



# Strategic Plan 2022-2025

**Superstition Fire & Medical District**



**One Mission ✦ One Community ✦ One Family ✦ One SFMD**

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## A Message from Fire Chief John Whitney

It is an exciting time at Superstition Fire & Medical, and it is truly my honor to present the 2022-2025 strategic plan. The Strategic Plan is both a road map for the Superstition Fire & Medical District and a guide for identifying priorities allowing for the continued delivery of exceptional fire, rescue, prevention, and emergency medical services into the future. We currently have the opportunity to solidify our position in the region and establish our organizational foundation as we approach significant growth within our community. SFMD safeguards the community through the adoption of regulations, fire and life safety programs, emergency medical services, public education, and emergency response.



We are committed to serving our community and nurturing public trust by holding ourselves to the highest standards of performance and ethics. SFMD is committed to building relationships with community groups, residential and business organizations, and other stakeholders to promote an environment receptive to progression. SFMD embraces a culture of transparency, communication, and integrity through focused teamwork.

With a strong and proactive commitment to Labor Management relationships and committee-based processes, SFMD fosters an efficient and effective organizational environment. Furthermore, these relationships and labor-based contributions promote individual professional development; and with the use of the committee process, critical thought and thorough decision-making occur throughout all ranks of the District.

Our goal is to have a flexible organization that can anticipate and adapt to change. We are committed to revisiting the strategic plan throughout each year to ensure the plan accomplishes what it is set out to do, and make adjustments where needed.

Thank you to all who participated in the development of this plan. Particularly members of the SFMD Fire Board, the Superstition Chapter of Local 2260, community members, employees and staff. We feel confident that these strategic objectives are advantageous to our community and the members of the SFMD.



## Elected Officials

A five-member elected board governs the Superstition Fire and Medical District. The board provides oversight and direction to the Fire Chief. All board members participated in the development of this strategic plan through the Fire Chief's evaluation.

Through the evaluation process, the board was able to provide valuable perspectives with consideration of both the taxpayer and the needs of the Fire District. The Board of Director's were instrumental in the success of this project because of their support and dedication to the community we serve.

It is for these reasons the Fire District would like to extend our appreciation to our board for their dedication and commitment to the Apache Junction, Gold Canyon, and surrounding communities.



