



2020-2021

# SUPERSTITION FIRE & MEDICAL DISTRICT OPERATIONAL PLAN



*Serving the communities of Apache Junction,  
Gold Canyon, and the surrounding area since 1955*



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# Message from the **FIRE CHIEF**



I am proud to present the Superstition Fire & Medical District's (SFMD) 2020 Operational Plan. I consider this to be one of the crucial documents of the SFMD because it serves as the guide for our future.

This plan is a collaborative effort between all District staff members, the governing board, and the labor group. Our highest priorities focus on improving service delivery, implementing technology, and creating and managing the District's annual budget.

The most valuable asset of SFMD is our people, and through our collective efforts, we will achieve the vision described within this plan. As dedicated firefighters, paramedics, emergency medical technicians, and public servants, we are committed to continuous improvement and the perpetual development of our establishment.

In summary, all endeavors supported in this document are intended to enhance service delivery to all stakeholders, elevate organizational performance, uphold morale, and advance to the prominence of the fire district.

Sincerely,

**MIKE FARBER**

Fire Chief



# OPERATIONAL PLAN

## DESCRIPTION

The Operational Plan is the supporting document to the Strategic Plan and takes into account the Divisions defined by the Fire District. These goals and objectives provide the framework and direction the fire district will follow over the next year and, in some cases, beyond.

The Operational Plan is evaluated on an annual basis and updated as items are completed. Some of the goals and objectives are long term and will require yearly evaluation, while others are short term and will be assessed upon completion.

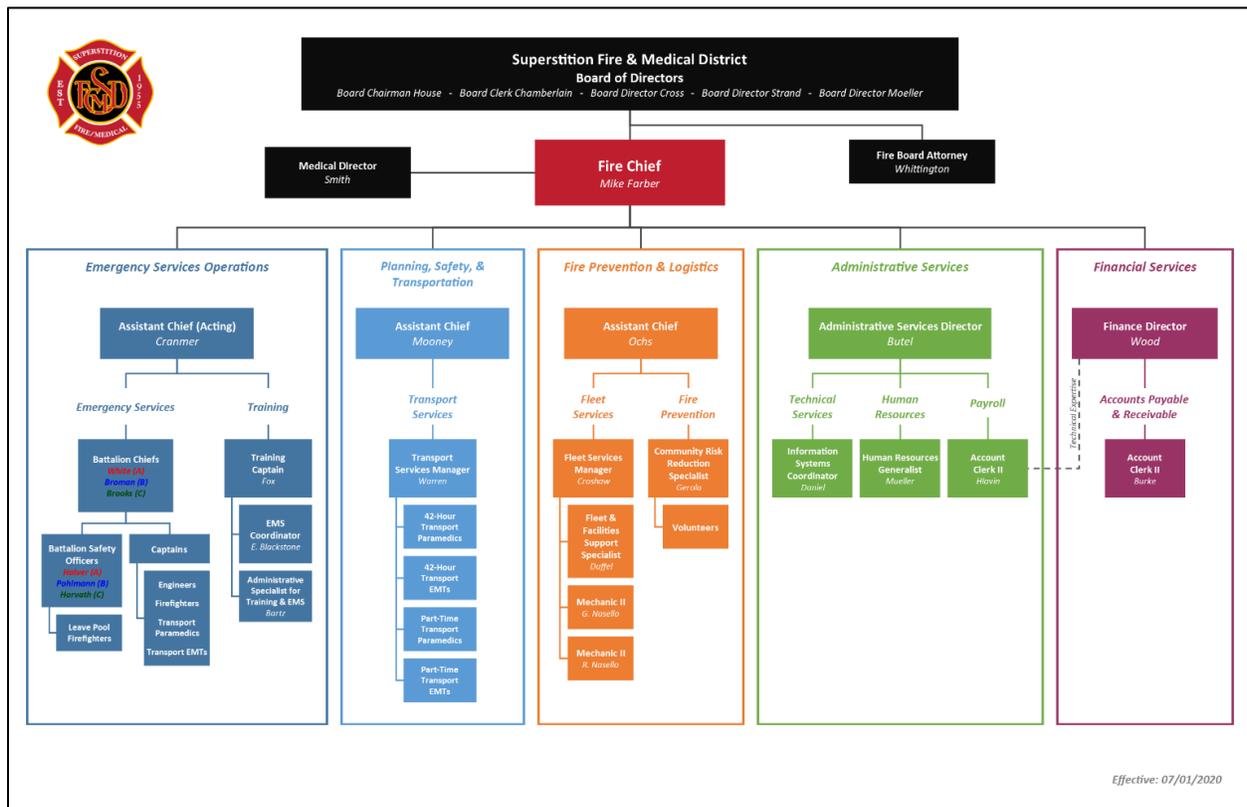
The goals in this document are italicized and the objectives or specific steps that are required to achieve the goal.



