Sioux Falls Fire Rescue
Strategic Plan
2018–2022

Sioux Falls Fire Rescue is committed to protecting the people and property of our community from hazards and emergencies through education, risk reduction and emergency response.
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EXECUTIVE SUMMARY

Mission
Sioux Falls Fire Rescue (SFFR) is committed to protecting the people and property of our community from hazards and emergencies through education, risk reduction, and emergency response.

The purpose of the 2018–2022 strategic plan is to help us accomplish our mission effectively and efficiently. This plan serves as a guide for future service needs of the community, department, and for future resource allocations.

Services
Sioux Falls Fire Rescue provides a full range of Community Risk Reduction (CRR) services, including public education, inspection, code enforcement, and fire investigation. The department is the primary response agency for fires, hazardous materials incidents, and rescues in Sioux Falls. The department provides first response to medical emergencies. The department also provides Emergency Management services to ensure community emergency planning, coordination, and training are met. Response times are key in providing positive outcomes on those time-sensitive fire, emergency medical, and rescue services to the community. We maintain a minimum goal to respond to 90 percent of emergency calls—those that require lights and sirens—within a travel time of 5 minutes and 12 seconds or less.
Fire Statistics
Sioux Falls enjoys fire statistics that compare favorably to national averages. Sioux Falls has had no deaths caused by fire from 2014 through 2016.

Ideally, SFFR would like 100 percent of property exposed to fire to be saved, but has a target goal of, at minimum, 98 percent. The resources and deployment allocation in place to date has been able to save 96 percent of property exposed to fire in 2015 and 97 percent in 2016. This statistic is a demonstration of value for an established response model in place, but also an effective fire prevention plan that includes such things as sprinkler systems and smoke alarms for early suppression and notification.

Low fire insurance costs are important to the residents and business owners of Sioux Falls. Insurance Services Office (ISO) rates communities based on the fire department, water delivery system, and emergency communications system. The ISO rating is used by most insurance companies to set rates for property insurance. On a scale of 1–10, with 1 as the best rating, Sioux Falls has a rating of 1.

Assumptions
The 2017 National Citizen Survey (NCS) found that 97 percent of Sioux Falls respondents rate the fire service of SFFR as good or excellent and 85 percent rate fire prevention services as good or excellent. This same survey indicated that 89 percent felt it was either essential or very important to invest existing tax dollars over the next two years in public safety, which includes fire and police. This plan assumes that the residents of Sioux Falls desire to maintain or improve levels of service from their fire department. It assumes that they desire to maintain fire statistics that are better than national averages. It also assumes they desire an efficient fire service and lower insurance costs. As part of the planning process for this document a survey was sent to SFFR members to gauge their thoughts on topics related around areas of needed improvements or focus for the department. Also, a separate survey on values was utilized to gauge what are and should be the most important guiding values for its members and the department. With over 70 percent of members returning feedback on these surveys, the plan assumes members are truly concerned and desire an organization that reflects the direction, goals, and plans found in this strategic plan.
**2018–2022 Strategic Goals**

The planning process produced five primary goals that encompass a broad range of important topics to focus on for the next five years. The strategic plan and these goals are a living document, allowing updating as necessary to meet changing needs.

1. Foster a culture of community risk reduction within Sioux Falls Fire Rescue and the community we serve.
2. Promote health and safety.
3. Enhance emergency response and prepare for community needs.
4. Prepare members of Sioux Falls Fire Rescue for a successful career through professional development, which will ensure personal and organizational growth.
5. Capture efficiencies throughout organization.
**Sioux Falls Fire Rescue Mission Statement**

Sioux Falls Fire Rescue is committed to protecting the people and property of our community from hazards and emergencies through education, risk reduction, and emergency response.

**Strategic Priorities**

- Foster an inclusive culture in all we do.
- Reduce community risk.
- Improve firefighter safety, health, and wellness.
- Continue to meet emergency response standards as the city grows.
- Prepare personnel for growth in the organization.
- Continue exceptional service at a fair value to the community.