Kathleen Chamberlain,  
Board Chair  
*Serving since 2018*



Jeff Cross,  
Board Clerk  
*Serving since 2008*



Todd House,  
Director  
*Serving since 2006*



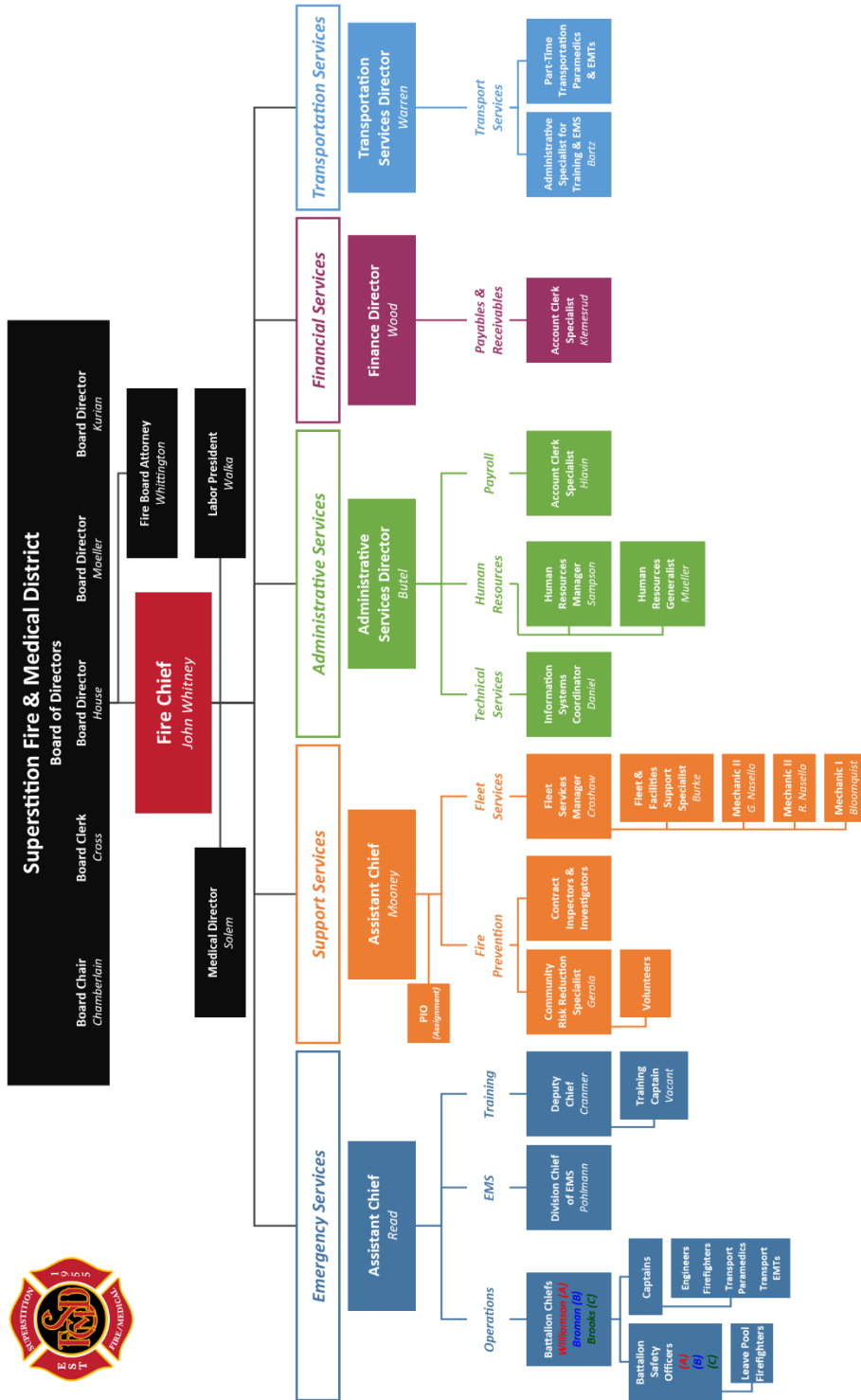
Shawn Kurian,  
Director  
*Serving since 2020*



Jason Moeller,  
Director  
*Serving since 2016*



# Organizational Chart



Effective: 3/16/2022



## Community Profile

The Superstition Fire & Medical District serves a 71-square-mile area on the eastern edge of the Phoenix Metropolitan area in Pinal County. The District is a primarily suburban community adjacent to the Superstition Mountain Wilderness Area and Tonto National Forest, surrounded by undeveloped state and federal lands. The District is also a popular haven for winter visitors, with our population swelling from 65,000 to 95,000 in the winter months.

Established in 1955 as the Apache Junction Volunteer Fire District, it operated with one fire station and was governed by a five-person elected Board of Directors. In 1984, the District transitioned to a paid organization hiring its first full-time employees. In the fall of 2013, the Board of Directors voted to change the name of the Fire District to identify with the area and citizens we serve more clearly. The Superstition Fire and Medical District now consists of 96 suppression personnel, 24 transportation personnel, and 15 administrative positions including, one Division Chief, one Deputy Chief, two Assistant Chiefs, and one Fire Chief.

As the District evolves into this new era of growth and development, SFMD is taking a methodical look at our foundation as we prepare for the changes ahead. Ensuring that our community receives effective emergency service delivery is our priority. Conducting realistic and straightforward analysis supports our organization in maintaining and improving our exceptional standard of service. With the growing demand for service in conjunction with increasing service delivery costs, it is imperative this plan stands as a living document. Furthermore, balancing growth and fiscal obligations while managing associated risks is vital for the future of SFMD.