# ORGANIZATIONAL STRUCTURE

Under the direction of the Board of Directors, the Fire Chief and the Senior Leadership Team directs the Superstition Fire & Medical District's day-to-day operations and processes. The Senior Leadership Team consists of three Assistant Chiefs and two Directors, who each lead their respective divisions.

This Operational Plan mirrors the Organizational Chart and provides guidance for each division and its subsequent departments for the upcoming fiscal year. The goals and objectives outlined in the Operational Plan are the roadmap for each member of SFMD to accomplish the tasks laid out for this fiscal year.



*\*A full-size Organizational Chart and Programs & Responsibilities Chart can be found at the back of the Operational Plan*



# FIRE CHIEF

## Cancer Prevention and Education Efforts

According to research conducted by the National Institute for Occupational Health and Safety (NIOSH) and the International Association of Fire Fighters (IAFF):

- *Cancer caused 61% of the line-of-duty deaths for career firefighters between January 2002 and March 2017.*
- *Cancer caused 70% of the line-of-duty deaths for career firefighters in 2016.*
- *Firefighters have a 9% higher risk of being diagnosed with cancer and a 14% higher risk of dying from cancer when compared to the general U.S. population.*

In August 2020, the Superstition Fire & Medical District was awarded the Assistance for Firefighters Grant (AFG) for \$208,359 to complete a comprehensive cancer screening for all district employees. All employees will be given education on their cancer risk and the screening tests that are available for early detection.

## GOALS AND OBJECTIVES

*Implement a comprehensive plan to combat firefighter exposure to toxic carcinogens and complete district-wide cancer screenings and education for all members.*

- Upgrade existing primary response apparatus to "Clean Cab" standards, including replacement of fabric seats with vinyl and the relocation of SCBAs to exterior truck compartments.
- Ensure all district members complete a comprehensive cancer screening to promote early detection.
- Purchase a diesel exhaust filtration system for all primary apparatus stored inside of fire station bays and ambulances. This will reduce personnel and equipment exposure to exhaust contaminants and harmful carcinogens. Additionally, this will eliminate the need to maintain the current Air Filtration Systems (AirVac) mounted in the Fire Station Bays.



## EMERGENCY SERVICES DIVISION

The Superstition Fire & Medical District provides effective emergency services for the community we serve. As a public safety agency charged with preserving life, protecting property, and critical infrastructure, our stakeholders deserve nothing less than the highest quality of service from us. To do 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 continuous improvement and the perpetual development of our establishment. 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 prominence of the fire district.

### GOALS AND OBJECTIVES

*Develop and conduct fire and EMS training to improve operational effectiveness while providing for safety.*

- Conduct monthly Operations Meetings with Battalion Chiefs.
- Facilitate and conduct quarterly Captains Conferences.



*The Superstition Fire & Medical District ensures that our fire and EMS units are achieving their operational turnout and response times, as it pertains to NFPA 1710 and AZDHS compliance.*

- Monitor performance reports that include: training hours, turnout times, response times, fire loss, cardiac saves, and sick time usage.

*Ensure data collection and documentation of daily shift operations are accurate and completed promptly.*

- Complete and update daily TeleStaff roster to ensure crew assignments are accurate for NFIRS report unit information and Payroll records.

*Monitor and review all fire-based training hours.*

- Ensure completion of all ISO required training.
- Ensure completion of Incident Command training for appropriate suppression personnel.
- Facilitate and evaluate minimum company standards (MCS) for all suppression personnel.
- Review all Task Books for Captain and Engineer.

*Ensure all equipment and personal protective equipment are tested and inspected as needed.*

- Facilitate and document annual hose testing.
- Facilitate annual SCBA mask fit testing for all suppression employees.
- Facilitate annual N95 mask fit testing for all emergency service employees.
- Complete semi-annual PPE inspections to include turnouts, wildland gear, and TRT gear.





