SPRINGDALE FIRE DEPARTMENT

Strategic Plan 2020-2025

SERVICE
FIDELITY
DEDICATION

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A LETTER FROM THE CHIEF

SFD would like to respectfully submit our Springdale Fire Department's Community-Driven Strategic Plan for 2020-2025. As many of you are aware, we began our 5 year strategic planning in 2013 with our first strategic plan placed before the elected officials and the community beginning in 2014 and running through the end of 2019. We have completed a number of the original goals and revisited the plan each year to measure progress and add goals. It is very important to us to have a dynamic plan, not one that sits stagnant until reviewed every 5 years.

As is always the case, we received some great feedback from both external and internal stakeholders with which the strategic planning committee made plans to map out our next 5 year plan. As we know, this community and surrounding areas have experienced tremendous changes over the past 5 years, and to keep pace with those changes, we must as an organization be willing to change as well.

We are in a very exciting and also challenging time with the growth of our department. We are hiring many new personnel as well as losing those with many years of experience to retirement. Replacing that experience in the future with quality employees who are properly trained and equipped will be a challenge. We have a total of thirteen strategic goals that the committee very strongly wanted to address with this plan. As we have stated that this is a dynamic plan, we will review yearly to add, change, or celebrate completions of the goals and objectives that have been identified in the 2020-2025 strategic plan. (Cont.)

A LETTER FROM THE CHIEF

This includes goals such as improve department communications, improve succession planning, continue to improve health and wellness of our personnel, future specialty team gaps and needs, continuous review of deployment strategies and resource location, ensure that community risk reduction is effective for our community, and continue to build on our already world class Emergency Medical Response program. As you can see we are truly focused on the continual improvement model which many of the goals and objectives fit right into that process.

The idea that the men and women of the Springdale Fire Department are actively engaged in an on-going process for improvement is exciting to me. Our members' commitment to this strategic planning process clearly shows their commitment to the community of Springdale.

We would like to thank our Mayor, the City Council, community members, internal city staff and representatives outside our organization for committing their time to help make us a better department through the strategic planning process. I would also like to thank our internal team for their on-going commitment to improve the Springdale Fire Department. We would not be able to grow without all of you and we will continue to succeed as a result of our efforts.

- Chief Michael J Irwin

INTRODUCTION

OVERVIEW OF STRATEGIC PLAN

The strategic plan was developed by SFD members to help shape the future of the department for the next 1, 3, 5 and even 10 years. It takes into consideration input from internal (firefighters/staff members) and external (city leaders, citizens, business owners) stakeholders. The department compiles all of the information gathered in surveys and work groups and makes decisions as to what needs are most important to the city and department. Those needs are then prioritized based on feasbility, funding, and time frame.

The strategic plan is updated on an annual basis to reflect on the completion of goals and objectives. It also allows the department to re-prioritize its goals and objectives and determine if they are still pertinent to the department's mission. All goals should be based on the department's mission, vision, and values. The entire plan is re-written every five years to determine if there is a change in the mission, vision, or values and make any needed changes.

REVALIDATION

Description	Originator	Version	Date
2014-2019 Original	Chief Mike Irwin	I	Oct-14
Review, Update, Change	Strategic Planning Committee	II	Oct-14
Review, Update, Change	Strategic Planning Committee	III	Nov-15
Review, Update, Change	Strategic Planning Committee	IV	May-17
Review, Update, Change	Strategic Planning Committee	V	Jun-18
2020-2025 Original	Captain Dustin McDonald	I	Oct-19
Review, Update, Change	Strategic Planning Committee	II	April-21

ORGANIZATIONAL BACKGROUND

The Springdale Fire Department was formed in 1909, and serves the City of Springdale which is located in both Washington and Benton Counties. The SFD serves approximately 80,000+ residents and has a daytime population nearing 100,000. SFD serves 47.5 square miles of the city utilizing 121 line personnel who respond out of seven stations, 10 uniformed support personnel and 4 civilian support personnel. Those stations house five engine companies, one quint company, one ladder company, four ALS ambulances, a heavy rescue truck, a HAZMAT truck and two type six wildland response vehicles. SFD also works with surrounding agencies to provide services as needed.

SFD provides an all hazards response including fire suppression, emergency medical, hazardous materials, technical rescue, domestic preparedness, and community risk reduction. This allows the department to address the city's needs through both mitigation and prevention.The department has taken a proactive approach to provide the best service and prevention possible; through completion of local/state/federal training, providing fire and life safety inspections and programs, smoke alarm installation, quality plans reviews and inspections, as well as fire investigations. Those efforts have paid off for the department and the city as SFD obtained an ISO rating of 1 as well as accreditation through the Commission on Fire Accreditation in 2018.

COMMUNITY-DRIVEN STRATEGIC PLAN

To ensure that the community's needs and piortities were considered, a Community Driven strategic planning process was used to develop the SFD Strategic Plan. For many successful organizations, the voice of the community drives their operations and charts a course for the future. A "community-driven organization" is defined as one that:

Maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.

It will be useful to use the U.S. Federal Consortium Benchmarking Study Team's definitions of the specific terms used in the above definition:

- Focus-the organization actively seeks to examine its products, services, and processes through the eyes of the customer
- Needs and Expectations-customer; preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization.
- Spoken and unspoken-not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences and standards will be used as input to the organizational planning
- Present and Future - recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

What is a Strategic Plan?
It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

COMMUNITY DRIVEN STRATEGIC PLAN

Goldstein, Nolan, & Pfeiffer define strategic planning as:

" a continuous and systematic process where the guiding members of an organization makes decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured"

The U.S. Federal Benchmarking Study Team goes on to explain that to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **Continuous- refers to the view that strategic planning must be an on-going process, not merely an event to produce a plan**
- **Systematic- recognizes that strategic planning must be structured and deliberate effort, not something that happens on its own**
- **Process- recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which includes the production of a document (e.g., a strategic plan)**
- **Guiding members- identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who effect the decisions being made)**
- **Procedures and Operations- Means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes**
- **How Success is to be Measured- recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.**

Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the city, leadership, members, and stake-holders through a common understanding of where the department is going , how everyone involved can work toward the common purpose, and how progress will measure success.

COMMUNITY DRIVEN STRATEGIC PLAN

The Community-Driven Strategic Planning Process Outline

1. **Define the services provided to the community and establish the community's service priorities.**
2. **Establish the community's expectations of the department, department aspects that the community views positively, as well as concerns they may have about the department.**
3. **(Re)Develop the department's mission statement.**
4. **(Re)Establish the values of the department's membership.**
5. **Identify the strengths and any weaknesses of the department.**
6. **Identify areas of opportunity for and potential challenges to the department.**
7. **Establish realistic goals and objectives, along with critical tasks for each objective.**
8. **Develop a vision for the future.**
9. **Develop organizational and community commitment to the plan.**
10. **Continually evaluate progress and develop new objectives as needed.**

Acknowledgements

The Springdale Fire Department acknowledges Springdale's external and internal stakeholders for their participation and input into the community-driven strategic planning process. The SFD would also like to recognize the Mayor and City Council for their commitment to this process.

Development of the SFD's strategic plan took place from May to October of 2019 during which time representatives of the Springdale Fire Department held a workshop where members of the public were invited to participate, they also placed a survey on the city's website to try and reach a wider demographic. There were many valuable comments, concerns, and expectations expressed through this process. SFD also obtained public input during community open houses held annually. The Springdale Fire Department would like to express a special "thank you" to community members who contributed to the re-write of this strategic plan.

Rick Pulvirenti	Brad Baldwin
Tim Hawkins	Chris Cothren
Lauren Harrison	Lourdes Peredo
Ernest Cate	Vivi Haney
Patsy Christie	Chris Edwards
Rick Oliver	Logan Huber
Quinton Harris	Aspen Edwards
James Smith	Margarita Solorzano
Jeremy White	

SFD also had 33 Online Survey Participants

External Stakeholders Group Findings

Community Priorities

In order to dedicate time, energy, and resources on services most desired by its community, the SFD needs to understand what the community considers to be their priorities. The external stakeholders were asked to prioritize the services offered by the department through a process of direct comparison.

Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs. In certain areas, education on the level of service that is already available may be all that is needed.

