



SPRINGDALE FIRE DEPARTMENT

2014-2019 Strategic Plan



Springdale Fire Department Customer-Driven Strategic Plan

Foreword

I am proud to present the Springdale Fire Department's Community-Driven Strategic Plan for 2014-2019. This is the first time the Springdale Fire Department has engaged the community in a strategic planning process. In doing so, we recognized the great benefit to us and the City of Springdale in learning what the community expects from its Fire Department.

Over the past few years, the Springdale Fire Department has had to try and keep up with an ever-increasing population while staying flat in funding for the department and the city overall. This has made it challenging to deliver the services and programs to the community that they have come to expect and deserve. Like many fire departments in our region and across the country, we continue to experience steadily increasing call volumes which challenge our core program service delivery expectations.

Fire prevention inspections are more complex than ever and we are called upon to deliver public education programs to an increasingly diverse community that has grown by over 55% in the past 10 years. These issues, along with many major projects and programs that are needed in the delivery of services by a modern suburban fire department, have only added to the challenges facing us.

In response, the Springdale Fire Department must reassess its priorities through this strategic planning process with valuable input for the community, as well as members of the organization. In today's difficult fiscal times, collaborative participation is more important than ever as we set strategic goals for the next five years.

This plan contains 14 strategic goals that I am fully confident we will be able to attain. These goals focus on improving our organization through the implementation of commensurate pay and benefits, upgrading technology, establishing a training facility, leveling workload, more efficient dispatch, reducing response times, updating reserve fleet and equipment, addressing turnover, staffing, and overall morale, increasing our diversity in the workplace as well as programs for our diverse community, look at moving our EMS response coverage closer to corporate city limits, increase our public education, consistency between shifts, planning for future stations, promoting our department to the public, and accreditation of our department.

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.

I would like to thank our Mayor, the City Council, community members, internal city staff, and representatives outside our organization for committing their time to participate in our 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.

Michael J. Irwin, Fire Chief

Introduction

The Springdale Fire Department (SFD) provides fire suppression, emergency medical services, fire prevention, technical rescue, hazardous materials mitigation, domestic preparedness planning and response, fire investigation, and public fire/EMS safety education to the city of Springdale. The SFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of the community, and is currently researching the possibility of pursuing accreditation through the Commission on Fire Accreditation International (CFAI).

In an effort to work toward self-improvement, we wanted to facilitate a method to document the department's path into the future. This process has led us to the development and implementation of a Community-Driven Strategic Plan. The strategic plan was written in accordance with the guidelines set forth in the CFAI *Fire and Emergency Service Self-Assessment Manual*, 8th and 9th ed., and is intended to guide the organization within the established parameters set forth by the City of Springdale.

The Center for Public Safety Excellence (CPSE), utilized the Customer-Driven Strategic planning process to go beyond the development of a document. The process challenged the membership of the SFD to critically examine paradigms, values, philosophies, and beliefs and desires, and challenged individuals to work in the best interest of the "team". Furthermore, this process provided the membership with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the department's external and internal stakeholders groups performed an outstanding job in committing to this important project and remaining committed to its completion.

The Springdale Fire Department's strategic plan sets forth a comprehensive vision and mission statement that provides the department with a clear path into the future.

Additionally, this strategic plan identifies and validates the core values that embody how the department's members, individually and collectively, will carry out its mission. In the following pages, the SFD identifies our goals, objectives, and strategies that will allow the department to realize its vision.

Revalidation Description

Revalidation Description	Originator	Version	Date
Original Version	Chief, Mike Irwin	One	October 2014
Update review	Strategic Planning Committee	Two	October 2014
Review and Changes	Strategic Planning Committee	Three	November 2015
Review and Changes	Strategic Planning Committee	Four	May 2017
Review and Changes	Strategic Planning Committee	Five	June 2018

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Organizational Background

The City of Springdale is located in Washington and Benton Counties in Arkansas. The majority of the city is in Washington County, but recent annexations and growth are occurring within Benton County today. The city is governed by a Mayor/Council form of government. The Mayor is the chief administrator with eight elected city council members. The Springdale Fire Department (SFD) history is well-documented at our Shiloh museum and dates back to a rocky beginning in 1892. The department was formed and only lasted less than one year. The town council officially formed the Springdale Fire Department in 1909 with Charles Smyer as the chief for a 25 member volunteer department.