### Fiscal Sustainability

- Promote financial stability through long-term planning, pursuit of alternative revenue source, and debt management.

### Public Safety

- Safeguard the community through the adoption of regulations, fire and life safety programs, emergency medical services, public education, and emergency response.

*The Strategic Plan  
is a living document  
that will evolve as  
opportunities and  
resources change  
over time.*



## Vision, Mission, and Values Statements

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### Vision

We honor the legacy of the fire service, enrich the community we proudly serve, and strengthen our organization for future generations.

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### Mission

Selfless Service

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### Values

#### **Building and Maintaining Relationships**

SFMD prides itself on *building and maintaining relationships*, both internally and externally, with stakeholders, our industry partners, and the community we serve. Through cooperation, support, and teamwork, we will achieve more together than we will as individuals.

#### **Professionalism at All Times**

*Professionalism at all times* is the cornerstone of our service. We commit to putting others before ourselves; value the trust given to us by the community, and serve with the courage to never betray that trust.

#### **Providing Care and Compassion**

More than simply doing our job, *providing care and compassion* to others distinguishes our commitment to service. Providing care and compassion to ourselves ensures we remain at peak ability to dedicate ourselves to *Selfless Service*.

#### **Pride in All We Do**

Serving with *pride in all we do* demonstrates our commitment to providing exceptional service. The legacy of the fire service was built by those who came before us, and we recognize that we must protect and build upon that legacy. We acknowledge the opportunity to serve is a privilege which must be continuously earned through our actions.

#### **Commitment to Improve**

We recognize the need for innovation, transparency, and openness of thought. Through our *commitment to improve*, we strive to better ourselves, enhance our abilities and find ways to advance service to the community. We respect that a willingness to change how we do things is the only way to evolve.

#### **Diversity, Equality, and Inclusivity**

We recognize that every person has value. We embrace *diversity, equality, and inclusivity* through treating everyone with dignity and respect, actively engaging with perspectives that challenge our own, and fostering genuine community with others.

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## Labor Management Collaborative Process Commitment

This strategic plan was developed through a collaborative Labor/Management process and included feedback from all segments of the organization.

*The Superstition Chapter of the United Mesa Firefighters Local 2260 and the Superstition Fire & Medical District, commit to a collaborative, positive and productive relationship designed to conduct its labor-management process with transparency and integrity.*

*A single entity cannot assure the success of the relationship, therefore, a commitment, by all parties, to the legitimacy of the Labor-Management relationship is required. This commitment must be recognizable by all stakeholders through actions and words. It takes form through active participation and agreed upon tenets to which both labor and management remain focused.*

*We agree to the following precepts;*

- *The fundamental goal of the relationship is to safeguard the public trust in our mutual commitment to service and respecting the trust and needs of our community.*
- *Commitment to active involvement in all defined aspects of the relationship.*
- *Commitment to always recognizing the value and needs of our membership.*
- *Commitment to demonstrating respect for conflicting points of view, with the mutual objective of finding agreement in all undertakings.*
- *Engage in honest dialogue and protect the integrity of the relationship at all times to ensure the most efficient and honorable process possible by maintaining the highest level of professionalism and mutual respect.*
- *When faced with perceived or actual impasse, both labor and management representatives will take additional steps to assure the validity of our interests through sharing of data, open disclosure of methodology in determining positions and exclusion of bias or sentiment in the decision-making process.*
- *Abide by all District and Labor policies, procedures and Arizona revised statutes while acting as a management or labor representative.*
- *Ensure decisions are made always keeping in mind that the citizens we serve are our number one priority.*





## Strategic Initiative 1 – Deployment & Response Readiness

SFMD recognizes the need to use its resources wisely and effectively. In order to do so, we are seeking ways to enhance and optimize our response capabilities and coverage. The relationship between deployment of personnel and resources, response time, and positive outcomes is circular. Understanding our deployment and performance metrics and analyzing data is essential to improving emergency services to our community.