Areas of Concern

This process would fall short and be incomplete without an expression from the community regarding concerns about the department. Some areas of concern may in fact be a weakness within the delivery system; however, some weaknesses may also be misconceptions based upon lack of information or incorrect information

Positive Feedback

For a strategic plan to be valid, the community's view on the strengths and image of the department must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of identified strengths may often help the department overcome or offset some of the identified weaknesses.

External Stakeholders Group Findings

Additionally, external stakeholders were asked to share any other comments they had about the SFD. Service priorities as identified by the external stakeholders are listed below. Lowest scoes indicate the highest priorities.

Services Provided	Rank	Score
Emergency Medical Services	1	3.18
Fire Protection Services	2	3.36
Technical Rescue Services	3	3.91
Fire Prevention Services	4	4.03
Public Safety/Fire/EMS Prevention Education	5	4.24
HAZMAT	6	4.3
Fire Investigation	7	4.61
Domestic Preparedness/WMD	8	4.91

Additional comments and observations from citizens included:

- Increased public training
- Community Emergency Response Team(CERT) training
- Increase public information about the department
- Increase communication regarding plans reviews with builders/contractors
- Increase variety of media resources to incorporate multiple languages for public education
- Increase domestic preparedness planning
- Most feel that responses for all services exceed industry standards
- Concern for growth of the community
- Concern for using engine companies for building inspections
- Increased fire department focus for dispatch
- Strength of response times, apparatus, and stations
- Caring, personable, and professional staff.
- Strength of community relations

INTERNAL STAKEHOLDER GROUP FINDINGS

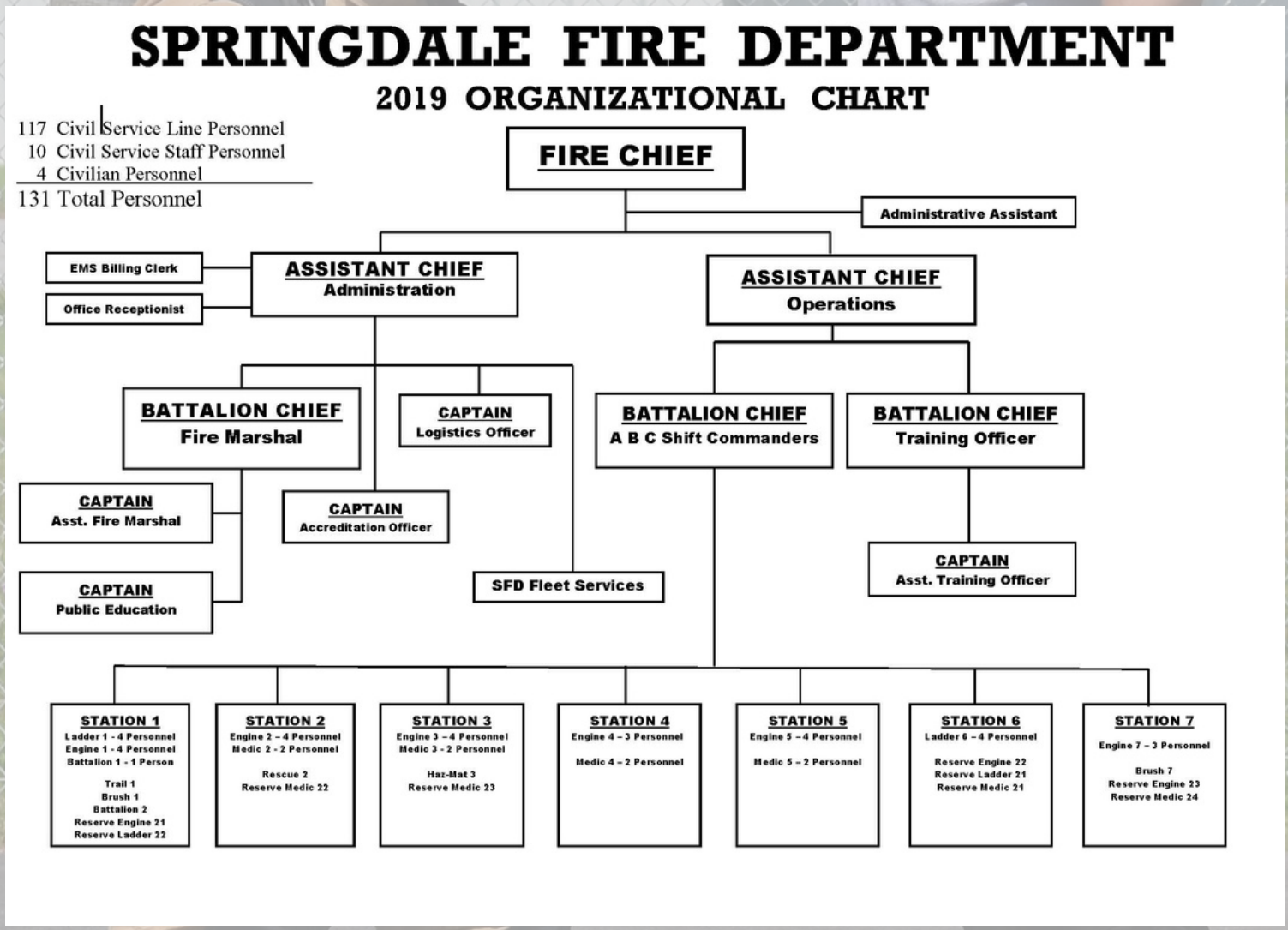
The internal stakeholders input was compiled utilizing a survey that was provided to all department members during meetings with all stations on all shifts. Department members were asked to anonymously provide any input that they feel would better improve the department. Once the information was compiled, it was presented to the Strategic Planning Committee to evaluate and provide an overall voice for those surveys. The results of the service priorities are listed below. This survey was compiled using a different survey service than that of the online survey, so services with the highest overall score are the most important.

Department members were also allowed to write in and rank any services they felt were important or not important to the department and not on the survey. Those are listed below as well as the level of importance. Unless noted below, each had single response.

- Accreditation (x2) (Important)
- Response Task Force/SWAT(x2) (Important)
- Wildland Firefighting (Important)
- Training (x2) (Important)
- Accreditation (Not Important)
- Increase Hiring of Paramedics (Important)
- Community Risk Reduction-Code Enforcement (Important)

Services Provided	Rank	Score
Emergency Medical Services	1	156
Fire Protection Services	2	153
HAZMAT Services	3	124
Technical Rescue Services	4	123
Public Safety/Fire/EMS Prevention Education	5	123
Fire Investigation	6	111
Fire Inspections and Preplans	7	110
Domestic Preparedness/WMD/USAR	8	94

ORGANIZATIONAL CHART



MISSION, VISION, AND VALUES

Mission

The purpose of the mission is to answer the questions:

Who are we as a department?
Why do we exist as a department?
What do we do as a department?
Why do we do it?
For whom do we do it for?

SFD's internal stakeholders reviewed the existing mission statement and decided to update it to better reflect the departments current mission. It is written below:

"To save lives, protect property, and minimize the effects of all emergencies in the city of Springdale."

Vision

The nest step in the process was to verify what our vision for the SFD should be in the future, building upon the framework and foundation of the mission and values. Our visions provide us targets of excellence that the organization will strive toward and provide a basis for its goals and objectives. As the department progress through continuous improvement, the vision should change to reflect that improvement. During the strategic planning meeting internal stakeholders determined that our vision statement should updated. It is listed below:

"To provide emergency response services as well as fire and life safety education for all of those in Springdale, AR."

MISSION, VISION, AND VALUES

Values

Establishing values embraced by all members of an organization is extremely important. The values are the foundation of all actions and decisions that the department completes. The SFD reviewed the current values during that it was suggested that we review the values and reduce the amount so employees may better recall them when making improvements to the department. The values are listed below:

- ***Service-*** An act of kind assistance
- ***Fidelity-*** Implies strict and continuing faithfulness to an obligation, trust, or duty
- ***Dedication-*** The quality of being dedicated or committed to a task or purpose

S.W.O.C. ANALYSIS

The Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis is designed to allow a department to make candid observations. It helps to aid the department in identifying some of its critical issues and service gaps. The internal stakeholders participated in this analysis and were encouraged to provide as many detailed answers as possible with the ability to provide answers anonymously to receive as much participation as possible.

