

# Strategic Plan

2015-2020 and beyond



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## A MESSAGE FROM FIRE CHIEF PAUL BOURGEOIS



I am pleased to present the updated Superstition Fire and Medical District's 2015-2020 Strategic Plan. This plan encompasses the work of many members of the SFMD including, elected board officials, the senior leadership team, public safety firefighters, and civilian staff members of our fire district.

Our Strategic Plan is comprised of three working documents consisting of a; long-term Strategic Plan, fiscal year Operational Plan and a detailed Action Plan. Each document serves a purpose, from a high-level vision to specific detailed objectives; these documents capture the work of the organization.

Over the next several years the fire district will be concentrating on four specific enterprises that effect fire and emergency medical services. The first is our Critical Care Unit (CCU) that was deployed in January 2015. The purpose of the CCU is to reduce unnecessary hospital and emergency room visits for non-emergent medical patients; thereby reducing healthcare costs. The second is the creation of an Advanced Life Support (ALS) emergency medical transport division. The fire district was issued a Certificate of Necessity (CoN) by the Arizona Department of Health Services in March of 2015 enabling us to implement a fire district based ambulance service. Our third initiative is a focus on learning more about modern fire behavior and adjusting our tactics in response to the ever-increasing hazards of firefighting. Finally, we are laser-focused on developing exceptional incident commanders. Blue Card Command Training and Certification fundamentals are being adopted to prepare Command Officers to more effectively manage both small and large scale incidents and to standardize local incident operations – making firefighter safety a top priority.

The initiatives outlined in the Operational Plan are tracked throughout their life cycle. In some instances initiatives make take several years to complete while others only a few months. These documents help ensure our program managers have clear and measurable objectives. As these initiatives are evaluated throughout the strategic planning process adjustments will be made as necessary. It is our belief that these initiatives will strengthen our ability to serve and protect our community.

It is also important to remember that the greatest asset of the SFMD is its people. Strategic planning assists in developing our skills while empowering the organization to provide exceptional services to our community and define the Superstition Fire and Medical District as the premier fire district in Arizona. It is with great pride that this plan is presented to you.

Sincerely,  
Paul Bourgeois, Fire Chief

## ELECTED BOARD OFFICIALS



Jeff Cross  
*Board Chairman*



Gene Gehrt  
*Board Clerk*



Todd House  
*Board Director*



Barbara Cobb  
*Board Director*



Charles Fox  
*Board Director*

The Superstition Fire and Medical District is governed by a five-member elected board. The board provides fiduciary oversight and direction to the fire chief. Board members meet with fire district leadership on a monthly basis at open public meetings to review the district's financial and operational performance.

Board members and fire district leadership may also participate in work sessions together to discuss more detailed initiatives such as strategic planning, operational plans, or major technology and community service initiatives.

Along with fire district leadership, Board members also attend the Arizona Fire District Association (AFDA) meetings held twice a year. These meetings are particularly important as they provide the required training for fire district board members set forth by Arizona Revised Statutes (ARS).

Work sessions and AFDA meetings foster open communication and a team like atmosphere for board members and members of the fire district. Through these processes board members impart an interesting perspective with consideration of both the taxpayer and the needs of the fire district. The board of director's have been instrumental in the success of obtaining a Certificate of Necessity, the Centers for Medicare and Medicaid grant, and prioritizing modern fire behavior, and Blue Card Certification as our primary firefighting training objectives.

It is for these reasons the fire district would like to extend our appreciation to our board for their dedication and commitment to the citizens in our community.

## INTRODUCTION



The strategic planning process began in October of 2012 at a senior leadership team summit that included team-building activities, identification of principal management philosophies, and a comprehensive brainstorming session. This initial meeting concluded with the identification of four key focus areas; Organizational Development, Employee Development, Community Safety, Health & Survival, and Employee Safety, Health & Survival.

Strategic planning has become institutionalized since its inception in 2012. Over the last several years the Senior Leadership Team has convened on a regular basis to continue refining and developing this process. During leadership team “summits”, progress is evaluated, new concepts are considered and planning for new initiatives takes shape.

At the conclusion of each fiscal year, the results of our work are captured in comprehensive reports that outline our successes as well as the challenges that lie ahead. Strategic planning moves the district forward and helps keep us focused and on-track with our mission, vision, and values.

## ACCREDITATION

The Superstition Fire and Medical District became the first accredited fire district within the state of Arizona in 2004. Since then the fire district has successfully reaccredited in 2009, and again 2014.

Fire Service Accreditation began in 1986 as a collaborative effort between the International Associate of Fire Chiefs (IAFC) and the International City-County Management Association (ICMA). Their mission was to develop the concepts and design for continuous improvement in the fire service. Together, their work resulted in the creation of a professional accrediting agency known today as, the Center for Public Service Excellence (CPSE).

Fire Service Accreditation is a comprehensive self-assessment process that requires participating agencies to meet internal performance standards. The process enables fire and emergency service organizations to examine past, current, and future service levels and compare them to industry best practices. Through critical analysis, the CPSE evaluation model helps an organization determine if its programs and services effectively meet the needs of the community and provide for the safety and welfare of its members.