*Maintain all self-contained breathing apparatus (SCBA) equipment to industry standards for the safety and protection of all suppression personnel.*

- Complete monthly calibration of gas monitors.
- Complete hydrostatic testing for SCBA bottles.
- Complete semiannual replacement of all SCBA pack batteries.
- Manage and update inventory of all SCBA equipment throughout the year.





*Enhance Technical Rescue service delivery.*

- Members must attend 70% of regional and in-house training and demonstrate the standards of the different TRT disciplines.
- Participate as instructors at the quarterly regional TRT training events.
- Balance the level of team members and bring on new members as staffing levels change.
- Purchase new equipment that is essential to staying at or ahead of industry standards.
- Replace gear and equipment that has reached its end of life cycle.
- Facilitate a TRT testing process for the 2020-2021 fiscal year.





*Enhance Wildland firefighter safety through key awareness initiatives, training, and table-top exercises with all Engine Bosses.*

- Complete the 130 and 190 Wildland refresher course for the Wildland team members.
- Provide shift training on wildland tactics and strategies in the early spring.
- Complete Red Card certifications by the end of February 2021.
- Work directly with State Fire in coordinating additional training during wildland season.
- Provide UTV Training to members of the Wildland Team.
- Maintain current equipment levels and update tools as necessary.
- Update the current state contract with the addition of PSPRS costs and apply UTV for EMS call out request.



*Facilitate and complete the following fire training:*

- Quarterly fire training
- Annual night drill
- Incident command
- Natural gas safety
- Electrical, solar panel, and battery storage safety
- Active shooter drill
- Chief officer/company officer command level training
- Annual driver training/EVOC for all suppression and transport services personnel
- Continue to evaluate and improve data collection in Target Solutions training records management system.





*Identify areas of need and develop training programs to assist our members in becoming more proficient in emergency medical service delivery.*

- Facilitate and complete quarterly EMS training and continuing education classes.
- Complete recertification processes for all Paramedics and EMTs.
- Complete biannual ACLS and PALS training.
- Participate in state and regional EMS committees in an effort to stay updated on new techniques and procedures.



# PLANNING, SAFETY, & TRANSPORTATION DIVISION

## GOALS & OBJECTIVES

*Develop a robust firefighter wellness program that provides for the overall health for all members of the SFMD.*

- Complete annual physicals for all suppression personnel.
- Assist with cancer screenings for all personnel.
- Continue to assess and improve physical fitness facilities located at each fire station.
- Research, develop, and implement a method of tracking hazardous incidents exposure in NFIRS and/or another viable option.





*Ensure compliance with the Arizona Department of Health (AZDHS) standards and regulations.*

- Monitor and report monthly, annual, and certificate of necessity (CON) term response times to maintain compliance with AZDHS CON standards.
- Complete annual ambulance inspections with AZDHS inspector.
- Continue to manage ambulance reimbursement rates per AZDHS statutes and apply for increases as needed.



*Continue to monitor billing reimbursement for Transport Services*

- Facilitate relationships between SFMD, R1 (billing company), and PCS (collections agency).
- Provide oversight for pre-billing CQI, and reconcile transport reports to the billing company.
- Review reimbursement rates on each transport to ensure the appropriate rate has been collected.
- Research and manage all billing related matters (collections, refunds, insufficient payments, disputes, hardships).

*Ensure adequate staffing levels for Transport Services units.*

- Maintain sufficient hiring lists for Paramedic and EMT positions.
- Complete hiring processes as positions are vacated.
- Facilitate new hire onboarding and training as needed.





# FIRE PREVENTION & LOGISTICS DIVISION

## GOALS & OBJECTIVES

*Ensure public and firefighter safety through consistent and professional enforcement of the Uniform Fire Code and provide timely information to the officers and members of the Fire District.*

- Adopt the latest edition of the International Fire Code and various amendments.
- Update all Fire Prevention Directives (preparation for Accreditation)
- Update all Fire Prevention Policies (Lexipol)
- Complete 8 Pre-Fire Plans
- Select one employee to attend Fire Investigation Training
- Establish a Contract Fire Inspector for business inspections
- Establish a Contract Fire Investigator
- Implement ImageTrend Elite Inspection Module
- Create and implement a business inspection program for suppression crews
- Implement "Bluebeam Revu" with the City of Apache Junction Building Service (Plan review software)





*Support data collection efforts for improved organizational planning and decision-making.*

- Research capabilities of the RTA fleet record management system to increase data collection.
- Establish operational costs for each fire station.