Strengths

It is important to identify strengths in order to ensure capability of the provision of services requested by the community, and to ensure consistency with the issues facing the department. Through a consensus process, the internal stakeholders with the strategic planning committee took the results of our internal stakeholder survey and identified the strengths of the department. Some of the key strengths are listed below.

- **Progressive Fire and EMS Department**
- **Quality Equipment and Great Training**
- **Response Times**
- **Customer Service**
- **Health and Wellness Programs (Fitness, Cancer Prevention, Mental Health)**
- **Water Supply**
- **Dedication to Continuous Improvement (CFAI, CAAS, ISO)**
- **Facilities**
- **Public Support**
- **Quality of Personnel**

S.W.O.C. ANALYSIS

Weaknesses

For any department to begin or to continue to move forward, it must identify areas where its functions can improve. The areas which can be improved upon consist of internal issues and concerns that may slow or inhibit progress. Some of the key items that were identified by the internal stakeholders are listed below:

- **Consistency Between Shifts**
- **Work Schedule**
- **Finding Enough Quality Recuits and Competing with Surrounding Departments**
- **Lack of Administrative Support Personnel Especially in Training and Community Risk Reduction**
- **Lack of Experienced Personnel**
- **Communication Between Line Personnel and Administrative Staff**
- **Career Development Opportunities**
- **Lack of Dedicated EMS Supervisor**
- **Information Technology Support**

S.W.O.C. ANALYSIS

Opportunities

Potential opportunities were identified by both internal and external stakeholders and provides the department a common idea to help direct its goal planning. Opportunities that have been agreed upon by the Strategic Planning Committee are listed below:

- **Community Outreach Programs and Education**
- **Better Mentoring Programs and Better Defining Programs**
- **Increasing Diversity Within the Department**
- **Additional Battalion Chief Positions**
- **Personnel Recruiting**
- **Improve Policies and Provide Reasoning for Policies**
- **Improve IT Support to Keep up With Technology**
- **Reviewing Administrative and Operational Career Path Opportunities and Options**
- **Improving Language and Cultural Barriers Through Increased Learning**

S.W.O.C. ANALYSIS

Challenges

Understanding that challenges are not completely and/or directly controlled by the department, possible challenges were identified in an effort to reduce the potential for loss. Understanding these challenges helps the department plan for both the near future and beyond. Challenges identified by the Strategic Planning Committee are listed below:

- **Rapid Growth of Department and Ensuring Quality of Personnel**
- **Increasing Population in City**
- **New Technology and Implementation**
- **Staffing/ Enough Paramedics**
- **Maintaining Retirement Programs/ Ensuring LOPFI Sovency**
- **Human Resource Challenges**
- **Staying Current with Technology Obstacles on Incidents (i.e. Electric Cars)**
- **Healthcare and Medicare Billing and Changes to NEMSIS**
- **Peer Support and Improving Moral**
- **Increasing Language and Cultural Interactions and Barriers Associated with Those Interactions**
- **Changes in Traditional Building Construction in the City of Springdale. Increases in Remodels to Older Buildings, High-Rise Construction, Complex Fire Protection Systems, and Overall Number of Buildings Within the Department's Response Area**

CRITICAL ISSUES & SERVICE GAPS

Internal stakeholders identified the primary critical issues and service gaps that faced the department. Those provide the foundation for the establishment of Goals and objectives in order to provide stated levels of service and meet the future vision of the SFD. Critical issues and service gaps are listed below:

- Ensuring sufficient equipment and stations to meet response requirements set forth in the Standard of Cover
- Ensuring proper staffing to keep up with growth of the city
- Inexperience associated with rapid growth of city/department
- Operating with different response model due to increased stations and different apparatus
- Opportunity to improve incident command training program
- Improve live fire training due to reduced number of fires
- Lack of paramedics due to promotion and/or attrition
- Opportunity to implement designated EMS supervisor to improve EMS operations
- Opportunity to include HAZMAT response to more incident types
- Strength of technical rescue equipment
- Opportunity to improve technical rescue training and continuing education
- Opportunity to expand training facility to include training props for all disciplines
- Challenge of staffing specialty stations with trained personnel due to growth of department
- Lack of administrative support staff in training and risk reduction to meet the needs of growing department
- Inability to expand inspection program due to lack of staffing causing a potential life hazard

PERFORMANCE MEASURES

As output measurement can be challenging, the organization must focus on the assessment of progress towards achieving improved output. Collins states, "what matters is not finding the perfect indicator, but settling upon a consistent and intelligent method of assessing your output results, and then tracking your trajectory with rigor. They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

"....Successful strategic planning requires continuing review of actual accomplishments in comparison with the plan....periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked."

Why Measure Performance?

It has been said that:

- If you dont measure the results of your plan, you can't tell success from failure
- If you can't see success you can not reward it
- If you can't reward success, you're probably rewarding failure
- If you can't see success, you can't learn from it
- If you can't recognize failure, you can't correct it
- If you can demonstrate results, you can win public support

Reinventing Government
David Osburn and Ted Gaeblert

In order to establish that the SFD's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process known as "Managing for Results" will be utilized, which is based upon the following:

- **The identification of strategic goals and objectives;**
- **The determination of resources necessary to achieve them;**
- **The analyzing and evaluation of performance data**
- **The use of that data to drive continuous quality improvement in the organization**

GOALS AND OBJECTIVES

In order to achieve the mission and vision of the SFD, internal stakeholders established realistic goals and objectives. These are management tools that have been updated regularly in order to identify accomplishments and changes in the department that may require a different of rephrasing.

By carrying out these goals and objectives, the department will be directed towards its desired future. Each objective has an established time frame for completion, thus leadership should look to responsible parties and/or work groups to report progress and make necessary adjustments.

SFD has been fortunate to complete many of its goals from its previous strategic plan, some of the more prominent goals from prior years are:

- 2019- To evaluate required resources and implement AVL dispatching- Near Completion
- 2019- Improve 911 communications center technology and radio communications systems- Near Completion
- 2019- Become accredited through Commission on Accreditation of Ambulance Services (CAAS)- Completed
- 2018-Have SFD commensurate with surrounding communities and national standards with adoption of new technology- Completed
- 2018- Develop Training Facility for the Springdale Fire Department- Completed
- 2018- Continue evaluation of resource deployment and station locations- Complete
- 2017- Increased qualified candidates for employment
- 2017-Reserve fleet fully equipped for response
- 2017- Begin hosting more certified classes to train our personnel internally
- Many other smaller goals that have improved department operations greatly

Goal 1	Deliver the best EMS service possible to the Citizens of Springdale
Objective 1A	**Develop EMS Supervisor Position to Facilitate Completion of Objectives 1B, 1C, and 1 D**
Time Frame	12-24 Months
Critical Tasks	• Create a Position and Define Roles and Responsibilities • Create and Adopt Job Description for Position • Identify Methods for Funding of Position • Determine the Number of Needed Supervisors and Position Ranking
Funding Estimate	Costs Associated with Salaries, Vehicles, and Required Equipment
Assigned To	Paramedic Wormington, EMS Committtee and Chief Skelton
Objective 1B	**Pepare for upcoming changes in EMS service and develop plans to ensure service is most beneficial and cost effective**
TIme Frame	3-5 years
Critical Tasks	• Identify gaps in healthcare in the City of Springdale (ex. BLS responses, single unit responses) and develop strategies based on internal and external stakeholders input • Identify current abilities based on state and medical control guidelines • Review alternative response models
Funding Estimate	Little to no additional cost for research and analysis
Assigned To	Senior staff (Battalion Chief Michael Bronner) to work with EMS Committee

Goal 1	Deliver the best EMS service possible to the Citizens of Springdale
Objective 1C	**Organize and deploy EMS services within the city in compliance with NFPA 1710 standards.**
Time Frame	12-18 Months
Critical Tasks	• Compile statistical data to identify the effectiveness of a BLS unit on scene within 6 minutes and 50 seconds and ALS delivery within the times listed in the Standard of Cover throughout the existing coverage area • Identify methods to ensure that there are two paramedics on scene for all ALS calls.
Funding Estimate	No additional costs associated with analysis
Assigned To	Paramedic Jason Guthrie
Objective 1D	**Develop more consistent measurement methods for evaluating and tracking EMS effectiveness (ROSC, STEMI, Stroke, etc).**
Time Frame	6-12 Months
Critical Tasks	• Establish measurements and outlier criteria for all areas that are to be measured • Work with hospitals to develop more consistent methods of tracking outcomes • Improve CQI and data tracking programs to better reflect industry best practices
Funding Estimate	Minimal
Assigned To	Battalion Chief Michael Bronner, Captain Dustin McDonald, EMS/CQI Comittees