**2018–2022 Strategic Goals**

- Enhance community risk reduction.
- Promote health and safety.
- Sustain emergency response and prepare for community needs.
- Provide professional development for SFFR’s members.
- Maximize efficiencies through leveraging technology to meet expectations.
OVERVIEW OF THE PLANNING PROCESS

Strategic Planning Team
This plan was developed by the strategic planning team with input from many members of the department and from others outside of the department. Members of the planning team were Chief Brad Goodroad, Division Chief Jay Titus, Fire Marshal Dean Lanier, Emergency Manager Regan Smith, Division Chief Jeff Helm, Battalion Chief Steve Fessler, Battalion Chief Mike Clauson, Battalion Chief Mike Top, Battalion Chief Matt McAreavey, Inspector Barry Maag, EMS Educator Amy Marsh, Master Fire Apparatus Operator Michael Havlovic, Firefighter Nathan Strasser, Business Analyst Krista Stuessi, Captain Robert Dykstra, Captain Michael Murphy, Captain Brian Christiaansen, Administrative Assistant Carla Schultz, Captain Grant VanRiesen, and Fire Apparatus Operator Greg Lacey.

Planning Considerations
In order to develop an effective strategy, an organization must complete an accurate assessment of the internal resources and capabilities of the organization, as well as its external environment.

The committee performed a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis on all aspects of the organization. This industry and business standard analytical tool offered the committee a consistent method to analyze the organization and chart a course for the future.

Vision Statement
Save lives, protect property
Sioux Falls Fire Rescue Values

Important to the planning process and the committee was the development of organizational values that encompass input from throughout the department and other stakeholders. We believe these values are a foundation for the organization. The values that guide personal and professional lives within the organization are:

Respect
- For yourself and the profession
- For all life
- For diversity

Integrity
- Do the right thing, always and everywhere
- Ethical, moral, and honest

Service
- Answer the needs of our community
- Commitment to our organization and community
- Embrace the job
- Professionalism

Excellence
- Safety
- Teamwork
- Proficiency
- Innovation
Department Highlights

Surveys
In order to provide a means for members of the organization to provide feedback and input on their thoughts for direction and values, two separate surveys were created. Due to limitations and logistics of trying to get all members of the organization and other stakeholders together for formal meetings, surveys provided the ability to gain knowledge and input from a majority of those directly and indirectly impacted by SFFR’s mission and future direction.

Fire Statistics
Sioux Falls Fire Rescue looks to National Fire Protection Association (NFPA) statistics to measure the department’s performance to either national or regional data, if available. The department also utilizes outcome-based indicators. With the national average fire loss of $4.4 million annually 178,000 people, we set that as the goal to not exceed. As the community and risk grows, that goal is challenging, but is being met most years, with 2016 loss right at $4.4 million.
That only tells part of the story. SFFR has a goal to save 98 percent of property exposed to fire, and in 2016, $137 million in property was saved from further damage or loss after a fire was detected and engaged by SFFR. With a five-year period ending with 2016, of nearly $1 billion of property being exposed to fire, 98 percent of that property—or $893 million—was saved by SFFR.

Loss of life from fires and other emergencies is part of SFFR’s mission to prevent, with a five-year period average ending in 2016 of 1.8 deaths from fire, compared to the national average of 1.12, and compared to the Midwest region average of 1.37 per 178,000 people. Sioux Falls had no loss of life from fire for the years 2014 through 2016.

As Emergency Medical Services (EMS) is a major fire-based task assigned to SFFR at a first-responder level and is a driving force in incident responses, statistics related to EMS and its outcomes are an important factor in meeting this plan and the mission. With the tiered system in place, the Sioux Falls system has a higher-than-average survival rate for sudden cardiac arrests, as measured through the Cardiac Arrest Registry to Enhance Survival (CARES) program.