- Strategic Objective 1.1 – Develop a plan and timeline to address compromised staffing
  - Task 1.1.1
    - Collect & analyze historic data to establish rating criteria (deployment strategy)
  - Task 1.1.2
    - Review Automatic Aid and NFPA standards to clearly define expectations and parameters
  - Task 1.1.3
    - Document specific strategies/actions, including timelines, to decrease compromised staffing
- Strategic Objective 1.2 – Complete a cursory Standards of Coverage document to determine the optimal deployment of resources
  - Task 1.2.1
    - Collect & analyze response time/coverage data to identify areas of concern
  - Task 1.2.2
    - Analyze future growth trends to identify master plan document (staffing, resources, facilities)
  - Task 1.2.3
    - Forecast future fire station locations and the resulting impact
- Strategic Objective 1.3 – Develop plan and forecasted timeline for the staffing and equipment necessary to adequately staff and supply Fire Station 266
  - Task 1.3.1
    - Analyze current resources and develop detailed plan to address staffing and equipment needs for future Fire Station 266



## Strategic Initiative 2 – Organizational Culture

Superstition Fire & Medical District is committed to integrating a culture consistent with our values. It is our responsibility to treat everyone with respect, consideration, and courtesy at all times. We believe it is equally important to further develop the cultural awareness and competency of our current workforce which is achieved through effective communication, formal and informal observation, and information sharing.

- Strategic Objective 2.1 – Analyze the current state of organizational culture
  - Task 2.1.1
    - Conduct a department-wide survey to ascertain the current state of organizational culture
- Strategic Objective 2.2 – Analyze strategies for cultural enhancement or continuity
  - Task 2.2.1
    - Create a strategy to correct undesirable cultural characteristics, maintain or enhance desirable cultural characteristics and seek desirable cultural inclusions
- Strategic Objective 2.3 – Analyze current methods of organizational communication
  - Task 2.3.1
    - Review and refine, as necessary, mechanisms of communication



## Strategic Initiative 3 – Facilities

SFMD currently has five fire stations, a regional training center, a fleet services annex, and an administration office. SFMD facilities are in various states of age and located throughout the District. Maintaining eight facilities and needing to add another station due to growth and development create unique challenges for the District.

- Strategic Objective 3.1 – Develop and prioritize a plan for facility needs
  - Task 3.1.1
    - Assess current state of facilities and document necessary corrections
- Strategic Objective 3.2 – Develop a plan and forecasted timeline for the construction of Fire Station 266
  - Task 3.2.1
    - Develop a detailed plan to address the future construction of Fire Station 266 to include a financial timeline, design and construction, and associated infrastructure.
- Strategic Objective 3.3 – Analyze energy efficiency opportunities for facilities
  - Task 3.3.1
    - Assess the current state of facility energy efficiency and seek opportunities to enhance
- Strategic Objective 3.4 – Develop a plan and forecasted timeline for establishing a permanent training facility resource
  - Task 3.4.1
    - Assess opportunities for the establishment of a permanent training facility to potentially include additional resource location



## Strategic Initiative 4 – Workforce Development

It is a priority of the District to provide ongoing, effective, and comprehensive training to members of the SFMD. With a dynamic and evolving workforce, it is critical that the District maintain a focused succession training program throughout the organization. Focused succession planning builds upon the strengths of existing personnel skills and abilities, as well as transfers the knowledge base from long-term and experienced employees, both of which help develop and prepare less experienced employees to move into management and leadership roles.