*Continue to maintain and upgrade district communications equipment per the capital replacement schedule.*

- Purchase of 10 Viking Multi Band 7/800+VHF Radios. Will be designated for Transportation Staff and Administrative Staff.
- Purchase of 6 Motorola 8000 XE Multi Band Radios. Scheduled replacements for Suppression Staff.

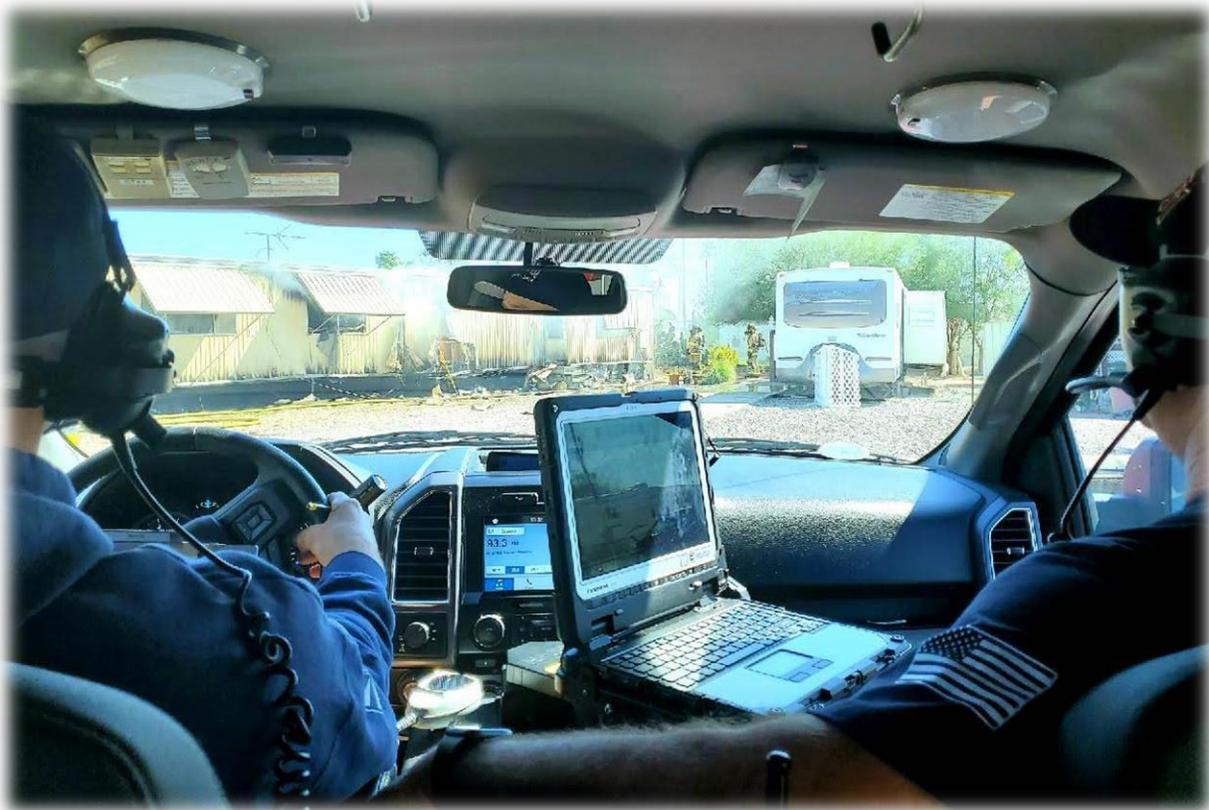


*Complete all scheduled facilities updates and renovations, and all Facilities repair requests as they are reported.*

- Complete any repairs/replacements as they are reported to Facilities.

*Maintain, evaluate, and procure apparatus and equipment that increases service delivery efficiencies.*

- Take delivery of and place in service, a new Pierce Velocity Custom Pumper.
- Evaluate various tools, equipment, hoses and nozzles to enhance fire suppression abilities.
- Building and installing an interior cabinet in primary Engine and Ladder Company apparatus for the storage of Ballistic Vests and helmets.
- Purchase an EDraulic 2 Combi Tool for Engine 265.