Attaining Accreditation raises the level of performance and professionalism within the Superstition Fire and Medical District. It promotes excellence and leads to improved service delivery by helping identify the needs of the community; evaluate the performance of the district; and establish methods for achieving continuous organizational improvement. Fire Service Accreditation assures the public and community leaders that the Superstition Fire and Medical District has a defined mission and related objectives intended to enhance customer service and improve organizational performance.

To learn more about the Center for Public Service Excellence and the fire service accreditation process please visit <http://www.publicsafetyexcellence.org> or call the Superstition Fire and Medical District at 480-982-4440.



## **ORGANIZATIONAL PROFILE**

The Superstition Fire and Medical District is a political subdivision of the State of Arizona, legally established in 1955 under what is now ARS § 48-261. The fire district was formed by a majority of property owners and registered voters, who petitioned the Pinal County Board of Supervisors to create a special taxing district for the express purpose of providing fire protection services to the community.

Since that time the fire district has grown from one fire station to five, a Fleet Services facility, an Administration office, and a Regional Training Center. Along with these facilities came the need for additional staffing; with 89 public safety and 13 civilian staff the district has grown significantly since its origin.

The fire district is located on the east side of the Phoenix Metro area in Pinal County in the state of Arizona and encompasses sixty two (62) square miles and serves the City of Apache Junction, the unincorporated areas of Gold Canyon, Superstition Foothills, Goldfield Foothills and Entrada Del Oro.

A popular winter visitor haven the population fluctuates from 60,000 fulltime residents to over 86,000 residents during the winter months. Additionally, the fire district is home to the Superstition Mountains as well as numerous horse trail systems. Just outside of the fire district boundaries are canyons and lakes that offer water recreation and spectacular views.

Fiscal management of district operations is provided by an elected five-member board, in conjunction with the fire chief who directs administrative and operational services. District operations are divided into four sections; Emergency Services, Community and Technical Services, Administrative Services and Financial Services each led by a member of the Senior Leadership Team. The district delivers advanced life support (ALS) and fire-related life safety functions utilizing a three-platoon system. Each platoon has an assigned battalion chief that directs daily operations with station captains providing supervision of direct fire and emergency medical services (EMS) related operations.



## DEMOGRAPHICS



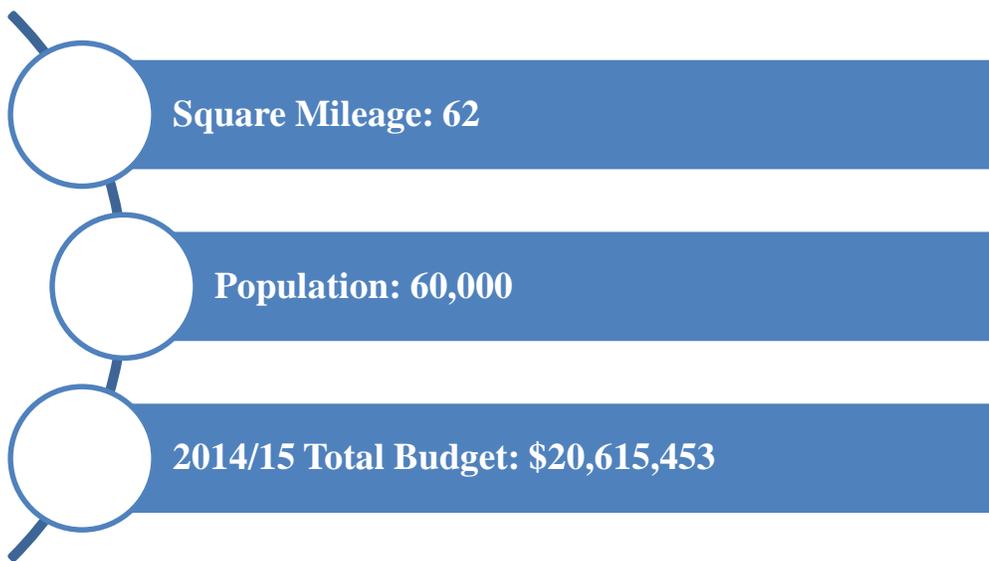
Apache Junction, Gold Canyon, and the surrounding areas offer a winter haven for those who come from cold climates. With convenient local hiking trails and many retirement communities to choose from, our fire district is a prime choice for older adults. Furthermore, with affordable housing, a home ownership rate of 75%, a median household income of \$37,409, and average travel time to work of 26 minutes it is also an attractive option for families.



Just 30 miles east of Phoenix, Apache Junction and the surrounding areas offer an affordable option for those who want the occasional entertainment a large city has to offer, but prefer to live in a small city with a home town feel.



Additionally, Apache Junction has many of the same offerings as our neighboring cities such as, Multi-Generational Facility; Library with both printed and electronic books; Parks and Recreation Department with sports and activities for both young and old; and many community events, fairs, and festivals.