**Services**

Sioux Falls Fire Rescue provides a full range of fire prevention services, including public education, inspection, code enforcement, and fire investigation. The department is the primary response agency for fires, hazardous materials incidents, and rescues in Sioux Falls. The department also provides first response to medical emergencies. And to effectively prepare, react and recover from emergencies, emergency management is a community-wide service provided under SFFR to meet the mission.

**Accreditation**

SFFR was initially accredited in 2003—and reaccredited in 2008 and again in 2013—by the Commission for Fire Accreditation International (CFAI). Of the approximately 32,000 fire departments in the United States, only 233 have achieved accredited status. SFFR will undergo reaccreditation in 2018 with the CFAI. This process validates all facets of the organization through the use of outside-subject expert professionals who critically review all activities to ensure they meet the highest levels of quality, consistency, and professionalism.

**Insurance Services Office Rating: 1**

Low fire insurance costs are important to the residents and businesses of Sioux Falls. Insurance Services Office (ISO) rates communities based on the fire department, water delivery system, and emergency communications system. The rating is used by most insurance companies to set rates for property insurance. On a scale of 1–10, with 1 as the best rating, Sioux Falls has a rating of 1.

**Emergency Response Time Goal: 5:12, 90 percent of the time**

Response times, which reflects travel time only, are one of the key components in providing effective fire, emergency medical, and rescue services, specifically on those incidents in which time truly impacts outcomes. We measure our response times using fractal times rather than average times. Fractal times measure response times by percentile, which is a more accurate and reproducible way to look at organizational response times.
In 2016, we accomplished our goal with a response time of 5:11 at the 90th percentile. The ability to meet response/travel time goals is directly related to and dependent on multiple factors, that when one is adjusted another may be affected as well.

**Summary of Services by Division**

*Sioux Falls Fire Rescue has 208 Authorized Full-Time Positions in Five Divisions*

**Fire Prevention Division**
- Public Education
- Smoke Alarm Program
- Code Enforcement

**Fire Records Management**
- Fire Investigation

**Operations Division**
- Emergency Fire and Medical Response
- Materials Response
- Support of Fire Prevention
- Child Car Seat Program

**Specialized Rescue Response Hazardous Materials Response**
- Local and Regional Response
- Commercial Building Surveys
- Target Hazard Identification

**Professional Standards/EMS Division**
- Public Emergency Medical Education
- Personnel Training Program
- Public Access Defibrillator Program

**Quality Assurance Programs, EMS and Fire Personnel Development and Validation**

**Administration Division**
- Fire Accreditation Management
- Recruitment and Hiring
- Internal Affairs

**Budgeting and Purchasing**
- Promotional Testing Fleet and Facilities

**Emergency Management Division**
- Multi Agency Response Coordination
- Emergency Notification Systems

**Emergency Plans**
- ICS Training

**Personnel**

Firefighting is very labor-intensive. Approximately 90 percent of the SFFR operating costs are for personnel. Of 208 authorized positions, 182 are normally assigned to the Operations Division. In order to meet the mission and goals discussed in this plan, many committees, teams, and support programs have been created, which include a Fire Chaplain, a Diversity and Inclusion Committee, a Health and Safety program, and others.

In 1998, the department leadership committed to a deployment strategy to maximize the use of emergency response personnel and meet response time goals. A plan was developed to add new stations and deploy one effective fire crew in each fire station to increase both organizational effectiveness and delivery of services. That original plan has proven to be the right direction for organizational effectiveness and efficiency. Deployment and the data surrounding emergency response is consistently reviewed, and, utilizing best practices, adjustments are made to effectively meet the demands.
Major Equipment
Major equipment, including response and staff vehicles, is on a replacement schedule. Equipment is on a preventative maintenance program, and this allows for maximum life expectancy from all equipment. In addition, this ensures emergency equipment is at the highest state of readiness for emergencies. Maintaining and having equipment that safely and efficiently meets the current needs of emergency responses is necessary to ensure SFFR will effectively meet the all hazards responses with which it is tasked.