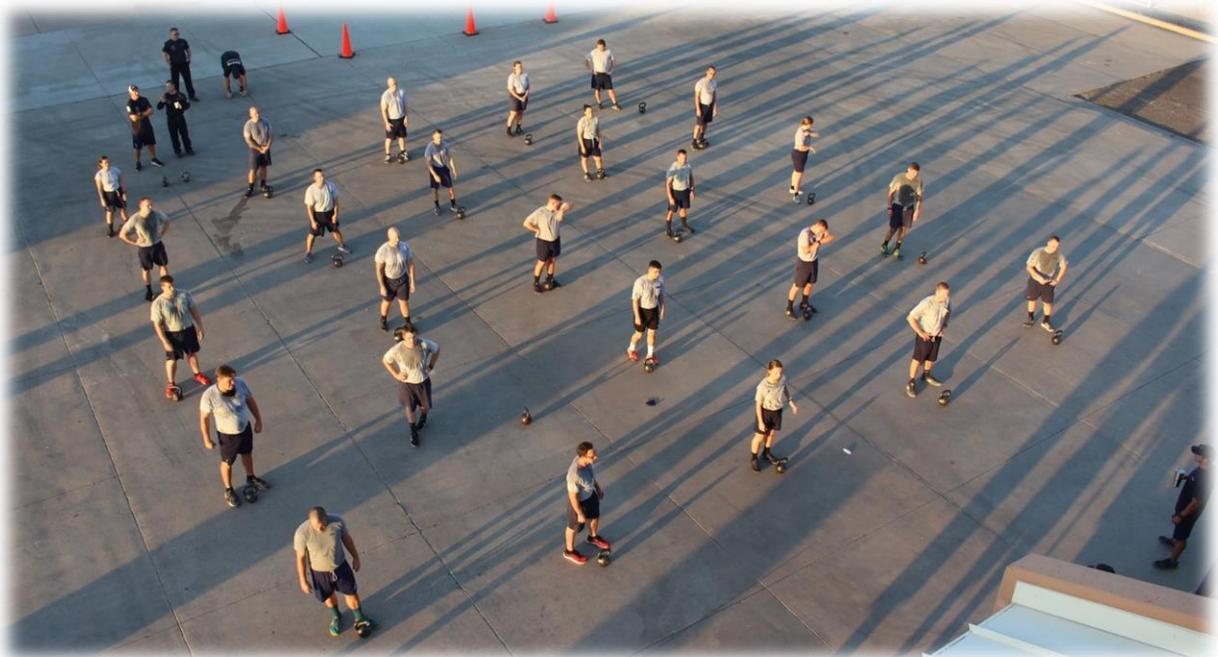


# ADMINISTRATIVE SERVICES DIVISION

## GOALS AND OBJECTIVES

*Provide effective and efficient Human Resource services to members of the SFMD.*

- Assist with the fire chief recruitment process between Ralph Andersen and the SFMD Fire Board.
- Onboard five firefighters to begin the October 12, 2020, Phoenix Fire Academy.
- Maintain staffing levels for suppression per the SAFER grant requirements.
- Onboard transportation personnel as needed.
- Facilitate the Captain's promotional testing process.
- Maintain electronic employee records in compliance with records retention laws.
- Complete and maintain appropriate Workers' Compensation claims, paperwork, and files for all on-the-job injuries.
- Evaluate and implement a Human Resources Software application.



*Continue to improve data collection and reports to provide the Senior Leadership Team with additional statistical information for data-driven decision-making.*

- Provide response time reports for company officers to measure their effectiveness as it pertains to operational response times (dispatch, turnout, arrival times, effective response force).
- Compile, produce, and present the 2021-2022 Annual Report.
- Compile, produce, and present the 2021-2022 Operational Plan.



# FINANCIAL SERVICES DIVISION

## GOALS AND OBJECTIVES

*Develop a budget that is fiscally responsible, balanced, and visible to our stakeholders, community, and members.*

- Create a budget planning calendar to provide clarity and direction to budget managers.
- Facilitate the review and evaluation of budget decision packages for the next fiscal year.
- Submit a budget to the Board of Directors for approval that accounts for projections, sustainability, and the long-term financial health of the fire district.

