

Addendum to SFFR's 2018-2022 Strategic Plan

January 18, 2019

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 that have been made on behalf of the Strategic Plan are recognized and reported upon.

This addendum incorporates the recent 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.

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.

3) Public Safety Training Center

- 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.

External Stakeholders Survey

The following results are from a survey sent to a group of community members who followed a 45-question process and objectively prioritized SFFR services.

1. Fire Suppression (any type of fire extinguishment, i.e. buildings, vehicles, natural cover)
2. Basic Life Support Emergency Medical Services (basic ems)
3. Basic Rescue (vehicle extrication, machinery entrapment)
4. Community Fire/EMS Safety Education (public education activities)
5. Advanced Life Support Emergency Medical Services (paramedic services)
6. Advanced Rescue (confined space, high angle rope, swift water, trench, collapse)
7. Fire Inspections (fire code enforcement in occupancies)
8. Hazardous Materials Mitigation (dangerous substances threatening life or environment)
9. Fire Investigation (fire cause and origin determination and investigation)
10. Response to Weapons of Mass Destruction/Bioterrorism (response to terrorist action)

Implementation

2018-2022 Plan: Implementation Schedule

Goal #1. Foster a culture of Community Risk Reduction within Sioux Falls Fire Rescue and the community we serve.	Start Date	Completion Date	Project Leader
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			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
Goal #2. Health and Safety	Start Date	Completion Date	Project Leader
Engage current Health and Safety committee to provide recommendations with priorities and time lines for each goal area using NFPA 1500 as a guide. <i>(See Appendix A)</i>	January 1, 2019	December 31, 2019	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 before to enhance members' ability to handle stressors of work and life.	January 1, 2019		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		Operations DC/ All Chief Officers
Goal #3. Enhance Emergency Response and prepare for community needs.	Start Date	Completion Date	Project Leader
Complete reaccreditation, which enhances evaluation and continues improvement. <i>(Reaccreditation set for a March 2019 approval 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	May 31, 2020	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 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-2019)</i>	January 1, 2018	Semi-annually	Accreditation Manager/ All Chief Officers
Goal #4. Sioux Falls Fire Rescue will prepare members for a successful career through professional development which will ensure personal and organizational growth	Start Date	Completion Date	Project Leader

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>(Seeking Pro-Board credentialing ability for SFFR training programs)</i>	January 1, 2018		Chief
Goal #5. Capture Efficiencies throughout organization.	Start Date	Completion Date	Project Leader
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>(Actively working towards updating our communication pieces via mobile phone, SMS messaging and apps, push to talk redundancy, and moving away from antiquated pagers)</i>	January 1, 2018	Continuous	Administration DC/ All Chief Officers
Consider and research efficiencies identified both inside organization and city wide that impacts public safety and resource utilization and make recommendations to chief. <i>(Organizational structure changes to enhance and capture resource utilization and efficiencies – Addition of the Division Chief of EMS and Special Operations)</i>	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.	January 1, 2018	January 1, 2019	Administration DC/ All Chief Officers

<i>(Partnering with the Department of Innovations and Technology to develop a long term plan)</i>			
Identify areas not efficient due to budgetary constraints that hinder effective resource utilization.	January 1, 2018	Continuous	Administration DC/ All Chief Officers

Appendix A

Goal #2 Health and Safety

1. Engage current health and safety committee to provide recommendations with priorities and time lines for each goal area using NFPA 1500 as a guide.
 - a. The SFFR Health and Safety committee has worked diligently in 2018 to increase utility in several areas for the organization. The underpinnings of the committee are to align with NFPA 1500 and to further design realistic programs in accordance with the eleven areas.

1. Fire Department Administration

- a. A deliberate course of action in the creation of a “stand-alone” Health and Safety Officer position within the SFFR organization.
- b. Risk management plan has been written and reviewed by senior leadership
- c. For 2019 a written safety and health policy that outlines in detail the specific and measurable goals and objectives.
- d. In order to capture and utilize data we need to upgrade to a more applicable system. i.e. near miss reporting, exposure reporting, etc.
- e. A formal appointment letter should be written for the department Health and Safety Officer.