Facilities
Sioux Falls Fire Rescue has 11 fire stations located strategically across the city. Fire Headquarters and a Fire Maintenance Shop are co-located with fire stations, and Fire Prevention is located at City Hall. The department also has a training center with an academic building and a drill tower. Partnering with the City’s centralized facilities, all necessary department facilities are planned for and maintained in a manner that ensures they will meet the department’s and the City’s requirements.

Budget History

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<tbody>
<tr>
<td>SF Property Tax Revenue</td>
<td>$46.8</td>
<td>$48.9</td>
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<td>SF Sales Tax Revenue (first and second penny)</td>
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<td>Fire Operating Budget</td>
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<td>Fire Stations</td>
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## Fire Statistics History

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<td>Other Fires</td>
<td>259</td>
<td>179</td>
<td>180</td>
<td>160</td>
<td>143</td>
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<td>EMS/Rescue</td>
<td>5,707</td>
<td>5,809</td>
<td>6,227</td>
<td>6,793</td>
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<td>False Alarms</td>
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<td>1,599</td>
<td>1,604</td>
<td>1,587</td>
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<td>Mutual Aid</td>
<td>78</td>
<td>39</td>
<td>50</td>
<td>31</td>
<td>44</td>
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<tr>
<td>Hazmat</td>
<td>781</td>
<td>782</td>
<td>733</td>
<td>760</td>
<td>749</td>
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<td>Other Incidents</td>
<td>1,873</td>
<td>2,495</td>
<td>2,487</td>
<td>2,901</td>
<td>3,356</td>
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<tr>
<td>Total Responses</td>
<td>10,384</td>
<td>11,049</td>
<td>11,417</td>
<td>12,366</td>
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CURRENT AND FUTURE CHALLENGES

Some challenges to achieving our strategic goals have been identified. They are financial resources, city growth, future changes in emergency responses, national and industry standard compliance, and human resources.

**Financial Resources**

Both economic growth and recession impact City government and the fire service. Periods of growth bring challenges in maintaining service levels and attracting and retaining good employees. Economic expansion also tends to put upward pressure on wages. Since the SFFR budget is 90 percent personnel costs, and fire equipment is very expensive, we are highly dependent on the economy. During this planning process, sales tax revenues for the City were declining, which will further challenge this plan’s goals, as resources due to economic conditions will have limiting factors on progress.
City Growth
As the city adds area and development, the fire department must provide additional locations to keep insurance costs low and maintain response times. The ideal service area for a fire station has a driving distance of not more than 1.5 miles. The growth rate is approximately 5,500 new residents annually. This growth, while welcomed, is challenging for all City departments—and public safety is highly challenged with expanding areas and populations. Most growth is occurring on the edges of the city, which is adding square mileage of necessary coverage area, rather than growing within areas that are already well covered for fire and EMS services.

Following the Shape Sioux Falls 2040 comprehensive development plan from September 2016, fire and public safety protection for the growing community is a high priority for continuing to meet the current level of operation and community expectations. The growth plan for the city encompasses future station locations and infrastructure to meet a community with a projected population increase from 2010 to 2020 of 31,000, and from 2020 to 2030 of 32,000, for a projected total population of 217,000 by 2030. Further dynamics of projected growth can be reviewed in this comprehensive document for the future development of the Sioux Falls community. As the age of the community shifts to a higher percentage of 65+—with the projection in 2020 to be 12.5 percent and the 40 to 64 age range at 30 percent—the dynamics of emergency responses will need to be addressed.

Emergency Response Dynamics
SFFR experienced an average growth in responses of 5.2 percent from 2011 to 2016. If the response rate continues to grow at the same rate, SFFR will have approximately 16,662 calls by 2021. As total emergency responses grow in Sioux Falls, fire responses are decreasing slightly, and other responses, along with emergency medical calls, account for the majority of the increases.