## **FIRE DISTRICT FACILITIES**

The fire district is staffed from five fire stations throughout the Apache Junction and Gold Canyon areas with the Battalion Chief housed at the newly opened Regional Training Center. The services provided include fire suppression, advanced life support (ALS), technical rescue (TRT), and a variety of other community services. The administrative headquarters, Regional Training Center, and Fleet Services locations accommodate the Senior Leadership Team staff and civilian support employees.

### **ADMINISTRATION**

The Administration office is centrally located in the municipal section of the City of Apache Junction. These offices consist of the fire chief, deputy chiefs, human resources, accounting, and other support functions for the fire district.



### **REGIONAL TRAINING CENTER**

The Regional Training Center was opened in April 2014. This is a state of the art facility complete with a fire simulation room, classrooms for continuing education, conference rooms and offices for training, public education, emergency medical services (EMS), and fire prevention. The Battalion Chief on-duty is also housed here.



### **FLEET SERVICES**

Fleet Services provides mechanical support for all district apparatus. There are three mechanics including two certified Emergency Vehicle Technicians (EVTs). Additionally, this facility provides storage for fire prevention, EMS, accounting, and human resources.



### **FITNESS FACILITY**

This facility was constructed in 2004 with federal grant funding. It is shared with several public safety agencies within the area and provides cardiovascular and weight training equipment.





### STATION 261

Station 261 is located on the northwest side of the City of Apache Junction and was SFMD's first station to be staffed by full-time career firefighters. This station protects critical infrastructure including Mountain Health and Wellness, a US post office, social security office, and one elementary school.



### STATION 262

Station 262 is located on the northeast side of the City of Apache Junction and houses SFMD's Technical Rescue Team (TRT). This station protects State and BLM land as well as private property owners. Additionally, this unit responds to Canyon Lake, Fish Creek Hill, and First Water Trail.



### STATION 263

Station 263 is located centrally within the City of Apache Junction and is the busiest of the five stations. Included in the coverage area are multiple schools, Banner Goldfield hospital, assisted living facilities, and Central Arizona Community College. The battalion chief and battalion safety officer are assigned to this station and provide oversight for their respective shift.



### STATION 264

Station 264 is located in southern Gold Canyon on US Hwy 60. This is our most visible station and is heavily involved in community activities. This community is small and close knit which provides an opportunity for firefighters to know their customers well.



### STATION 265

Station 265 is located in northern Gold Canyon and is SFMD's newest station having opened in the summer of 2012. This station was staffed to reduce response times within the Gold Canyon area and is characterized by significant open spaces and rural areas.

