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.