The traditionally-thought-about purpose for the fire department is structure fire response. Structure fires have been either declining or remaining fairly constant over the recent history. Year 2012 had 180 structure fire incidents, but since then, from 2013 through 2016, Sioux Falls has averaged only 139 structure fire responses annually.

Emergency medical calls (EMS) and other incident and responses categories, which include such things as lift assists and other community nonemergency responses, have become an increasing portion of SFFR’s responses. In 2012, medical calls accounted for 54.5 percent of responses, with other incident and response categories accounting for another 18 percent. In 2016, EMS accounted for 53 percent, and the other categories of responses accounted for another 25 percent.

The demand for emergency response has and will continue to be driven primarily by external factors such as population, age, business cycles, economic activities, and natural disasters. Increasing demand for emergency medical service and other services and public-assist type responses constitute an integral part of planning and sound decision making.
National and Industry Standards Compliance
There are several national and industry standards that influence our services. Most homeowners and business insurance companies base their rates on Insurance Services Office standards. An improvement or reduction in the rating may result in a change in insurance rates for our residents. With the current Insurance Services Office rating of 1, Sioux Falls Fire Rescue must consider the effect that improvements or reduction in services and resources may have to Sioux Falls residents.

Fire codes are developed by the International Code Council every three years. Changes to the code may alter costs to residents. Fire and governing officials must consider this when adopting new codes.

The National Fire Protection Administration develops standards that impact fire department operations and equipment costs. The department carefully evaluates adopting NFPA standards that meet best practices and department needs.

Not only are the self-assessment requirements for accreditation a welcomed challenge, but also is a guiding principle to strategic planning in general. Self-assessment requirement allows SFFR to measure its deployment, programs, and practices against best practices, which further meets the mission and this plan for improving outcomes in positive ways in all activities and decisions.

Human Resources
Several human resource challenges have been identified that may impact our operations. Succession planning for key positions is a continuous process that needs further attention to be formalized in the organization.

SFFR enjoys a large number of applicants each time a testing process is undertaken. Although we have had limited success in recruiting, hiring and retaining diverse groups, we have implemented strategies such as diversity committee activities and outreach programs.

Firefighting is one of the most dangerous occupations in the United States. Still, many injuries are preventable, and maintaining a healthy workforce that is not just physically health, but emotionally and mentally healthy as well, is a priority.
GOALS

Goal 1—Foster a culture of Community Risk Reduction within Sioux Falls Fire Rescue and the community we serve.

Community Risk Reduction (CRR) is a process to identify and prioritize local risks, followed by the integrated and strategic investment of resources (emergency response and prevention) to reduce their occurrence and impact.

1. Reinforce the positive mindset and culture of our organization regarding CRR.
   A. Educate all divisions on the effectiveness of CRR.
   B. Increase organizational engagement.
   C. Increase organizational cultural competence about diverse populations within our community.

2. Increase community outreach.
   A. Identify and understand the diverse cultures within the city of Sioux Falls.
i. Garner new relationships with cultural community leaders.
ii. Invite community leaders of our community’s diverse population to cultivate positive relationships.
iii. Partner with city resources to increase community outreach.

B. Partner with community stakeholders and organizations
   i. Middle School Education
      a. Cooking
      b. Fire prevention reinforcement FACS
   ii. Maximize opportunities available for CRR
      a. Social media
      b. Private/public partnerships

C. Proactive approach to alternative SFFR EMS community outreach response models
   i. Needs assessment and recommendations to present to Chief and partners

3. Develop and implement a data collection and analysis process to identify high-risk population.
   A. Review successful programs from other jurisdictions and make recommendations.
   B. Utilize and collect relevant data in existing software for data analysis.
      i. Partnerships

**Goal 2—Health and Safety—NFPA 1500 Standard**

**Definition:** NFPA 1500 Standard on Fire Department Occupational Safety and Health Program. Nationwide the National Fire Protection Association 1500 Standard for Occupational Safety and Health is recognized as the gold standard for designing and evaluating the effectiveness of fire department Health and Safety programs. The goal of Sioux Falls Fire Rescue is to evaluate the strengths and weaknesses of our Health and Safety program in an unending quest to produce the most effective Health and Safety program possible.