# Superstition Fire & Medical District



## Legend

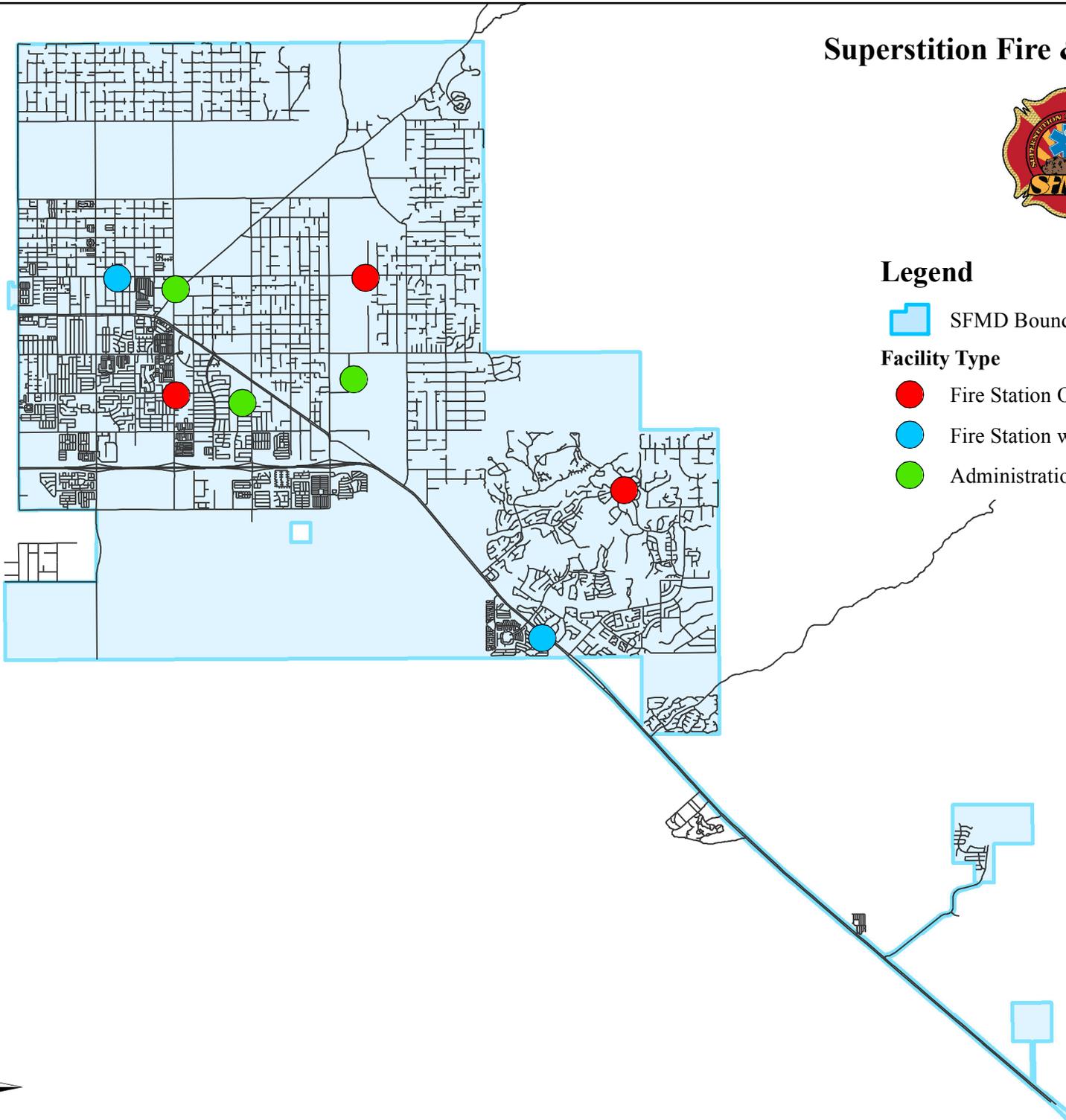
 SFMD Boundaries

### Facility Type

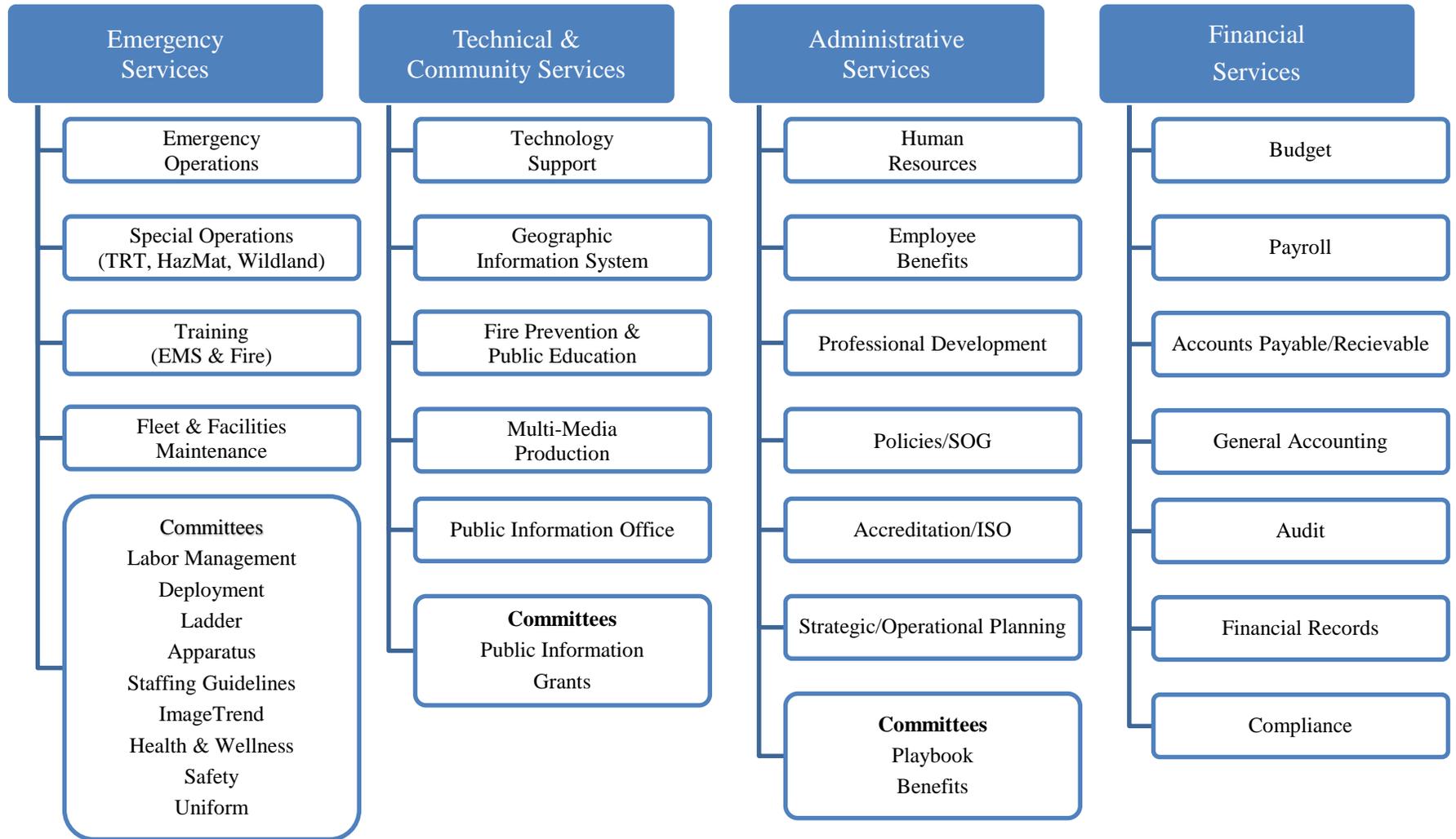
 Fire Station Only

 Fire Station with Ambulance Quarters

 Administration, Training Center, & Fleet Services



## PROGRAMS AND OPERATIONS CHART



## **SUPPORTING THE MISSION, VISION, & VALUES**

An important goal of senior leadership was to establish clear linkage of the Strategic Plan and its components to the mission, vision, and values of the fire district. In other words, every activity, program, or process in the district directly correlates to the organization's overall mission, vision and values. Creating and maintaining this linkage is a management philosophy that requires constant evaluation to ensure the work of the fire district remains focused and purposeful.

### **Our Mission**

Preserve Life ✧ Protect Property ✧ Add Value to the Community

### **Our Vision**

To Be the Premier Fire District in the State of Arizona

### **Our Values**

Responsive ✧ Innovative ✧ Professional



## STRATEGIC PLAN

The Superstition Fire and Medical District’s Strategic Plan serves several purposes. Primarily it offers a vision for the organization’s future while providing a roadmap for years to come. It establishes a direction for the organization and identifies initiatives central to its continued success. Furthermore, a strategic plan communicates the character of the organization, its purpose, and the programs critical to supporting the mission, vision and values of the organization.

