

SFD STRATEGIC PLANNING COMMITTEE
DECEMBER 9, 2015 MINUTES

Present were: Chief Mike Irwin
Asst. Chief Kevin McDonald
Div. Chief Jim Vaughan
Batt. Chief Rodney Valdez
Capt. Todd Andrews
Capt. Zedok Crabbe
Capt. Mark Holaway
Capt. Dustin McDonald
Admin. Asst. Stephanie Sisco

Chief Irwin called the meeting to order at 9:00am. We are meeting to review and update the 2014 Strategic Plan. In addition, we will be establishing a plan to accomplish our goals by 2019.

CRITICAL ISSUES

- **Public Education for High School Students:** EMR Academy at SHS. It will take 2 years to see the results of this academy. Possible EMR Academy at Har-Ber.
- **Pay for Personnel:** SFD is still at the lower end of the scale with area Departments, but it's hard to compare the different benefits offered.
- **Training Facility:** Land has been secured on McCullough Lane. We still need to secure funds for the facility.
- **Line Leadership:** We need to continue working on this.
- **Succession Planning:** We need to continue working on this.
- **Tax Base Growth:** New businesses have opened in the City of Springdale which will help with taxes. There's not a lot SFD can do to improve this.
- **Ethnic Diversity:** There is not much to change in this category. We're recruiting nationwide and using social media to advertise our test.
- **Consistency across Shifts:** Some improvement has been made, but we still have work to do.

SERVICE GAPS

- **Staffing:** Chief Irwin keeps asking City Officials for increased staffing, but he has had no luck yet.
- **More Ambulances:** Chief Irwin is requesting 3 additional personnel in 2016 and 3 personnel in 2017 to allow for staffing of a 5th Medic unit.

- **Reliability with Increase in Calls:** The Council has been made aware of this issue. We will do the best with what we have been given.
- **Mobile Data Terminals in Units:** iPads will be available to all units in 2016. Currently there is no system to integrate with our current CAD system.
- **High Risk/Low Frequency Events:** We need to keep training for these events.
- **Older Vehicles are Unreliable:** We are improving our fleet and getting a more reliable fleet.

CURRENT GOALS

1. Pay and Benefits to be commensurate with surrounding Fire Departments

- **KEEP**
- We have gained ground on this goal, but we are not where we need to be. SFD pay is above the mid-point of other area Departments, but some Departments offer starting pay based on prior experience.

2. Deliver the best possible EMS service to the Citizens of Springdale

- **CHANGE:** Housing an Engine and Ambulance at each station. Reallocate our current personnel and research changing our delivery system by using a different model.
- Our EMS service will improve when we move back into the city limits of Springdale.
- Currently, we're meeting the ALS arrival time benchmark of 8 minutes only 62% of the time.
- Dispatch and traffic are negatively impacting our response times.
- We are just now capable of tracking times when no Medic units are available.

3. To increase diversity within the Springdale Fire Department

- **KEEP**
- We need to look at possibly advertising on the Spanish radio. Contact Eddie Vega for information.
- Possibly create an Explore program in the Springdale Fire Department

4. Increase number of qualified candidates for employment

- **REMOVE**
- We are increasing the number of qualified candidates through the National Testing Network.

5. Have the Springdale Fire Department commensurate with surrounding communities and national standards with regard to adoption of new technology.

- **KEEP**
- We are making progress, but we still have a ways to go.

6. Promote SFD services throughout the community

- **KEEP**
- We need to encourage our employees to recognize and act on opportunities to help within the Community. This needs to be discussed during our next Department-wide meeting.
- In addition, we need to internally recognize our employee's good deeds when they are done.

7. Have the Springdale Fire Department staffing level comparable to state and national standards.

- **REMOVE**
- The national average is 1.72 Firefighters/ 1,000 Citizens. We don't meet this national average, but we do meet regional staffing levels.

8. Fully equip reserve fleet for response

- **KEEP**
- We had accomplished this goal at one time, but it has again become an issue.
- Currently, removal of SCBA's is a problem.

9. Develop a training facility for the Springdale Fire Department

- **KEEP**
- We're making progress. We have the land for the facility, but still need to secure funding.

10. Host more certified classes to train our personnel internally

- **REMOVE**
- We have accomplished this goal by hosting more internal classes.

11. Develop a program to educate our community on services, prevention, and preparedness

- **REMOVE**
- Captain Clyde Clemons has been doing an excellent job; however, continuous improvement will also be a goal of the Department.
- We need to focus community education programs based on the types of calls we receive.

12. Coordinate operations between shifts as much as possible

- **REMOVE**
- It appears that there is more of an issue between the stations than between the shifts.

NEW GOALS

1. Add another station to help with service distribution and concentration.

2. Dispatch/CAD upgrade: Proximity dispatching would make a huge impact on the department and their response times.

There being no further business before the Strategic Planning Committee, the meeting was adjourned at 10:30am.