**Goal:** Evaluate department compliance with NFPA 1500.
- Initiatives
- Checklists
- Utilizing the SFFR Health & Safety Organizational Chart

**Objectives:**
1. Behavioral Health
   A. Increase educational and training opportunities for all members in the area of mental health well-being.
   B. Expand behavioral health initiative to include family awareness training and healthy coping strategies.
2. Infectious Control
   A. Enhance and emphasize the awareness of contagious/infectious disease(s) by providing training and education regarding infectious control techniques with an end goal of zero exposures to SFFR personnel.
   B. Develop an effective tracking system of employee vaccinations notifications to ensure compliance with applicable standard(s).

3. Apparatus and Equipment
   A. Design of apparatus for equipment to be stored in compartments other than the firefighters’ seating area (cab area).
   B. Decontamination of apparatus, tools, and equipment to reduce cross contamination of personnel with toxins, byproducts, and contaminants.

4. Protective Clothing and Protective Equipment
   A. Continue to expand on the exchange programs for all components of SFFR PPE and equipment.
   B. Explore innovative methods for equipment and gear decontamination.

5. Emergency Operations
   A. Improve health and safety while operating on all emergency incidents.
   B. Communications utilizes new, emerging, and existing technology while focusing on best practices.
   C. Rapid intervention crews continue the focus on training with specific intent on not only best practices, but next practices.
      i. Assess
      ii. Develop
      iii. Outcomes
      iv. Plan
      v. Implement
      vi. Evaluate
   D. Develop a document that is utilized for drills specifically used for after-action reporting, recommendations forwarded to Fire Chief, and lessons learned.
      i. What was supposed to happen
      ii. What actually happened
      iii. Any safety violations
      iv. Three improvements
      v. Three sustains
   E. Focus on preparation for incidents that have potential for violence

6. Facility Safety
   A. Examining station design for health and safety considerations

7. Medical and Physical Requirements
   A. Sustain the current excellence in medical and physical evaluations and requirements
      i. Educational opportunities
B. Adherence to the 2018 NFPA 1500 rewrite to ensure SFFR maintains compliance and national standards.

8. Well-being
   A. Adequately align with the Five Pillars of Well-Being for the SFFR personnel
      i. Career
      ii. Social/Emotional
      iii. Financial
      iv. Physical
      v. Community

9. Chronic Health Initiatives
   A. Continue to pursue best practices regarding Personal Protective Equipment exchange and use.
   B. Modify practices to best align with minimizing exposure(s) and chronic health risks.

10. Research
    A. Continue to pursue research opportunities and examine current research as it relates to cancer prevention initiative.
    B. Cardiovascular and chemical exposure risks in modern firefighting
    C. Fatigue risk in firefighting

Goal 3—Enhance Emergency Response and prepare for community needs.

SFFR delivers an all hazards response including fire, medical, hazardous material, and urban search and rescue services for the City of Sioux Falls. We will continue to meet or exceed existing standards and best practices.

1. Add infrastructure, equipment and personnel to meet the growth needs of the city.
2. Replace equipment according to detailed OCEP schedule.
3. Enhance partnerships to ensure efficient EMS response in the community.
   A. Continue to meet on a monthly basis to discuss the patient care outcomes through joint training.
   B. Schedule an annual review of best practices in EMS to ensure protocols are meeting the needs of our patients.
4. Study need and requirements to develop additional capabilities in emergency response.
   A. Develop committee to study vulnerabilities, identify needed resources and report to Chief.
5. Maintain ISO 1 rating and CFAI Accreditation.
   A. Complete reaccreditation in 2018
   B. Ensure resources are strategically placed to minimize response times.
   C. Ensure records and resources meet the requirements
Goal 4—Sioux Falls Fire Rescue will prepare members for a successful career through professional development which will ensure personal and organizational growth.

