

## **SFFR 2018-2022 Strategic Plan Addendum**

**January 04, 2021**

SFFR's current Strategic Plan was issued in June 2017. SFFR reviews the Strategic Plan on an annual basis to maintain a living document status in which improvements and/or changes, which have been made on behalf of the Strategic Plan, are recognized and reported.

This addendum incorporates the SFFR BHAGs, which were developed in conjunction with the Strategic Plan and shared with city administration. Goal statements are as follows:

### **1) Enhance Community Risk Reduction (CRR)**

- Category: Safety & Health
- Problem: There are several opportunities for SFFR to infuse the Community Risk Reduction model into their service delivery.
- Solution: Embrace and improve CRR into Sioux Falls Fire Rescue's enforcement, engineering, emergency response, economic incentive and education.
- Measurable: Rebrand Fire Prevention to Community Risk Reduction. Add fire stations and personnel to keep up with community growth and expanded service demands. Implement Paramedic Advanced Life Support capability in 2019. Utilize data analytics to drive department decisions and implement a department specific Applications Specialist by 2020.
  - The Fire Prevention Division was formally rebranded as the Fire Prevention/Community Risk Reduction Division with a Community Risk Reduction Specialist position added to the division.
  - Fire Station 12 construction is complete with a tentative official opening in the May of 2021
  - Paramedic Advanced Life Support capabilities continue to progress with additional SFFR Paramedics working through the training program to become REMSA certified Senior Medics within the Sioux Falls EMS System. Squads 906 and 901 are deployed from Stations 1 (9<sup>th</sup> St. and Minnesota Ave.) and 6 (41<sup>st</sup>. and Marion Rd.).
  - We have not moved forward with a dedicated Applications Specialist due to other staffing needs.

### **2) Enhance Community and Workforce Efforts**

- Category: Engaging People, Safety & Health
- Problem: There are several opportunities for the SFFR team to further engage with the public, including our community's diverse populations.

- Solution: Increase and improve public engagement and exposure to better connect with our diverse communities and improve lives of the underserved. Expand and better understand the recruitment, diversity and inclusion efforts.
- Measurable: Increase community contacts at 10 per day through changes to crew movement. Implement health and safety battalion chief in 2020. Train SFFR personnel on cultural competency by 2020. Increase new hire diversity numbers. Track outreach efforts.
  - The need for a stand alone Health and Safety Battalion Chief will no longer be a priority of the Strategic Plan.
  - We continue to work with Human Resources to increase new hire diversity and outreach efforts.
  - Due to COVID, crew interactions with the public were limited starting in March of 2020. Crews did however institute a “Birthday Drive By” to help ease the strain of the COVID crisis on local children.

### **3) Public Safety Training Center (PSTC)**

- Category: Safety & Health
- Problem: The current Public Safety Training Center was built in the 1970s and has surpassed its useful life. It has structural and environmental challenges as well as access issues through the SD Air National Guard Base due to its location on the Sioux Falls Regional Airport.
- Solution: Design facility and purchase land in 2019. Bond for project in 2019. Begin construction in 2020 with completion in mid-2021.
- Measurable: Design and build a new Public Safety Training Center by 2021.
  - Land for the Public Safety Training Center has been identified in the Northeast part of Sioux Falls. The City of Sioux Falls purchased this land on December 30<sup>th</sup> of 2020.
  - A schematic design and site plan was developed.
  - Metro Communications was approved as a partner and included within the schematic design and design development phases.
  - The 50-million-dollar bond proposal went before Council and was approved in September of 2020.
  - Design development was completed.
  - Construction documents will be completed by June of 2021.
  - Bidding process will be completed with a contractor selected by August 2021.

- Tentative construction starting in late 2021 with an 18 – 24-month timeline for a late 2023 opening.