## OPERATIONAL PLAN

Interconnected to the Strategic Plan is the Superstition Fire and Medical District Operational Plan. The Operational Plan supports the Strategic Plan by outlining specific goals and objectives necessary to accomplish high level strategic initiatives. The Operational Plan is updated regularly and serves as an on-going “working” document that drives the organization’s essential programs. In addition, it details specific objectives, desired outcomes, responsible parties, and a timeframe for the completion of critical tasks. The Operational Plans is generally managed by chief officers, department heads, or program managers.

## ACTION PLAN

Lastly, the action plan chronicles the progress of the strategic initiatives throughout the fiscal year. This document is updated frequently as it captures and records progress and advancements as they unfold.



## FOCUS AREAS

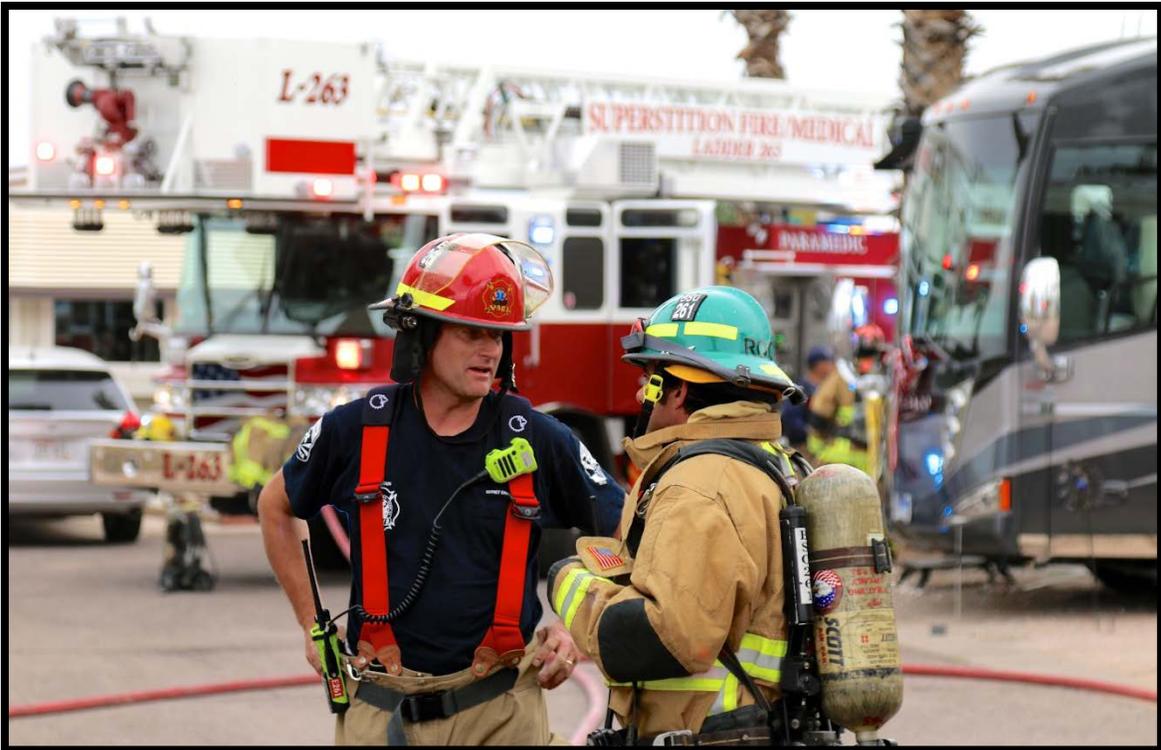
As the organization worked to establish a vision and identify areas for improvement, four focus areas emerged: *organizational development, professional development, community health, safety, and survival, and employee safety, health, and survival.* Captured within each focus area are the strategic initiatives and ideals deemed critical to the continued success of the fire district. An overview of the scope and reasoning of the four key focus areas is covered in the following sections. The following pages provide additional descriptions of how these focus areas will affect the fire district and describe the overall roadmap and strategy to achieve success.