1. Build a diverse sustainable workforce to meet the mission of Sioux Falls Fire Rescue.
   A. Enhance and improve recruitment activities to attract top performers for a diverse workforce.
   B. Implement a structured mentoring program for personal development.
   C. Create a personal development plan with identified curriculum for individual growth within the organization based on long-term goals of the member.

2. Performance maintenance and enhancement
   A. Provide continued opportunities for personal enhancement through continued research of best practices.
   B. Continue to utilize a performance management system to allow individual personal accountability for learning opportunities.
   C. Create a structured credentialing and continuing education process for all identified certifications.

3. Utilize outreach opportunities to enhance emergency response, education, and risk reduction.
   A. Foster and maintain partnerships with outside agencies for incident preparedness.
   B. Use the Diversity and Inclusion Committee to continue to attend a variety events.

Goal 5—Capture Efficiencies throughout organization.

SFFR is a high-performing organization. To better utilize available resources, SFFR needs to identify efficiencies to increase production with existing resources in order to identify opportunities to enhance services to the community.

1. Leverage software to improve employee and organization performance.
   A. Ability to provide timely and accurate data.
   B. Decrease administrative time commitment for each employee.

2. Develop procedures for modern efficient communication.
   A. Identify and implement modern technology.
   B. Review best practices for efficient communication.

3. Develop procedures and practices for document storage and accessibility.
   A. Consistent storage location for all SFFR documents and resources.
   B. Index for identifying the location of support services’ documents and resources.

4. Enhance the staffing strategy to meet the needs of the community.
   A. Evaluate staffing at least semiannually and make modifications as efficiencies or community needs are identified.

5. Explore opportunities for resource utilization for budgetary efficiency.
   A. Revenue generation.
   B. Increase production with existing resources.
### Implementation