Goal 2	Review Community Risk Reduction Programs for EMS and Fire to Determine Effectiveness
Objective 2A	**Work with hospitals and outside resources to help improve delivery of programs and reach wider audience**
Time Frame	12 Months
Critical Tasks	• Identify and compile a list of possible outside resources and contact information for those resources. • Determine which resources and programs would most benefit the department based off historical and analytical data
Funding Estimate	Associated payroll expenses and advertising costs
Assigned To	Community Risk Reduction Division Personnel
Objective 2B	**Develop methods for tracking effectiveness of programs and demographics of the audience reached**
Time Frame	24 Months
Critical Tasks	• Define a measurement of effectiveness for CRRD EMS and Fire Programs • Survey Data collection tools and processes to assure that a measure of effectiveness and demographics are captured during CRRD programs and deliverables • Establish a baseline for CRRD program effectivenss • Create a process to track changes compared to baseline
Funding Estimate	Addiitional funding is not needed. These tasks can be accomplished with assigned personnel and resources by adjusting priorities
Assigned To	Captain Matt Bagley

Goal 3	Increase Diversity in the Springdale FIre Department
Objective 3A	**Identify areas of diversity that the city has including and beyond traditional groups and develop programs to help match city demographics**
Time Frame	18 Months
Critical Tasks	• Seek out community leaders that can better help identify areas of diversity and identify department personnel that may be best suited for recruitment opportunities with those groups • Seek feedback from similar sized departments and identify some of their succeses in improving diversity • Utilize local educational facilities such as NWACC and NTI to assist in recruiting and reaching a more diverse group of applicants • Work with Public Education and Social Media to Improve Outreach
Funding Estimate	Associated payroll expenses and advertising costs
Assigned To	BC Valdez, AC Skelton, Cpt. Bagley

Goal 4	Add Required Staffing to Meet the Needs of Facilities and Support Staff
Objective 4A	**Identify and prioritize future staffing needs within all areas of the department, including administrative support as well as operations.**
Time Frame	12-24 Months
Critical Tasks	• Explore alternative staffing models (civilian vs. uniformed personnel, organizational restructure, peak time/part-time staffing) • Research costs associated with adding needed positions. This includes salary/wages/benefits, training, equipment, office space and vehicles. • Identify possible risks and foreseeable service gaps if additional staffing is not acquired.
Funding Estimate	Minimal funding for research and analysis
Assigned To	Captain Randy Riley and Battalion Chief Michael Bronner

Goal 5	Continue Evaluation of Resource Deployment and Station Locations
Objective 5A	**Determine if any resource needs have changed due to the increased growth in areas of the city and make recommendations based on that information**
Time Frame	Continuous
Critical Tasks	• Conduct response time analysis of all units including times, call volume, call type and response modes • Re-evaluate growth and risk within the city on at least an annual basis to determine areas of most need.
Funding Estimate	• Costs associated with data analysis and collection • Improvements in Risk Assessment technology
Assigned To	Chief Michael Irwin and Captain Dustin McDonald

Goal 6	Identify Tech Rescue Efficiency Gaps and Begin Identifying Methods of Closing Those Gaps
Objective 6A	**Evaluate effectiveness and resources available for training props for each of the technical rescue disciplines**
Time Frame	12 Months
Critical Tasks	• Based on the development of standards, appropriate and re-usable props will need to be designed and constructed • Utilizing grounds at the Training Center and on-site props at Station 2 (Technical Rescue Station • Develop methods for training members to use props and ensure staffing of trainers.
Funding Estimate	Costs will be based on final estimate of design and needed materials
Assigned To	Captain Nate Pianalto

Goal 7	Conduct Needs Assessment and Risk Analysis to Determine HAZMAT Needs
Objective 7A	**Identify needs of the HAZMAT team based on conducted risk assessment of entire response area**
Time Frame	Continuous
Critical Tasks	• Identify risks within response area based on fixed and mobile hazardous materials storage and determine level of risk vs. frequency of events • Develop inventory and response needs based on risks identified
Funding Estimate	Minimal
Assigned To	Captain Todd Weber

Goal 8	Continue to Improve the Health and Wellness Program and Improve Participation in the Employee Assistance Program
Objective 8A	**Continue to work on implementation of peer support team and encourage employee participation**
Time Frame	12 Months
Critical Tasks	• Continue to grow and train personnel to participate in and utilize programs • Integrate additional resources into the therapy program to best suit the needs of department members and their families
Funding Estimate	Payroll and Training Costs between $25,000 and $50,000
Assigned To	Assistant Chief Ron Skelton
Objective 8B	**Continue to train the Fitness Committee to review and improve the health and wellness program**
Time Frame	12 Months
Critical Tasks	• Get fitness committee properly trained to review and improve health and wellness programs • Work with department members to evaluate if programs best meet department member needs
Funding Estimate	Associated training and payroll costs
Assigned To	Battalion Chief Rodney Valdez and Battalion Chief Steve Lewis

Goal 9	Increase/Improve Supervisor Succession Planning and Education
Objective 9A	**Ensure that SFD has sufficient quality personnel to fill future supervisor positions vacancies due to attrition and expansion of the department**
Time Frame	2 years/ Continuous
Critical Tasks	• Utilize Civic HR better and set schedule for reviews throughout the year. This along with training should improve mentoring • Bring in at least one speaker or program each year specifically related to personnel management skills. • Incorporate job shadowing into the task books and establish Captain's Academy • Challenge HR to bring in quality training for our supervisors, not EAP based courses • Introduce promotional candidates to the decision making processes at the next level of supervision • Ask promotional testing company to supply feedback and constructive criticism to the member testing.
Funding Estimate	$5,000 to $10,000 Anually
Assigned To	Captain Randy Riley and Assistant Chief Ron Skelton

Goal 10	Improve Department Communications to Help Close Gaps Between Administrative and Line Personnel
Objective 10A	**Identify gaps in the communication process and determine ways to streamline communications to better reach all personnel.**
Time Frame	12 Months
Critical Tasks	• Obtain input from a group of all levels of department members as to what they feel are some of the communication issues and solutions for improvements • Seek out improvement solutions from other departments and businesses • Monitor solutions for effectiveness and make changes as needed
Funding Estimate	Minimal (Costs associated with identified solutions)
Assigned To	Captain Clyde Clemons and Assistant Chief Ron Skelton

Goal 11	Begin Closest Unit Dispatching for all Calls Utilizing New Computer Aided Dispatch (CAD) System
Objective 11A	When new CAD system is purchased and installed begin adding required data to allow for closest unit dispatching
Time Frame	12 Months
Critical Tasks	• Identify personnel that will be responsible for inputting data • Develop data requirements and parameters to provide most efficient responses to incidents
Funding Estimate	Associated personnel payroll costs and training costs
Assigned To	Chief Mike Irwin and Assistant Chief Jim Vaughan

Goal 12	Improve administrative functions in the department by increasing retention and attract personnel to administrative positions at all levels
Objective 12A	**Establish a work group to review current all levels of administrative support and identify needs**
Time Frame	12-18 months
Critical Tasks	• Determine additional needs for administrative support personnel and present the information to the city. • Make position benefits commensurate with operational and surrounding department positions to ensure that taking a position does not cause a member to lose benefits and income and/or decrease retirement benefits. • Evaluate administrative positions, ranks, and promotional opportunities to provide equal career path opportunities for each department member.
Funding Estimate	Minimal
Assigned To	Workgroup Established in Strategic Planning Meeting

Appendix A:

2019 Strategic Planning Survey Results

Online Survey

Survey conducted 06/03/2019-06/13/2019 via online survey. 33 total responses.