Organizational Development

Professional Development

Community Health, Safety, & Survivability

Employee Safety, Health, & Survival



## ORGANIZATIONAL DEVELOPMENT

Organizational development is a broad spectrum initiative that embodies numerous stratagems designed to enhance the overall professionalism and effectiveness of the organization. These efforts are internally focused and serve to strengthen the organization from the inside-out by enhancing management processes; promoting operational efficiencies; modernizing technological infrastructures; supporting the acquisition and maintenance of professional certifications and accreditations; and improving the use of key data sets for strategic decision-making.

Other organizational development initiatives might include projects aimed at improving budgetary control measures; identifying new revenue streams; investing in labor relations; and improving our ability to properly maintain fire apparatus, facilities and other large capital items.

As a public safety agency charged with preserving life and protecting millions of dollars-worth of property and critical infrastructures our stakeholders deserve nothing less than the highest quality of service from us. This requires a sustained effort and constant evaluation of our current policies; core values; business and human resource practices; and the vital equipment used in the performance of our duties. As dedicated firefighters, paramedics, and public servants, we are committed to this continued improvement and the perpetual development of our organization. In summary, all endeavors supported in this domain are intended to enhance service delivery to all stakeholders, elevate organizational performance, uphold morale, and advance the status of the fire district.



## PROFESSIONAL DEVELOPMENT

Creating a high-impact organization operated by skilled and proficient employees is critical to the success of any fire, medical, and rescue organization. Modern fire and medical services are highly specialized, and because there is so much at stake, there is little margin for error. Firefighters and paramedics make critical life and death decisions on a daily basis; company officers and chief officers routinely make split-second decisions at dangerous fire and rescue scenes; and our administrative workforce is unfailingly responsible for the performance and management of essential human resource and mission-critical programs. Because of this, district employees require a unique knowledge and skill set to perform at peak level.

We are committed to providing state-of-the-art fire and medical services and with this pledge there is great responsibility to train, educate, and empower our people. District employees are encouraged to identify and implement innovations and process improvements in their work and to do so effectively require a high degree of knowledge, competence, and skill that only training, networking, and higher education can provide.

A focus on professional development means we uphold educational standards for promotion, pursue professional level credentials, and invest in our training resources. This initiative encompasses a focus on leadership and management development as well as collaboration with regional and community partners to achieve the highest quality training and education possible. A professional development strategy allows us to build an organization that is resilient; innovative and forward-thinking; and where creativity and ingenuity flourish.



## **COMMUNITY HEALTH, SAFETY, & SURVIVABILITY**

Preserving the health and safety of the community is the primary reason we exist. Everything we do, from strategic planning to firefighter training, is expected to heighten our ability to provide competent, proficient services to our citizens and improve the quality of life in our community.

We take great measures to enhance and fortify the response system and the “chain of survival” in our community and ensure the highest possible survival rates from sudden cardiac death. These efforts are detailed by aggressive public education programs such as CPR/CCR, improving public access to automated external defibrillators (AEDs), and working with allied health partners to improve hospital cardiac catheterization times for critical patients. We also analyze large quantities of response and GIS data to identify accident and injury patterns and respond quickly and resourcefully with public education and prevention programs to help mitigate those risks.

Improving survivability in our community cannot happen without the assistance and support of several community partners. We continually work in conjunction with major community partners, such as the City of Apache Junction, the Apache Junction Unified School District, the Apache Junction Police Department, and the Pinal County Sheriff’s Office, to sustain a response system capable of saving lives.

Many other stakeholders and civic organizations throughout our community contribute financially and in many other ways to support the life-saving services provided by the fire district. From monetary donations to assistance with AED placement and public education campaigns, we work cooperatively with dozens of associations and establishments to promote health, safety, and survivability in our community.

Additionally, in January 2016, the fire district will begin providing ambulance services. Following recent approval from the Arizona Department of Health Services, the district was awarded a Certificate of Necessity allowing us to provide high-quality medical transport services and maintain continuity-of-care of our critically sick and injured citizens.



## EMPLOYEE SAFETY, HEALTH, & SURVIVAL

Our employees are our most valued resource. We recruit, hire and retain the most capable, confident, and professional people to serve our community; and we are committed to preserving their health and safety through programs and initiatives that support physical and emotional fitness.

This strategic initiative is characterized by the implementation of various health and wellness programs that promote productivity, fitness, and well-being for employees and their families. For instance, strength and conditioning programs that benefit job performance and maximize the use of resources, such as the fitness center located at Fire Station 262, are integral. Safety and survival training for firefighters and officers that highlight risk management, injury, and infectious disease prevention also qualify this initiative. Additionally, a comprehensive behavioral health program and peer support team for all employees is another essential component of a 21st century health and wellness program.