**2018-2022 Plan: Implementation Schedule**

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<tr>
<th>Goal #1. Foster a culture of Community Risk Reduction within Sioux Falls Fire Rescue and the community we serve.</th>
<th>Start Date</th>
<th>Completion Date</th>
<th>Project Leader</th>
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<td>Research and consider a CRR committee for SFFFR that is inclusive of each division and if appropriate each program. Committee would make recommendations related to goals.</td>
<td>January 1, 2018</td>
<td>Annually</td>
<td>Fire Marshal/Prof. Standards DC</td>
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<td>Data collection and modeling for high risk and implantation of outcome and data driven strategies. Use of Code 3 Strategist to develop models based on CRR.</td>
<td>January 1, 2018</td>
<td>Annually</td>
<td>Fire Marshal/Prof Standards DC</td>
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<td>Evaluate current partnerships and garner new ones with stakeholders to further CRR in all areas of community. I.E. Cultural events, middle schools</td>
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<td></td>
<td>Fire Marshal/Prof Standards DC</td>
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<td>Research alternative operational deployments to achieve effective CRR, such as in low acuity EMS and other call types.</td>
<td>January 1, 2018</td>
<td>Annually</td>
<td>Fire Marshal/Prof Standards DC/ All Chief Officers</td>
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<thead>
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<tbody>
<tr>
<td>Engage current Health and Safety committee to provide recommendations with priorities and time lines for each goal area using NFPA 1500 as a guide.</td>
<td>January 1, 2018</td>
<td>December 31, 2018</td>
<td>Prof. Standards DC/ BC Health &amp; Safety</td>
</tr>
<tr>
<td>Build relationships and partnerships with local and national subject matter experts in areas for enhancing health and safety for membership.</td>
<td>January 1, 2018</td>
<td>Continuous</td>
<td>Prof. Standards DC/BC Health &amp; Safety/All Chief Officers</td>
</tr>
<tr>
<td>Engage each current committee and program and future committees and programs to design equipment and operate with health and safety of members as a priority.</td>
<td>January 1, 2018</td>
<td>Continuous</td>
<td>Prof. Standards DC/ All Chief Officers</td>
</tr>
<tr>
<td>Provide emotional and mental health assistance not only after events, but before to enhance members’ ability to handle stressors of work and life.</td>
<td>January 1, 2018</td>
<td></td>
<td>Prof. Standards DC/BC Health &amp; Safety/All Chief Officers</td>
</tr>
<tr>
<td>Lead and support change effort in policy and procedures at the local, state and national levels that enhance and support the short term and long term health and safety of members.</td>
<td>January 1, 2018</td>
<td></td>
<td>Prof. Standards DC/ All Chief Officers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal #3. Enhance Emergency Response and prepare for community needs.</th>
<th>Start Date</th>
<th>Completion Date</th>
<th>Project Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete reaccreditation, which enhances evaluation and continues improvement.</td>
<td>January 1, 2018</td>
<td>December 31, 2018</td>
<td>Accreditation Manager/ Administration DC</td>
</tr>
<tr>
<td>Organize committee to research and identify community vulnerabilities and report needed resources and plan to address vulnerabilities to chief.</td>
<td>January 1, 2018</td>
<td>May 31, 2019</td>
<td>Operations DC/ BC Target Hazards</td>
</tr>
<tr>
<td>Utilizing data available and analytic software, assess deployment strategies to best meet demand and risk in community in support of the SOC and best practices for outcomes.</td>
<td>January 1, 2018</td>
<td>Quarterly</td>
<td>Operations DC/ All Chief Officers</td>
</tr>
<tr>
<td>Accreditation Category review against changes and practice.</td>
<td>January 1, 2018</td>
<td>Semi-annually</td>
<td>Accreditation Manager/ All Chief Officers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal #4. Sioux Falls Fire Rescue will prepare members for a successful career through professional development which will ensure personal and organizational growth.</th>
<th>Start Date</th>
<th>Completion Date</th>
<th>Project Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Further engage diversity and inclusion committee and provide resources necessary to meet strategies to enhance engaging top performers from all represented areas of the community. Annual report to chief of progress.</td>
<td>January 1, 2018</td>
<td>Continuous</td>
<td>Prof. Standards DC</td>
</tr>
<tr>
<td>Partner with Local 814 firefighters union to identify and develop collaborative and mutually beneficial resources that enhance individuals’ potential for success.</td>
<td>January 1, 2018</td>
<td></td>
<td>Chief</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal #5. Capture Efficiencies throughout organization.</th>
<th>Start Date</th>
<th>Completion Date</th>
<th>Project Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leverage new software to enhance efficiencies through technology and data driven adjustments to meet demands.</td>
<td>January 1, 2018</td>
<td></td>
<td>Administration DC/ All Chief Officers</td>
</tr>
<tr>
<td>Engage department in modern communication techniques to meet changing environment and work force.</td>
<td>January 1, 2018</td>
<td>Continuous</td>
<td>Administration DC/ All Chief Officers</td>
</tr>
<tr>
<td>Consider and research efficiencies identified both inside organization and city wide that impacts public safety and resource utilization and make recommendations to chief.</td>
<td>January 1, 2018</td>
<td>Continuous</td>
<td>Administration DC/ All Chief Officers</td>
</tr>
<tr>
<td>Develop long term plan and procedures for document storage for enhanced and efficient communication for department and its members.</td>
<td>January 1, 2018</td>
<td>January 1, 2019</td>
<td>Administration DC/ All Chief Officers</td>
</tr>
<tr>
<td>Identify areas not efficient due to budgetary constraints that hinder effective resource utilization.</td>
<td>January 1, 2018</td>
<td>Continuous</td>
<td>Administration DC/ All Chief Officers</td>
</tr>
</tbody>
</table>