*Facilitate the annual audit for the previous fiscal year in compliance with ARS § 48-253*

*Facilitate the collection of payments for out-of-district responses.*

*Prepare and submit the Annual Revenue & Cost Report (ARCR) required by AZDHS.*

*Effectively manage cash to ensure sufficient liquidity for suppression, transport, and capital operations.*

*Ensure accurate and timely payroll and payables processing.*



# LABOR – LOCAL 2260

## GOALS AND OBJECTIVES

*The Labor/Management team will work to make SFMD more effective as an organization. Efforts will focus on the total commitment to the quality of our services – internally and externally.*

- Complete the annual update of the Memorandum of Understanding.
- Participate and support in the planning of the annual employee benefit selections.
- Support the development and retention of quality employees by promoting professional development opportunities.
- Support and participate in the development of all cancer initiatives.
- Support and participate in all promotional processes.
- Add value to the fire chief recruitment process by participating when designated by the fire-board.



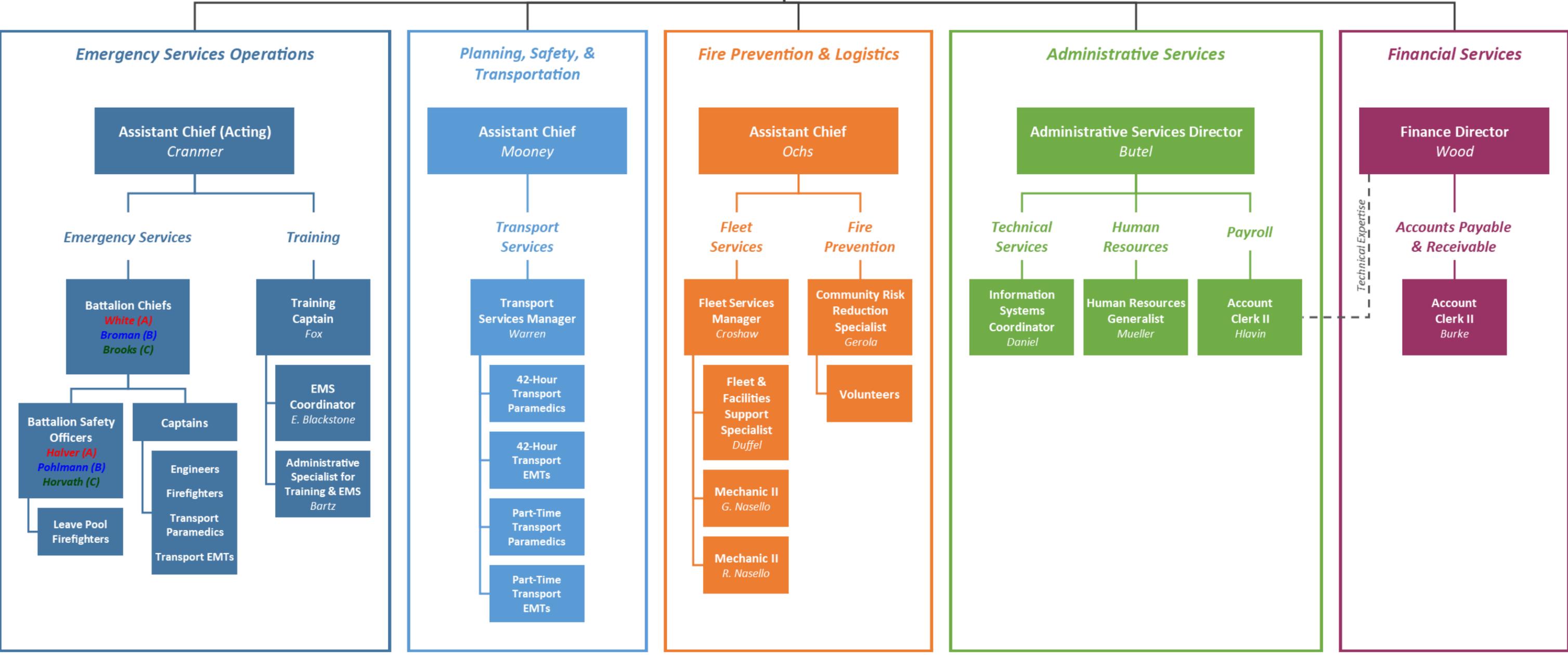


**Superstition Fire & Medical District**  
**Board of Directors**  
*Board Chairman House - Board Clerk Chamberlain - Board Director Cross - Board Director Strand - Board Director Moeller*

**Medical Director**  
*Smith*

**Fire Chief**  
*Mike Farber*

**Fire Board Attorney**  
*Whittington*





# Programs and Alignment of Duties