As a final point, firefighter medical exams that meet or exceed industry standards and employ preventative medical screens capable of detecting serious medical problems before they turn deadly, is another significant step in the maintenance of employee health. This is a critical endeavor since firefighters industry-wide are at very high risk for cardiac disease.



## **STRATEGIC/OPERATIONAL PLAN COMPONENTS**

As the Strategic Plan was being created an additional document had to be created to communicate the components within the Plan. The Strategic Plan identifies the direction, while the Operational Plan categorizes and provides specific objectives for each focus area.

The Operational Plan has three components; Service Enhancements, Strategic Initiatives, and Desired Outcomes. These components identify and describe what the district is trying to accomplish, a specific action that is to be taken, and the result of those actions.

### **Service Enhancement**

Service Enhancements refer to the goals and objectives identified during the planning process. They are reflective of the needs and interests of the Superstition Fire and Medical District as well as the organization's mission, vision and values. Approval and implementation of a Service Enhancement will result in improved service delivery to the community.

### **Strategic Initiatives**

Each Service Enhancement will be assigned one or more Strategic Initiative. These Initiatives outline the steps that must be taken in order to achieve the Desired Outcome.

### **Desired Outcome**

The Desired Outcome is the success measurement of each Service Enhancement. It describes the benefits of achieving the goal and what the end result will accomplish for the community.



## IMPLEMENTATION OF THE STRATEGIC PLAN

The goal of the Strategic Plan is to assist the fire district in planning for the future while it continues to meet the needs of a diverse and growing community. The Strategic Plan is a living document that will be reviewed and revised periodically, at the direction of the fire chief, to ensure fulfillment of its stated objectives.

Over the next two years, division and section managers will monitor the organization's progress toward achieving the Service Enhancements identified in the Operational Plan. Through the Labor/Management process they will ensure objectives are met or the necessary adjustments are made.

Realization of the Strategic Plan will be a dynamic and on-going process. Once the fire chief has shared the Strategic Plan with all mid-level managers, the Operational Plan will be set in motion. The Operational Plan is evaluated throughout the year with a wrap-up at the end of each fiscal year.



## **GLOSSARY OF TERMS**

### **800 Megahertz (MHz)**

An 800 MHz radio system is a blend of traditional two-way radio technology and computer controlled transmitters. The system's main advantage is that radio transmitters can be shared among various departments. The Superstition Fire and Medical District utilizes 800 MHz technology.

### **Advanced Life Support (ALS)**

The medical certification level commonly referred to as Paramedic that entails advanced training and skills including invasive medical procedures and medication therapies under the control of a medical director. Advanced Cardiac Life Support (ACLS) is a primary discipline of the paramedic.

### **Apparatus**

Emergency response fire and rescue vehicles such as fire engines, ladder trucks, Squad's and Battalion Chief's vehicles.

### **Deputy Fire Chief**

Members of the Fire Chief's executive staff whose responsibilities include leadership of one of the District's three divisions.

### **Automated External Defibrillator (AED)**

A portable electronic device that automatically diagnoses a potentially life threatening cardiac arrhythmia in a patient, and is able to treat them through the application of electrical therapy.

### **Automatic Aid**

A computer enhanced dispatch and deployment system that automatically sends the closest most appropriate emergency response equipment to any location of an emergency regardless of city or town boundaries.

### **Battalion**

A Superstition Fire and Medical District geographic subdivision of the district boundaries consisting of fire service resources assigned to a designated area. The fire district currently has three battalions.

### **Battalion Chief**

A Chief Officer assigned to supervise and command a fire district battalion.

### **Battalion Safety Officer (BSO)**

A Captain level safety officer assigned to a Battalion Chief. BSO's respond with Battalion chief's to emergency scenes and in managing the health and safety of personnel operating at emergency scenes.

## **GLOSSARY OF TERMS (CONT'D.)**

### **Advanced Practice Provider**

A Nurse practitioner or Physician's Assistant commonly referred to as a mid-level medical provider. In the fire service advanced practice providers have a broader scope and can perform more clinical interventions than a paramedic.

### **Captain**

A first level supervisor also referred to as a Company Officer. Most Captains supervise a crew of three or more individuals. Captains may be assigned to engine and ladder companies while others may be assigned to administrative positions working a 40 hour work week.

### **Certificate of Necessity (CON)**

To operate a ground ambulance service in Arizona, an application must be filed with the Arizona Department of Health Services. The CON describes the service area, level of service, type of service hours of operation, response times, effective date, expiration date, legal name and address of the ambulance service, and any limiting or special provisions the Director prescribes. The ground ambulance service must adhere to the restrictions of the CON and operate in accordance to the statutes and rules by which it is governed.

### **Civilian**

Support employees of the Superstition Fire and Medical District who are non-sworn. These individuals occupy vital support roles throughout administration to including support services, prevention, human resources, and accounting.

### **Computer Aided Dispatch (CAD)**

A CAD system consists of several computerized modules of a dispatch center in the field of public safety. These include call input, call dispatching, call status maintenance, event notes, field unit status and tracking, and call resolution and disposition.