1. Please place the following list of current services offered by our department in order of importance. (Weighted Averages: Lowest score is most important)

a.	Emergency Medical Services	**3.18**
b.	Fire Protection Services	**3.36**
c.	Technical Rescue Services	**3.91**
d.	Fire Prevention Services	**4.03**
e.	Public Safety Fire/EMS Prevention Education	**4.24**
f.	HAZMAT	**4.30**
g.	**F**ire Investigation	**4.61**
h.	Domestic Preparedness/WMD	**4.91**

2. Please list any services that you feel the department should offer that we currently do not offer to our citizens.

- None (x7)
- A more rapid response
- Unfortunately I don't know other services
- Public training
- Community emergency response team (CERT) training
- Pancake breakfast
- 48/96 Shifts
- They do a great job
- Rescuing animals
- More public information about everything the fire department and staff do. More public education events to meet staff and learn.
- I think that is a good mix of services that are needed

3. Please list any services from question 1 that we currently offer that you feel we should no longer provide.

- EMS services
- None (x 10)
- I feel that the FD should educate the public more on the domestic preparedness planning and response. I feel like the public does not know about this service.
- All have a place. That's how I would think dollars should be prioritized
- All are needed
- None, all service that are currently provided are necessary
- All are important and should be continued
- I think all are important to a modern fire service

4. How well do you feel that the department meets the standards for the following categories? If you feel it is not important to meet industry standards for a category, mark not important.

	Exceeds Standards	Meets Standards	Not Important
Emergency/Incident Response Times	62.5% 20	37.50% 12	0% 0
Fire Suppression	75% 24	25% 8	0% 0
EMS	75% 24	25% 8	0% 0
Technical Rescue	51.61% 16	48.39% 15	0% 0
Hazardous Materials Response	37.50% 12	62.5% 20	0% 0
Domestic Preparedness	18.75% 6	81.25% 26	0% 0
Public Education	40.63% 13	56.25% 18	3.13% 1
Fire Prevention	40.63% 13	56.25% 18	3.13% 1
Fire Investigation	43.75% 14	56.25% 18	0% 0

5. Please list any areas of concern you might have about the Springdale Fire Department. Please be specific in order for us to address your concerns in the most effective manner possible.

- Is there enough staff to serve the city? What mutual aid is used and where? Service areas, who responds in the outer city limits?
- Keeping up with the growth of the community.
- I am not quite sure why the FD needs to do building inspections at my company and bring the large fire truck to do that. I would think that it would be more cost effective to have maybe one of the many Dodge Ram pickup trucks do the inspections?
- None (x8)
- A little surprised to see this. Thought there was already a plan to spend the bond money before it was place on the ballot
- The dispatch center is heavily tilted toward the police department, and most dispatchers don't know the first thing about firefighting or EMS. Dispatchers don't understand the basic fire terminology, processes and procedures, or basic practices of a fire department, and are often caught flat-footed when they have to think outside the box. SFD should insist on dispatchers who know the job and how to support responders, not dispatchers who only look good on paper of certifications
- None at all, I really believe the services are exceptional
- I don't have any
- The majority of the EMS personnel I have encountered are very professional and well educated. However whomever to care of me when I fell a month ago seemed rushed like he was in a hurry to get somewhere else. Actually talked me out of getting stitches (which I latter had to go on my own and get when the bleeding wouldn't stop) to "show" me that my laceration on my head wasn't bad he actually took my finger (my hand had just been on the ground and in the dirt holding me up) and placed my hand directly in to/ on to the wound. I just remember thinking that didn't help. And as they were leaving I had to walk back to their vehicle to remind them that they had left their EMS bag on the sidewalk and were about to leave without it.

6. Please list any strengths of the Springdale Fire Department and your overall impressions/feelings of the department.

- I feel the department is a good department, except the fleet is yellow, and fire trucks should be red
- They show up in force
- Any time I make a call I am amazed at the calmness and team work that go into taking care of the victim
- You guys do a great job. The response times are great and the employees are well trained!
- Great department with great personnel and leadership
- Great job of engaging and being part of the community
- Response times, apparatus, and number of stations
- Fire station locations to ensure rapid response is excellent
- You are a staff of caring and personable professionals. I have always felt well cared for when I have needed care
- Great group of good hearted individuals
- Always adding new stations as our city grows
- Community relations is a strength!
- Dependable
- I have dealt with the fire and EMT/EMS service on a couple of occasions. Response times were fast, staff was professional and knowledgeable, and they did a great job.
- People and readiness of the organization
- Their response times are amazing fast
- Ability to cover city growth in population
- Your people are your biggest strength. Always.
- I feel secure knowing that SFD will respond immediately to my needs
- None

7. Please list any other comments you would like to make in regards to the Springdale Fire Department.

- Great partners in the community

- Overall they are very good folks
- Keep up the great work!
- You do a good job as far as I know
- Thank you for all you do!
- Growing pains for the city have not been painful for the citizens because of the professionalism of the Fire Department. Same can be said for the Police Department.
- None (x 6)

Appendix B:

Strategic Planning Meeting Results

On June 5th 2019, the SFD conducted an external stakeholder's strategic planning open house meeting with citizens and business leaders recommended by the City of Springdale Chamber of Commerce and local civic leaders. Overall citizens were satisfied with the service provided, the levels of service provided and the benchmark standards the department has set. Department members engaged the citizens in an open forum to allow them to provide feedback and brainstorm ideas to complete a SWOT (strengths, weaknesses, opportunities, threats) analysis. The sessions resulted in a wide variety of suggestions, comments, and ideas including:

- Importance of services in their opinion Fire, EMS, HAZMAT, Tech Rescue, Education Prevention, and increased plans review
- They would like better communication of hazardous situations during plans reviews and inspections
- They would like better follow-up and information after incidents in the community.
- Opportunities for collaboration with local builders and business owners to improve community awareness of codes and restrictions.
- Increased utilization of a variety of media resources in multiple languages to provide public education information.
- Increased weather/storm safety education.
- Citizens are overall very happy with performance and collaboration with other departments inside and outside of the city.
- Concerns:
- Researching different shift schedules to provide better services
- Citizenship requirements for firefighters depleting hiring pool

Internal Stakeholders Survey:

In the second quarter of 2019, SFD provided internal stakeholders with surveys to assist with implementing the department's next strategic plan. The accreditation manager went to all stations and shifts and provided the department members with paper copies of the survey to fill out. He explained the importance of the strategic planning survey and reviewed the survey with them to hopefully increase participation from department members. The members had the option to be completely anonymous when the survey was completed. Results of the survey are below.

2019 SFD Strategic Plan Survey

EMS- 156

Fire- 153

HAZMAT- 124

Technical Rescue – 123

CRRD-Fire and Safety Education - 123

CRRD-Fire Investigation – 111

CRRD-Fire Inspections and Preplanning – 110

USAR -94

Write in items listed under other were as follows:

Accreditation(Important x2), Response Task Force (Important), Wildland Firefighting (Important), Training (Important x2), Accreditation (Not Important), SWAT (Important, Finding More Paramedics (Important), CRRD Code Enforcement (Critical)

SWOT (Strengths, Weaknesses, Opportunities, and Threats, Analysis (this can be anything, personnel, equipment, outlook, etc.). Pay is already a known issue so please list other items. Please provide reasons for your answer if you can.