- Strategic Objective 4.1 – Develop an optimal organizational chart
  - Task 4.1.1
    - Forecast an optimal organizational chart with an interest in strategically moving toward that outcome
- Strategic Objective 4.2 – Develop a detailed professional development plan for all personnel
  - Task 4.2.1
    - Assess current status and viability of professional development opportunities currently available to all department personnel
  - Task 4.2.2
    - Develop detailed plan and documents for “Acting” status for the ranks of Engineer, Captain, and Battalion Chief
  - Task 4.2.3
    - Draft succession planning to identify professional development needs
- Strategic Objective 4.3 – Analyze opportunities for enhanced recruitment
  - Task 4.3.1
    - Analyze current recruitment process and seek opportunities to increase recruitment of quality and diverse applicants
- Strategic Objective 4.4 – Evaluate current departmental training status and seek opportunities to enhance
  - Task 4.4.1
    - Analyze the current status of departmental training
  - Task 4.4.2
    - Develop a two-year training plan for all organizational training to ensure requirements are met
  - Task 4.4.3
    - Research and recommend opportunities to enhance training



## Strategic Initiative 5 – Technology

SFMD strives to utilize technologically advantageous methods to reduce workloads, mine essential data points, and enhance the automation of activities. As SFMD interconnects through these software applications, it is essential that continuous improvement occur. SFMD also realizes the delicate balance between the implementation of new technologies and the fiscal realities that often challenge these improvements.

- Strategic Objective 5.1 – Analyze current technology and seek opportunities for enhancing efficiency and accuracy
  - Task 5.1.1
    - Identify current processes available for technology refinement or enhancement
  - Task 5.1.2
    - Conduct a SWOT analysis on all current software
  - Task 5.1.3
    - Research and propose new technology implementation, or enhancements to current infrastructure, hardware, and software, to enhance efficiency and accuracy



## Strategic Initiative 6 – Foundational Solidification

SFMD must put focus on internal management, continuous improvement and the efficiency of the work processes. Organizational attention will be focused a set of action plans associated with foundational attributes that are ambitious and acceptable objectives, paving the way for SFMD to be more proactive, flexible, efficient, and competitive.

- Strategic Objective 6.1 – Process alignment
  - Task 6.1.1
    - Conduct an analysis of current processes
  - Task 6.1.2
    - Complete process walk-through with key stakeholders to identify areas for enhancement
  - Task 6.1.3
    - Update/Refine Program Alignment Chart assigning oversight/ownership of key programs and tasks identified during the process alignment and analysis.
- Strategic Objective 6.2 – Financial forecasting
  - Task 6.2.1
    - Complete a 5-year financial forecast
  - Task 6.2.2
    - Identify opportunities to enhance revenue streams
  - Task 6.2.3
    - Develop a forecasted spending and initiative plan
- Strategic Objective 6.3 – Accreditation
  - Task 6.3.1
    - Review feasibility and benefits of accreditation
  - Task 6.3.2
    - If deemed desirable, establish forecasted accreditation timeline
- Strategic Objective 6.4 – Analyze current methods of external communication
  - Task 6.4.1
    - Analyze opportunities for enhanced external communication
  - Task 6.4.2
    - Review and refine, as necessary, mechanisms of external communication



## Strategic Initiative 6 – Foundational Solidification - Continued

- Strategic Objective 6.5 – Analyze current status of regional involvement
  - Task 6.5.1
    - Review and refine, as necessary, the status of regional involvement
  - Task 6.5.2
    - Seek opportunities to enhance regional involvement
- Strategic Objective 6.6 – Analyze the current status of comprehensive benefits
  - Task 6.6.1
    - Review the current status of all organizational benefits
  - Task 6.6.2
    - Research and recommend opportunities to enhance and refine organizational benefits



## Contributing Members

Each Superstition Fire & Medical District member contributes to the organization's success. While creating the Strategic Plan and revising the vision, mission, and values, many contributed both formally and informally. We want to extend our sincerest thanks to the following groups.

- The SFMD Governing Board
- The United Mesa Firefighters Local 2260 – Superstition Chapter Executive Board
- The Labor/Management Correlating Committee
- SFMD Senior Leadership Team
- All Labor/Management Committee Members
- All members who participated in the Strategic Planning Workshops and SWOT Analysis process
- All members of the Vision, Mission, Values Project Committee