2. Training, Education, and Professional Development

- a. Continuation of training, education, and professional development program with a goal of preventing line of duty deaths, injuries and illnesses.
 - i. Pro Board certification of NFPA 1521 for all Company Officers
 - ii. Adherence to NFPA 1403 during all live fire exercises

3. Fire Apparatus, Equipment, and Drivers/Operators

- a. The apparatus design committee is working towards clean cab and advancements in ergonomic designs for safety concerns.
- b. Adherence to NFPA 1901 remain in effect
- c. Take an in-depth look at apparatus operator’s qualifications and certification to ensure we reduce accidents and damage to the apparatus fleet.

- d. Develop a more comprehensive program for apparatus operators that offers more time to learn each of the apparatus and to be certified on specific apparatus.
- e. The hearing conservation program has shown a reduction in hearing loss among the SFFR organization.

4. Protective Clothing and Protective Equipment

- a. We continue to expand on the exchange programs for all components of SFFR PPE and equipment.
 - i. Hood exchange program is working nicely to ensure all members that are exposed to IDLH have access to clean (serviceable) hoods.
 - ii. A glove exchange program is being developed by the department HSO and the department FPET. We are working with various vendors to see if they can accommodate our ideas and concepts for the program needs.
 - iii. Exploration of innovative methods for equipment and gear decontamination.
 - 1. Several wear-tests are in progress in regards to PPE.
 - a. Structural gear
 - b. Helmets
 - c. Hoods
 - d. Gloves
 - e. Boots
 - 2. Sani-stride mats have been added to all stations to clean station footwear.
 - 3. Signage was posted on all doors accessing living areas and office areas.
 - 4. Ultrasonic cleaning of helmets continues to take place for SFFR members.
 - 5. Continuous exploration is taking place to learn advanced ideas and concepts for cleaning all PPE items.

5. Emergency Operations

- a. New accountability policy has been implemented for the department
- b. Improve health and safety while operating on all emergency incidents.
- c. Continuous improvement in communications and advancement of technology has helped SFFR to operate safely on incidents.
- d. A new Incident Safety Officer checklist has been developed and will be implemented. Working with the Operations Chief to properly review implementation, processes and procedures.
- e. Collection of contaminated PPE on the incident is being evaluated in addition of the mobilization of the new Mobile Gear Unit (MGU).
- f. Incident Rehabilitation (NFPA 1584) is the second major item for the Health and Safety Committee to focus attention on for 2019 – beyond.
 - i. Review of the process on all incidents regarding rehabilitation
 - ii. Advancement in equipment that is required for proper rehabilitation
 - iii. Medical monitoring is necessary to align with NFPA 1500 and NFPA 1584
- g. A review of the policy and procedures for an “Active Shooter” incident is required each year as well.
- h. Continue to prepare for violent incidents, civil unrest, or terrorism events. This is the responsibility of the Training Chief, Health and Safety Officer, and Risk Management. Continue to schedule, coordinate a training event annually to better prepare. **Policies must be reviewed, updated and/or created for these.

6. Traffic Incident Management

- a. These incidents seem to increase exposing our members to increased hazards. Line of duty deaths involving vehicles continue to rise and dispatching procedures must be addressed from a safety standpoint.
- b. Qualifications and certification must align with other industry standards for safety. Specific training modules must be implemented to increase knowledge and awareness of the ISU-9 unit. This should include all other apparatus in the SFFR fleet.
- c. A comprehensive ISU-9 checklist has been created and it is in the process of review.

