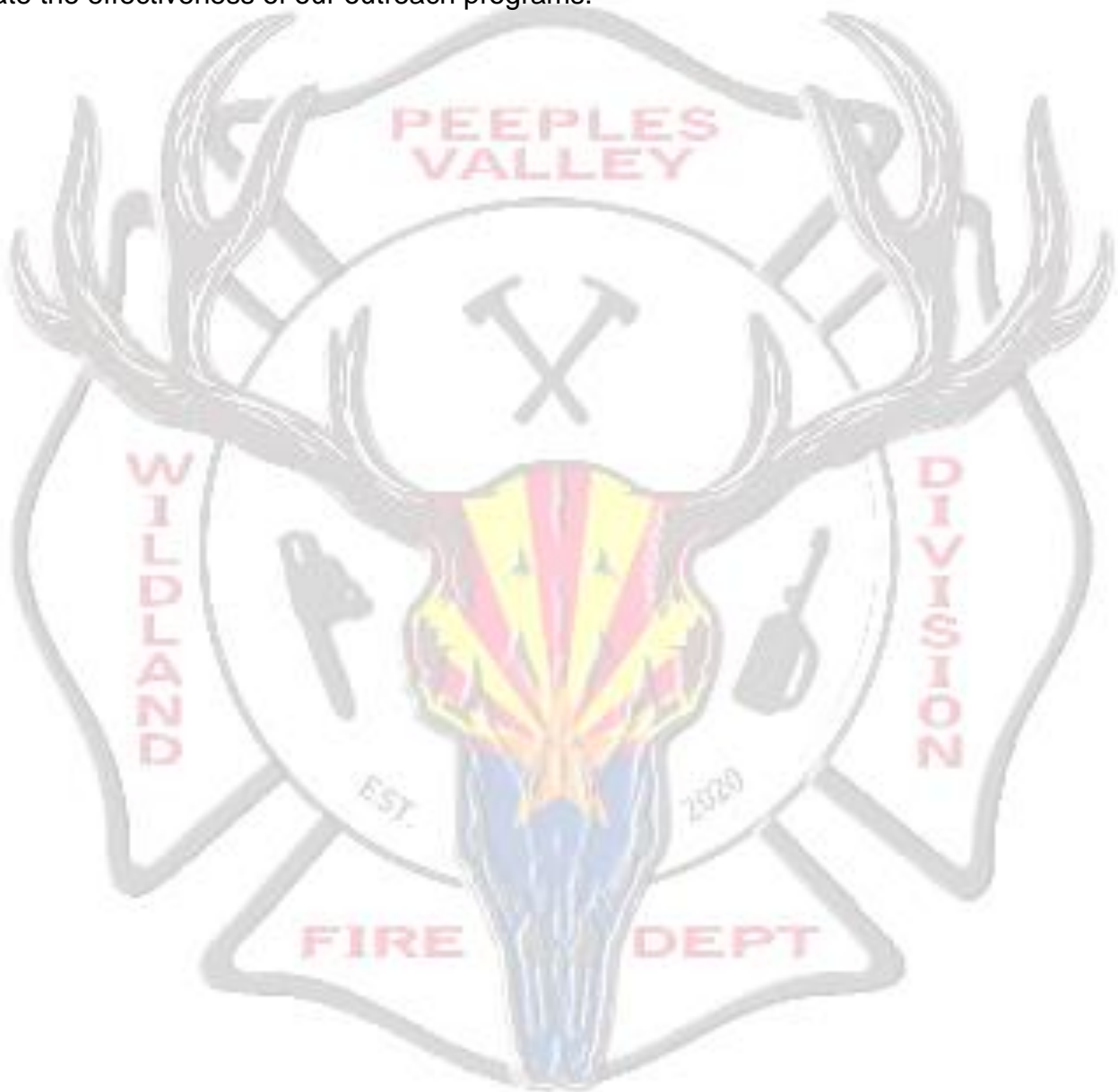
# STRATEGIC GOAL – 6: Community Outreach/Community Affairs

Goal: Continue and enhance our community outreach.

Timeline for Completion:

Objective #1 - Complete #1 within three years.

1. Evaluate the effectiveness of our outreach programs.





# STRATEGIC PLAN IMPLEMENTATION

The district's first Strategic Plan was implemented in \_\_\_\_\_. The District Board, Administrative Staff, and program managers have and will continue to use the current iteration of the plan for planning and budgeting for the district. Specific groups or individual program managers may be tasked with implementing any objective(s) within the plan. In addition, work groups may be formed to address specific issues or items. A district officer will be assigned to address items within the plan and their area of responsibility. This officer ensures the objective or goal is completed within the plan's specified timeline.

Each strategic goal and objective will be reviewed semi-annually, and one goal will be reviewed at monthly staff meetings. In addition, the Fire Board and Fire Chief should review this plan annually before the budget preparation cycle for the next fiscal year. The plan should be updated annually to meet the ongoing and dynamic changes in the community and the district.



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