All responses are verbatim from surveys

2. Please list items that you feel are strengths within our organization.

- "I feel we have many strengths. We are a very progressive fire and EMS service that does a very good job at just that. We have awesome equipment for both fire and EMS. We have several FF's that are extremely good at training each of us during special classes or just day to day. We are typically friendly and always want to help each other. I fell the mood around most of the crews is positive and it reflects onto our new firefighters."
- Equipment is of high quality and great training division
- HAZMAT Team, Fire Training, Tech Rescue Training
- Current Line Personnel, especially those with a passion for service and setting high performance expectations.
- Administration and community that has provided some of the best equipment and training to serve the citizens with.
- Willingness to bring in outside training opportunities.
- Leadership that wants to move the ball forward rather than settling.
- Accreditation, Equipment, purchases, budgeting.
- Quality Equipment- we don't buy the most expensive every time, but we certainly don't buy the cheapest every time as policy either.
- Training- although it seems there can never be enough, we try hard to provide quality training and budget to send people to or host good classes.
- Response times
- A large number of paramedic level personnel, enhancing the effectiveness of EMS operations.
- The Line
- EMS,
- Public Education,
- Keeping up to date equipment
- EMSAlways having "new" "nice" equipment
- EMS Services
- Fire Training
- Fire ServicesCommunity outreach
- Education to the public (fire/EMS)

- Fire and EMS response and abilities
- HAZMAT
- Public Education and Prevention
- EMS
- Community outreach
- Fire
- Training
- This department displays high character and an expectation to deliver the highest level of customer service
- Leadership, Communication, Training
- Equipment
- Equipment
- Training-Level of experience we gain early and fast with the type of leaders and training put in
- The department continues to be progressive in both ideas and equipment
- SFD strengths include our equipment and staffing. We're able to respond in a timely manner and have the resources to handle the emergencies.
- Dedicated, caring personnel
- Employees have a great desire to be good
- Growth and continuous improvement
- Education opportunity
- Support from administration
- Fire and EMS Skills
- Equipment-Lots of newer quality equipment and apparatus
- Training- Realistic Practical Training
- Water Supply
- HAZMAT
- Tech Rescue
- Equipment/Rigs
- Good people and young motivated FF joining the department
- Cancer prevention
- Peer Support
- Well trained personnel
- Good equipment
- Good apparatus
- Good training facility
- New stations
- Quality facilities, apparatus and equipment

- Pay in line with other area departments
- Line staffing numbers
- Support of the public and elected officials
- Quality/structured training program
- A chief with a vision and well thought out plan for success
- All our service awards and stickers on our trucks J
- I feel our strengths is our people and willingness to see the task at hand through. This in not only true when it is easy, but when the tasks are difficult.
- Our people are our strengths, some more than others, some go above and beyond and do things behind the scenes and off duty while some just come to work and collect a check. However, the people here are good at what they do.
- Being able to positively respond to the growth in Springdale and have a community that supported a bond to provide new stations/apparatus and equipment.
- We have great customer service
- Equipment, Apparatus with a proactive replacement schedule
- Facilities and Stations
- Personnel (qualified, certified, and motivated)
- Upward mobility
- Stations, new apparatus, and equipment. We are on the cutting edge by far. SFD has the best of the best. SFD personnel and it's citizens are proud of what we have.
- Training
- Equipment
- Our motivated personnel who see the opportunities that come with expansion and seek to grow and prepare for them. Our equipment is being replaced and upgraded in a timely manner. The training division is drawing in some of the best instructors on the department to help lead while also utilizing technology better
- Desire for continuous improvement and the personnel with the positive attitudes that are driving that improvement.
- Young personnel who are eager to do the job and learn.

3. Please list any weaknesses that you feel we have within our organization

- I feel a big weakness we have is not being consistent on each different shift. Working a fire on the three different shifts I notice the way things are done is not the same. Radio traffic is different. Some shift commanders will start giving orders to companies when the shift commander is not even on scene yet. That seems odd to me. Some shift commanders will let the first arriving company take command and make decisions. This is just one example.
- Cohesion as a whole in regards to policies
- 24-48 work schedule and sleep deprivation issues
- Focusing on policy and not people enough
- Inconsistency with leadership- being an excellent firefighter does not make one a good leader nor administrator. Our BC level testing seems to be centered around ability to not break HR policy and to command an incident well. Administrative skills are not tested, taught, not consistently possessed by BC's
- Lack of Accountability- we have policies and there is some accountability, but people get away with a lot of insubordination without and formal discipline. If captains want to be lazy, there's little done about it, which reinforces the behavior. i.e. lack of proper training, pencil whipping PT and other activities, lack of enthusiasm for responsibilities like pub ed and company level inspections.
- None at this time
- Day workers that don't do any training
- Accreditation is an un-needed creation of a job
- Moving people around on shift daily and after getting promoted. We break crew integrity
- Buying engines and trucks that look good but are not user friendly. Seems like we just try to buy the new cool shiny apparatus when we should look into hose bed heights, compartment space, tank size
- Letting paramedics take promotion test right after school is done
- EMS Training
- Uniforms-We look like cops move to blue uniforms

- The same units going out of service for training kick calls to other units. We serve the public first
- Expand training division. 2 officers is not enough Cpt. Lee and Chief Bronner do an excellent job but I feel with 2 or more positions in training division more could be accomplished to the benefit of all.
- Communication from the top down
- Archaic philosophy towards promotions. No logical reasoning towards personnel placement. "This is what we have always done" 7 promotions and all had to change shifts? Way to take a good thing and put a bad spin on it…..Boo! Common Sense!
- We have people on the department that allow, or partake in unfair actions towards others with the intent to damage that persons career. These are not people that would be considered "bullies", but the people that use their sex or position to ostracize themselves or others. These people are not held accountable for their actions even if they are unable to complete their jobs proficiently themselves
- Negative attitudes and feelings of entitlement
- We need more admin staff
- We have a lot of 1-3 year firefighters
- Division between administration and line of duty staff
- Paramedic recruiting and overall numbers on the line
- One weakness I can see on the department is entitlement with certain individuals
- Development to the next level of the job i.e. D/O, Captain, BC
- More we can do while on shift
- At times we (upstairs) create stuff just for the sake of doing it. Some but not all: Policies and Procedures, Fitness (the lack of) purchases, bring items up and people get offended
- Our leaders are to fast to turn on our own members rather than to protect them.
- Number of ambulances covering the city
- Communication – Up and down the chain of command and among senior staff
- A common direction- it appears that command/senior staff are all pushing personal agendas that do not line up and that we are trying to go down multiple roads at 1 time

- We do not have one person that can focus on EMS and be the point decision maker (lack of consistency)
- We do not keep up to date SOP's on file. Some are very outdated and some are not followed as written. i.e. we still have a cubex policy and no cubex.
- EMS is still seen as bad (kind of) i.e. everyone (most) wants off the ambulance ASAP.
- EMS also lacks clear direction and has to many people trying to have input.
- Lack of policies and enforcement, information coming out disjointed or not at all.
- Not everyone is on the same plan.
- Small groups of people with low motivation or bad attitudes.
- EMS supervisors/managers without paramedic licenses and no ambulance time recently.
- A lot of probationary FF's
- No front line ladder with a platform
- Outdated CAD system
- Negative "Me" attitudes of a vocal minority
- Short staffed in Training, Community Risk Reduction and Maintenance
- Lack of IT support
- I fell that one of our weaknesses is the ineffectiveness to encourage individuals to take the next step up in the ladder in their career. Not everyone will want to advance, they may be happy in their role, but we should encourage that they should know how to do the job above them. This starts with a brand new person. While I believe that we should not coddle the newest of our members, we should also be tough to get them ready for everything this career path brings along with it, good and bad. We should not be degrading to them. I also think that our egos are too big and our humility low amongst some ranks.
- Some weaknesses we have is we still do not recognize people for their accomplishments. When we do acknowledge it, it seems like it is hand picked when we do and when we do not, there does not seem to be any consistency, it seems it depends on who you are.

- Lack of communication from Admins down to crew level. Not communicating in a consistent effective manner. It seems we either have micromanaging or lack of communication, not necessarily what we need in the middle.
- There's a lack of communication from admin. We're not very proactive, but more reactive.
- Administrative captains seem to be lost in the fold, and are caught in a limbo between returning to the line with the proper training and promoting to an administrative position that they are more familiar with than most line personnel.
- Officer Development(although it's getting better)
- Insufficient support and administrative staff
- Data Management/Analysis and Information Technologies
- The number of medic units. Our last added medic was in 1999. Population has more than doubled and call volume tripled but still only four medics. I don't care what the "numbers" say, each station should have a medic unit.
- While a lot of good has gotten done, our chief thinks that SFD is a business. We are not a business nor an organization. We are a "fire department". Our chief is very smart and experienced. While his intentions are good, our chief needs to understand that SFD is a fire department and not a business. SFD should be ran as such. All the buzz words of business such as stakeholders and customers doesn't apply. SFD does not have customers, we have citizens. Citizens live in an area and pay taxes. A customer may pick and choose what company they do business with. Since our citizens can't call 911 and choose Fayetteville or Rogers, they are not our customers.
- Making relationships with potential sources for more advanced training
- The lack of a physical agilities standard for line personnel allows those issues to show on the drill ground.
- Lack of a quality physical fitness program for all personnel line and administration, and PT time for administrative personnel while on duty so when they want to come back to the line they are not unfit for the job. It is hard for those with families to find the time to work out when not on duty.