7. Facility Safety

- a. RECOMMENDATION FOR - Station design must be a collaborative effort with the HSO, facility manager, Chief of Administration, FPET and the Health and Safety committee members.
- b. Facility checklist has been created and further discussion must be done with senior leadership on how it will be implemented.
- c. RECOMMENDATION FOR - Facility review of each fire station must be conducted at a minimum of annually with the following members:
 - i. Health and Safety Officer
 - ii. Chief of Administration
 - iii. Facility maintenance manager or their designee

8. Medical and Physical Requirements

- a. We continue to follow the NFPA 1852 standard for medical physical examinations.
- b. Sanford Occupational Medicine clinic will begin testing for heavy metals at a minimum of every five years. The members that are due for their chest X-ray will be tested for heavy metals at that time.
- c. All members are encouraged to utilize all testing that is offered during the medical physical exam.
 - i. Additional marketing and communication for the SFFR members on this topic is planned for 2019.
- d. Health and Fitness programs are in place in accordance with NFPA 1583
- e. Infectious Control is overseen by DC of EMS and Special Operations
- f. Wellness coaching series is successful for the organization. There is an on-going process to improve the program through feedback from the members as well as innovation in the fire service industry.
- g. Well-Being
 - i. Alignment with the City of Sioux Falls 5 Pillars of Well-Being is continuous. There was one small change to the program where “purpose” replaced “career” in the pillars.
 - ii. SFFR must continue to focus on areas such as:
 - 1. Purpose in our line of work to remain balanced

2. Emotional well-being focus through innovative programs with EAP contract and other professionals in the field of therapy.
3. Financial well-being is a large area that we will place focus on in 2019.
4. Physical well-being is a continuous process through the Peer Wellness Coaching group
5. Community well-being is a collaborative effort in conjunction with the Diversity and Inclusion Group, outside resources, and the Community Risk Reduction program(s) implementation.

9. Behavioral Health and Wellness Programs

- a. There has been an increase in focus on educational and training opportunities for all members in the area of mental health well-being.
 - i. Resiliency training with Evenpulse was a successful training opportunity to expand on what it takes to become more resilient in the fire service.
 1. 150 members attended the resiliency training at the community center this past March 2018.
 2. HRV Corsense probes have been delivered to a small identified group of people to gather their perspective on how to best implement them across the department.
 3. BASE-R method was instructed and each member received a laminated card that explains the Performance base and Recovery base of the BASE-R methods.
 - ii. Continuation of messages and articles were sent out to the members through various mediums.
 - iii. Wellness Coaching continues with the SFFR members. This is the fourth year of the Wellness Coaching Series.
 - iv. The number one initiative for 2019 is behavioral health for the entire organization.
- b. Expand behavioral health initiatives to include family awareness training and healthy coping strategies.
- c. For the remainder of 2018 and into 2019 as the Health and Safety Officer for the department, work on specific programs for behavioral health and wellness.

- i. Life Safety Initiative 13 – *Behavioral Health: Firefighters and their families must have access to counseling and psychological support.*
 - ii. Contract with new EAP provider is expected at the beginning of 2019.
 - d. The number one initiative for 2019 is ***behavioral health*** for the entire organization.
 - i. Looking at a new contract for EAP services for the City of Sioux Falls.
 - 1. Once the contract is final we can begin several concepts in advancement for the behavioral health of the members. “firefighter toolbox”
 - e. SFFR Peer Support Team continues to build the program for the department
 - f. Chaplains group is looking at adding a therapist to the group to help with critical incident stress management, Peer to Peer support, and dealing with tragedy when it strikes.

10. Occupational Exposure to Atypically Stressful Events

- a. Continuous effort to prepare for members facing PTSD
- b. Resiliency program continues to advance for the department
- c. Measuring tools to help identify stressors have been implemented as well

11. Exposure to Fire Ground Toxic Contaminants

- a. Fire exposure reporting continues to be a high priority for health and safety of the members.

12. Research

- a. Continuous involvement with the Illinois Fire Service Institute
- b. National Fallen Firefighter Foundation
- c. Fire Department Safety Officer Association
- d. SD-Local Assistance State Team (LAST)
- e. NIST
- f. NIOSH
- g. Harvard School of Public Health
- h. Boston Fire Department

i. National Fire Academy