# Implementation

## 2018-2022 Plan: Implementation Schedule

<b>Goal #1.</b> Foster a culture of Community Risk Reduction within Sioux Falls Fire Rescue and the community we serve.	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Leader</b>
Research and consider a CRR committee for SFFR that is inclusive of each division and if appropriate each program. Committee would make recommendations related to goals.  <i>(Committee is yet to be formalized)</i>	January 1, 2018	Annually	Fire Marshal/Community Risk Reduction Division
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.	January 1, 2018	Annually	Fire Marshal/Community Risk Reduction Division
Evaluate current partnerships and garner new ones with stakeholders to further CRR in all areas of community. I.E. Cultural events, middle schools.	December 1, 2019	Continuous	Fire Marshal/Community Risk Reduction Division
Research alternative operational deployments to achieve effective CRR, such as in low acuity EMS and other call types.	January 1, 2018	Annually	Fire Marshal/Community Risk Reduction Division/All Chief officers
<b>Goal #2.</b> Health and Safety	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Leader</b>
Engage current Health and Safety committee to provide recommendations with priorities and time lines for each goal area using NFPA 1500 as a guide.	January 1, 2020	Continuous	Operations DC/BC Health & Safety
Build relationships and partnerships with local and national subject matter experts in areas for enhancing health and safety for membership.	January 1, 2019	Continuous	Operations DC/BC Health & Safety/All Chief Officers

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.	January 1, 2019	Continuous	Operations DC/ All Chief Officers
Provide emotional and mental health assistance not only after events, but also before to enhance members' ability to handle stressors of work and life.	January 1, 2019	Continuous	Operations DC/BC Health & Safety/All Chief Officers
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.	January 1, 2019	Continuous	Operations DC/ All Chief Officers
<b>Goal #3.</b> Enhance Emergency Response and prepare for community needs.	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Leader</b>
Complete reaccreditation, which enhances evaluation and continues improvement. <i>(Reaccredited on March 12, 2019 through CFAI)</i>	January 1, 2019	December 31, 2019	Accreditation Manager/ Professional Standards DC
Organize committee to research and identify community vulnerabilities and report needed resources and plan to address vulnerabilities to chief.	January 1, 2019	Completed	Operations DC/ BC Target Hazards
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. <i>(Utilizing Fire View and Code 3 Analytics to analyze run data on a consistent basis)</i>	January 1, 2018	Quarterly	Operations DC/Administration DC/Data Analyst/ All Chief Officers
Accreditation Category review against changes and practice. <i>(Reviews are up-to-date, next official review in mid-2021)</i>	January 1, 2018	Semi-annually	Accreditation Manager/ All Chief Officers
<b>Goal #4.</b> Sioux Falls Fire Rescue will prepare members for a successful career through professional development which will ensure personal and organizational growth	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Leader</b>

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.	January 1, 2018	Continuous	Prof. Standards DC
Partner with Sioux Falls Firefighters Association to identify and develop collaborative and mutually beneficial resources that enhance individuals' potential for success.  <i>(Pro-Board credentialing ability for SFFR training programs were started in 2019 and expanded in 2020)</i>	January 1, 2018		Chief
<b>Goal #5. Capture Efficiencies throughout organization.</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Leader</b>
Leverage new software to enhance efficiencies through technology and data driven adjustments to meet demands.  <i>(Partnering with the Department of Innovations and Technology to enhance efficiencies)</i>	January 1, 2018		Administration DC/ All Chief Officers
Engage department in modern communication techniques to meet changing environment and work force.  <i>(Implemented the use of Webex for meetings)</i>	January 1, 2018	Continuous	Administration DC/ All Chief Officers
Consider and research efficiencies identified both inside organization and citywide that impacts public safety and resource utilization and make recommendations to chief.	January 1, 2018	Continuous	Administration DC/ All Chief Officers
Develop long-term plan and procedures for document storage for enhanced and efficient communication for department and its members.  <i>(Partnering with the Department of Innovations and Technology to develop a long term plan)</i>	January 1, 2018	Continuous	Administration DC/ All Chief Officers
Identify areas not efficient due to budgetary constraints that hinder effective resource utilization.	January 1, 2018	Continuous	Administration DC/ All Chief Officers