- The lack of accountability on a consistent basis. Some people hold others accountable while to others seem to let major things slide. This is a lack of proper development training and/or guidance.
- Need for additional support personnel in risk reduction and training

4. Please list any opportunities you feel we have as a department.

- A huge opportunity I feel the SFD has is community outreach and education. A lot of our population has no clue about child care (safe sleep habits, car seats, and proper diets) and we have the chance to get out there and get the info to them. This will take our engine companies to notice what's going on while they are in the houses or see people at the stores. Maybe we need to have the companies in the schools more.
- Radio Communications
- 48-96 work schedule or entertaining other work schedules
- Making a more concerted effort to select and mentor candidates for promotion-seeking individuals that are good leaders, have good character, and encouraging them to promote.
- We still have a mentality of eating our own. Some of this is immaturity that will keep entering our department as we hire, but much of it is culture we've tolerated and we need to get rid of it.
- Nothing to add at this time
- To shine in the city
- You have many opportunities to take any path you want in your career. You can go EMS or Tech Rescue.
- Outside Training
- Paramedic School
- Fire Training
- Lots of promotions. Tons of new opportunities for anyone who wishes to better themselves.
- 2 Battalions! First one in the area. Forget Chief Jenkins… What does he know? He probably said they wouldn’t go to 2 Battalions because he was jealous.

- Opportunities to hire Hispanic employees that match the demographics of our city
- Adapting to ever changing social and cultural climate
- Growth-Training outside of the department, learning and teaching tactics and strategies from other organizations
- As a department were given countless opportunities to train and further our capabilities by sending personnel to schools and courses.
- With all the new equipment and promotions we have a great opportunity to change the morale of the department. Protect our members from public uneducated people.
- Continued growth
- Training
- To get back to a realistic common sense approach to the job.
- Growth of the department and personnel
- 2 shift commanders at a time: should allow a lot more time "with the men" and still get more done on an administrative level.
- Top notch training site, classrooms, apparatus, etc.
- We need an EMS chief/supervisor
- Continue to train and better serve our citizens
- Reduce response times to areas of the city by building and staffing new stations
- Increase interaction with the public through the year. (Pub Ed, school and social events)
- Now that hiring age is being lowered to 18, we need to get creative in recruiting those kids. (Possibly establish a rangers program or get them involved in CERT)
- Revitalize our CERT program. Regular correspondence and training with the members)
- Create a "Friends of the Fire Department" group to help at special events (Christmas Open House, Pub Ed Events, etc.)
- Provide some sort of incentive for military of experienced firefighters (maybe bonus points during the interview sections and/or signing bonus)

- We have a lot of opportunities as a department. Everyone we come in contact with and sees us is an opportunity. We need to be very mindful of this. One of the opportunities I think we have as a department that has been eating at me for several years is the need for a community campaign for better more visible addressing. This may be possible to do through the help of several city departments including police, enforcement, and fire. We might even be able to get some grants or help from local businesses like Wal-Mart or Lowes for addressing supplies to help with people that may not have the money or can't do the work themselves. I still think that we have great opportunities to be a leader around this area for the fire service. We are catching up to others now in other areas, but now we need to be leaders.
- Being more community driven. I think people underestimate the power of community interaction.
- Officer development not just for incident scenarios, but for administrative situations and tasks. Basic computer skills, English composition training. Officers are responsible for a lot of communication with city leaders and citizens and having poor writing skills and dialect is not a good image for the department.
- Updated consistent policies with purposes on them to help personnel understand why they are being implemented.
- Helping people understand that policies are a guideline and that deviation is possible as long as there is a valid documented reason for that deviation
- Improve communication
- Improve relationship between Chief and Assistant Chiefs and crews. Get out and spend more time talking with them.
- We have the opportunity to improve our training facility with the addition of classrooms and training areas to be able to provide a fully dynamic training area for our department and surrounding departments to utilize.
- GIS/Data and IT: It's the future!!
- Upward mobility
- Integrated health care: also a threat!
- Professional development
- Private/Public partnerships
- SFD has attained the best ISO score and earned accreditation. We have earned the bragging rights. This gives us the opportunity to be the best and continue being the best.

- With all of the new personnel we need to develop documented written procedures for a lot of the things we do both operationally and administratively so personnel have a consistent reference and receive similar training across the board so there are no gaps in training or operations.
- We have opportunities to reach out to businesses or other sources for more advanced, consistent training.
- The addition of a second shift commander and more personnel in training

5. Please list any challenges or threats you feel the department faces in the future.

- I feel an important threat we face is growth. We are adding 3 new stations and possibly 3 new crews. We face some retirements soon. All this will be bringing lots of new FF's. This is good to have eager young FF's around the stations, however it will create some challenges in that we will be a super young department. I really hope that we will be putting emphasis on building up the new captains, drivers, paramedics, and even chiefs. With all of the promotions it's possible to have a brand new (and young) captain, driver, and buddy cabber in the same station.
- A threat that I fear is private ambulance service. With the city wanting to save money and not realizing what they would be losing, they could force us into an ambulance agreement with a private company. This will bring in less than good paramedics and EMT's. They are not trained in the same manor that we train here. They don’t have the drive or desire to better themselves. This obviously doesn't speak for all of them that work in a private setting but I would say them majority that I have dealt with.
- Running out of ambulances is a threat I fear as well. I know the numbers don't say we need a 5th ambulance but this is the fire service. We are the last resort for people. We can have a cardiac arrest, GSW, a fall, and a birth all at the same minute. We may not have to have CEMS or Lowell come to many calls in our city but I have been responding out of my AMA often. This as you know creates longer travel time. On the same note with football season starting up this will take crews out of their AMA/FMA often. We cover many games. I think we need to somehow entice people to sign up for football standbys.

- Growing population
- New Recruits
- Time investment in training probationary FF
- Building strong bonds between crews as more technology and more tasks are place on personnel
- We still have a mentality of eating our own. Some of this is immaturity that will keep entering our department we hire, but much of it is culture we've tolerated and we need to get rid of it.
- None at this time
- 18 year old firefighters
- Staffing issues. If we can't get enough people hired while building the stations we will run into overtime issues
- People going to paramedic school
- Challenge-younger generations are the majority of the employees
- Diversity- Dept. doesn't meet the needs of the community with our personnel.
- Private ambulance services
- Political actions against retirements
- 18 y/o firefighters…..No Way! Imagine training that one, no thank you!
- Hiring 18 y/o firefighters. This puts officers in a more challenging position than a 21 y/o new hire. It is a challenge to teach (raise) many of these individuals in maturity, and now we are decreasing that age by 3 years.
- Technology and softening (demasculization) of society thinning the pool of candidates with strong work ethic.
- Tradition vs. Transparency
- Technology
- Staffing issues with pay increases
- Continual human resource changes and understanding of generational gaps and how to close them
- Continuing to have quality pay and benefits to compete with other department to retain current employees and hire new employees. This is a two way street though and personnel need to understand how budgeting and frivolous expenditures can affect that.
- Continuing the progress we are making now

- As always threats we face in the future is a violent growth in the society
- Officer development such a young department
- We are also reactive when it comes to the possibility of needing more front line medic units.
- Commitment to the job and what it takes to do it!!!
- Growth always sparks challenges. We have a great deal to learn.
- Additional EMS staffed units
- Hiring quality people and being able to get them the needed experience.
- Dilution of expert, experienced paramedics secondary to large numbers and decreased call volume.
- The future of EMSàchanging in billing and healthcareàfuture plan for SFD in EMS
- Growing population-more traffic on the roads and more people working in the city
- Increase in technology- more electric and self-driving cars and more AI in manufacturing
- Hiring good quality candidates. This has always been a problem, but I don't know that there's anything we can do to improve it.
- Population growth and language diversity in Springdale and NWA region
- Overall a very young department
- Budgets are always a challenge and threat to a department. A younger more technological advanced generation isn't a threat, but more of a challenge. This is also true with work ethic in some newer generations.
- Private EMS, not keeping up with the growth of the city and infrastructure, we seem to always be trying to catch up instead of trying to stay ahead. But, time will help as we are moving forward.
- Splitting the city with battalions will be a challenge.
- Finding people (quality) to test is always a challenge.
- Keeping up with technology and progressing forward when we need to.
- Losing personnel due to drama and/or politics
- City growth and competing for fiscal resources
- Resource deployment
- Retirement of senior staff
- Integrated healthcare

- The biggest threat to SFD is our own people. We have a lot that enjoy complaining and running this place down. While this is present at any department, big things are important but it is the little things that seem to matter the most. For example, the facial hair policy, polo shirt deal, and now the helmet sticker issue may seem little to the top brass, these things mean so much to us. Something small like these can turn our department against itself.
- Technology (staying up with it)
- Growth (keeping up with the growth of the city)
- Finding the support and funding for the second shift commander and the personnel for station 9. The training of new personnel and the mentoring of driver and officer candidates is an immense challenge during this expansion. We will have to be mindful of the workload on the line personnel and work to balance the different needs as best as possible.