### **Critical Care Unit (CCU)**

A specially equipped transport-capable unit designed for the treatment of low-acuity (non-emergent) medical patients with less threatening medical conditions. The CCU is staffed with a Paramedic Captain and an Advanced Practice Provider specially trained to treat and refer patients back to their primary care physician and avoid costly and unnecessary hospital visits.

### **Critical Incident Stress Management (CISM)**

A confidential peer driven process that helps first-responders deal with the emotional stress brought on by a traumatic event.

### **CPR/CCR**

Cardio-pulmonary resuscitation (CPR) is the traditional means of pre-hospital care provided by bystanders and first responders to persons in cardiac arrests. Cardio-Cerebral Resuscitation (CCR) is a new and innovative form of pre-hospital resuscitation proven to increase the survival rates of persons in cardiac arrest. CCR is also commonly referred to as Hands-Only CPR.

## **GLOSSARY OF TERMS (CONT'D)**

### **Emergency Medical Services (EMS)**

A section within the Superstition Fire and Medical District managed by a Division Chief and is responsible for the training and certification of E.M.T and paramedic firefighters.

### **Emergency Operations Center**

A specialized area equipped with computers, telephones and radios used by City leaders during major events or disasters. It serves as the primary command center to coordinate emergency activities and resources in response to a significant event.

### **Engine Company**

A firefighting and emergency medical services crew consisting of a Captain, Engineer, and Firefighters assigned to a fire department pumper. Engine Companies are responsible for search and rescue and fire suppression. All Superstition Fire and Medical District Engine Company's provide Advanced Life Support.

### **Engineer**

Fire apparatus driver/operator with advanced training and skills assigned to an engine, ladder or other fire apparatus.

### **Fire Chief**

The highest ranking chief officer in the Superstition Fire and Medical District that reports to the elected board of directors and serves as the administrative chief executive officer.

### **Fire Prevention**

A section of the Superstition Fire and Medical District directed by the Fire Marshal that is responsible for enforcing the fire code, performing business inspections and conducting fire investigations.

### **Flashover**

The near simultaneous ignition of all combustible materials within an enclosed area. Flashover occurs when the majority of surfaces in a space are superheated and normally occurs between 900 and 1,100 degrees Fahrenheit.

### **Hazardous Materials Team**

A specialized response group designated for the emergency response and mitigation of events involving hazardous materials.

### **High Emergency**

A critical situation where life and property are at risk and a fast effective intervention of emergency resources is critical to survival.

## **GLOSSARY OF TERMS (CONT'D)**

### **Ladder Company**

A firefighting crew consisting of a Captain, Engineer and two firefighters assigned to a ladder truck. A Superstition Fire and Medical District Ladder Company performs ventilation of burning buildings, forcible entry, search and rescue and salvage and overhaul. All Superstition Fire and Medical District Ladder Company's provide Advanced Life Support.

### **Low-Acuity Patient**

A medical patient experiencing and/or displaying signs and symptoms of a non-emergent nature. Low-acuity patients are generally managed with fewer medical resources and require less critical medical interventions such as suturing and medication reconciliation.

### **Low-Acuity Response**

A set of dispatch protocols aimed at matching the low-acuity patient with the proper level of medical resources.

### **Mesa Regional Dispatch Center (MRDC)**

The central answering point for 911 calls generated from several east valley communities including Mesa, Gilbert, Apache Junction and Queen Creek.

### **National Fire Protection Association (NFPA) 1710**

The national standard published by the National Fire Protection Association, standard for the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by career fire departments. This is the only standard in the United States that specifies the minimum response times and staffing levels for the delivery of fire and emergency medical services.

### **Observer Program**

A program that enables non-department personnel to ride along with emergency crews to observe first-hand the work and services provided by the Superstition Fire and Medical District.

### **Paramedic**

The level of certification for emergency medical personnel who are trained in advanced life support.

### **Recruit Firefighter**

Entry-level sworn position in the Superstition Fire and Medical District assigned to the fire training academy for 16 weeks of initial training. This training is followed by a twelve-month probationary period.

### **Senior Staff**

A group of senior level fire executives who work together and report to the Fire Chief.

### **Shift**

A fire district work cycle lasting for a 48-hour period followed by four days off. The fire district has three shifts, A, B, and C.

## **GLOSSARY OF TERMS (CONT'D)**

### **Squad**

A specialized fire apparatus and crew trained in heavy rescue and operations and equipped with technical rescue gear.

### **Technical Rescue**

Low frequency, high risk rescue operations requiring specialized training and equipment involving high angles, confined spaces, water and structural collapse.

### **Transitional Response Vehicle (TRV)**

A light chassis vehicle consisting of a paramedic and EMT firefighter that respond to less urgent medical calls for service. TRV's allow front line apparatus to remain available for more serious emergencies.

### **Video Conferencing System**

An integrated video communication network used by the Superstition Fire and Medical District to reduce travel costs and improve the efficiency of training communication and decision making.

Responsive

Innovative

Professional