6. Do you feel that the department's vision statement is accurate? Y or N (do you have any suggestions for changes?)

There were 33 responses to this question with 32 being yes, and 2 being no. There were several suggestions that are listed below.

- The statement is accurate and could be more concise
- Agree with what is says, but feel like it could be worded better, doesn't flow well.
- Shorten it up: Provide quality emergency services and a proactive fire and safety education and prevention environment for the City of Springdale, Arkansas.
- To provide the highest quality all hazards emergency response services as well as a proactive community risk reduction program for the residents of Springdale, Arkansas
- The whole statement sounds ridiculous. Proactive community based, prevention, environment, and visitors.

VISION

To provide the highest quality emergency response services as well as a proactive community based fire and safety education and prevention environment for the residents and visitors of Springdale, Arkansas.

7. Do you feel that the department's mission statement is accurate? Y or N (do you have any suggestions for changes?)

There were 33 responses to this question with 29 being yes, and 6 being no. There were several suggestions that are listed below.

- It could be shorter
- Replace "and natural and artificial disasters" w/ just disasters
- Yes, but… To me, it seems the mission should be somewhat ideal even if seemingly unattainable. I wonder if it shouldn't say "eliminating" rather than "minimizing" It just seems to be conceding partial failure right off the bat.
- Need something about rescue
- More definition of medical emergencies 80% of what we do
- Remove artificial
- Remove The Springdale Fire Department exists to
- Shorten it up: Enhance the quality of life in Springdale by minimizing the effects of emergencies.
- Remove and natural and artificial disasters
- Yes, but the end is to wordy. Just say and disasters!!!!
- Yes. Change last part to read "Disasters"
- "To save lives, protect property and mitigate/minimize the effects of all emergencies in the City of Springdale." Or " To save lives"
- Yes it is, but would change artificial to man-made disasters and lose the first conjunction at the end.
- artificial
- Whole statement is ridiculous. Enhance, devastating, artificial disasters. What is an artificial disaster? This mission statement has always been a joke. SFD's mission is the same as any other fire department. I don't have any suggestions at this time but the statement that we currently have sound _____. It should say what we do. We fight fire, run EMS, tech rescue, HAZMAT, and pretty much solve everybody's problems. What the PD doesn't do we do it. But I guarantee that if any citizen was asked what an artificial disaster is they would have a clue what you are talking about.

MISSION

The Springdale Fire Department exists to enhance the quality of life in Springdale by minimizing the devastating effects of fires, medical emergencies, and natural and artificial disasters.

Do you feel that the department's core values are accurate? Y or N (do you have any suggestions for changes?)
There were 36 responses to this question with 30 being yes, and 7 being no. There were several suggestions that are listed below.

- I feel we should choose 3. Something like Dedication, Honor, Service
- It could be shorter
- Could be shortened to 3 Honor, Loyalty, Service
- I'd like to add "sacrifice" to the list
- Commitment and Service are the same
- It should be, but it's not totally accurate with all people.
- Should be Commitment, Integrity, and Service
- Sadly, I think we could easily remove loyalty and respect. So many in this department are loyal to the $ and not the department and community, and don't show respect to the leadership both within the department and the city. (That's just my opinion for what it's worth.)
- I think we need to add safety or substitute it for respect.
- Core Values sound nice but nobody really cares. One, this is not a business and two, just about every fire department is the same.
- No I think honesty should be listed as a core value. It seems to get lost in Integrity and Loyalty.
- No needs to be just three and obtain input from the entire department

VALUES

Commitment Honor Integrity Loyalty Respect Service

Commitment - *the act of committing or pledging; the state of being committed or pledged; an obligation, promise, etc. that restricts one's freedom of action.*

Honor - *that which rightfully attracts esteem, respect, or consideration; self-respect; dignity; courage; fidelity; especially, excellence of character; high moral worth; virtue; nobleness.*

Integrity - *the quality of possessing and steadfastly adhering to high moral principles or professional standards.*

Loyalty - *feeling of duty: a feeling of devotion, duty, or attachment to somebody or something.*

Respect - *a relation or reference to a particular thing or situation.*

Service - *helpful action: an action done to help somebody or as a favor to somebody.*

9. Do you have any other input/comments you would like to provide?

- I would really like to see crews be able to support the station they work at. I think it would be really cool if we could design station shirts. Maybe have the fronts look like our t-shirts now, but are able to change the back. I think almost every FF would endorse this. I read the senior staff meeting notes today saying we need to clean our helmets of any stickers. This takes away station pride.
- Radio Traffic more unified to our region to keep communication with other departments and hospitals unifies. "E1: Springdale, E1 instead of Engine 1 to Springdale"
- Thanks for giving me a job.
- Bring back shorts
- Consider a rotation for officers on a bi-annual basis, so they experience the entire department. This is crucial for officer development and succession planning.
- With changes in technology and the changes in the senior staff structure of the fire department, it seems that if we want to do what is in the best interests of the department, that we need to consider having separate administrative and operational promotional exams. There are several people who are a lot better on the line than they are in an administrative capacity, but take the job for a fear of being passed up for promotion. The same way, there are those that choose to focus on the administrative side and would be much better suited for those positions than others.
- Also as long as administrative personnel are not able to train and study to a similar level of line crews, it is hard to justify them returning to the line. It is not fair to those on the line and has been proven once already.

- I think accreditation has had a major impact on our department in a positive way.
- Have polo be an option. They are hot and stretch (look sloppy).
- 48/96 schedule would be life changing in a positive way.
- I am happy to be here and feel blessed to have a job.
- I feel we should have additional certificate pay for specialists to promote furthering education
- Minimal facial hair that does not obstruct face seal would be great.
- Suggest that prior to hire, personnel should have their EMT.
- Overall, I'm very proud of how far this department has come in the last 5 years. Reviewing the strategic plan and the 5 year history of the department, we have made a lot of positive changes. I pray that drive and momentum continues as the younger members of this department start to step into leadership roles. We also need to be mindful that many of these accomplishments are because we have the support of our community, mayor, and City Council.
- The EMS standby at football games needs to be addressed. There are way to many games and each medic that is tied up at one is reducing our EMS coverage by 25%. This is totally unacceptable to all the citizens who are not attending a game. Their response times should not be affected just because some kids want to run and bang into each other. At the bare minimum SFD should only cover high school games and no more than two or three games at the same time. There have been numerous times when games have already started before a medic or engine show up. That doesn’t sound to me that SFD being there is that important. There has also been many times where we don't even know how many games are being played. We show up for one game only to find out there are two or three more. This makes it very frustrating when you have to stand in the heat, the cold, and the rain.

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- Dispatch- I will spare you all my normal opinions about dispatch and skip my usual complaints. But I will voice something that I have never understood. We rely on dispatch for each and every call yet their dept. is completely under the PD. SFD has no control over any aspect of dispatch operations. From an organizational structure standpoint this is very odd. Dispatch is divided into PD side and Fire side. It only makes logical sense to have the fire side under SFD control/oversight. SFD should have the authority to hire and train the fire side. So whatever needs to be done to change the organizational structure, budget, city ordinance, etc. should be implemented. To illustrate, this would be like the street department in charge of our mechanic Shaun Bennett. They hire and train him, they pay him, and he only repairs apparatus they tell him to. We would basically be at their mercy to have anything worked on.