Currently the Springdale Fire Department serves approximately 72,300 residents and many visitors within the 41.8 square mile incorporated area of Springdale, The SFD provides progressive all-hazards responses including fire, emergency medical, hazardous materials mitigation and technical rescue using a cadre of 125 full-time civilian and sworn employees.

Emergency responders are deployed from six stations, with four engine companies, one quint, one ladder truck company, four advanced life-support medic units, a Haz-Mat unit, a Technical Rescue unit, and a Heavy Rescue unit. In addition to responding to just over 8000 emergency calls in 2017, the SFD administers numerous programs. These programs include local/state/federally mandated training, fire and life safety inspections (commercial and residential), smoke detector campaign, plans check and reviews, and arson investigation. The SFD also collaborates with many other fire departments at the local, state, and federal levels.

The department is committed to excellence through education and training. Community involvement is also a top priority with SFD. We provide programs and services such as public education, Citizens Fire Academy, community outreach participation, recruitment fairs, and also participate and sponsorships with many local charities.

Community-Driven Strategic Plan

To ensure that the community's needs and priorities 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 the course of 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.¹

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** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' 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** means that 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; and
- **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

Goodstein, 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."²

^{1,2} Federal Benchmarking Consortium. [1997, February]. *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*.

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The U.S. Federal Consortium 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 a 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 is than 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; and
- **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 stakeholders 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.

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 threats to the department
7. Establish realistic goals and objectives, along with critical tasks for each objective.
8. Develop a vision of the future
9. Develop organizational and community commitment to the plan

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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 in May, June, July, and August of 2013 during which time representatives of the Springdale Fire Department held a workshop where members of the public (external stakeholders) were invited. Valuable commentary and useful concerns were collected. Discussion at the meeting revolved around community concerns, expectations, and comments about the fire department. The Springdale Fire Department would like to express a special “thank you” to community members who contributed to the creation of this strategic plan, as it was truly a team effort. Those present at this meeting are as follows:

Table 1: Springdale Fire Department External Stakeholder Group

Jannie Bibb	Kent Hirsh	Johnny Lemari
Eddie Vega	John Rinks	Rallalynn Kelwan
Joel Gardner	John Gladden	Chris Nashion
Heather Lind	Ed Clifford	Layne Bass
Philip Taldo	Doug Sprouse	Charles Young
Heath Ward	Jim Reed	Ival Parker
Lori Proud	Vivi Haney	Karen Blackstone
Carol Gore	Wyman Morgan	Steve Harp
David Hinds	Anita Iban	Glen Plumlee
Aaron Brown	Loyd Price	Bobby Perryman
Chuck Clark	Sally Walker	Page Hill
Karen Steward	Linden Lewis	Jocelyne Gutierrez
Jesse Kelley	Denise Pearce	
Miguel Manjarrez	Chris Vega	

The department has obtained citizen and employee feedback since these meetings during open houses held annually and during quarterly individual station meetings with personnel.

External Stakeholder 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 misperceptions 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.

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Additionally, external stakeholders were asked to share any other comments they had about the SFD. Service priorities as identified by external stakeholders are as follows:

Services	Ranking	Score
Emergency Medical Services	1	11
Fire Suppression	2	12
Technical Rescue	3	23
Training & Development	4	25
Public Education	5	38
Haz-Mat	6	41
Fire Prevention	7	43
Repair & Maintenance	8	45
Communications Operations	9	47
Pre-emergency Planning	10	51
Site Plan Reviews	11	54
Fire Arson Investigation	12	57

The scores represent the lowest score showing the most important to the highest score representing the least important. Each group listed from 1 to 12 the services with 1 being most important.

Internal Stakeholder Group Findings

The internal stakeholder survey was conducted over a two week period. Once the survey of the entire department as well as city department heads was completed, we conducted three days of work sessions to discuss the survey results. This was invaluable for insight and was essential in the challenge to develop a quality product. Service priorities as identified by the internal stakeholders are as follows:

Service Priorities as Identified by the Internal City and Employee Stakeholders

Services	Ranking	Score
Emergency Medical Services	1	1.02
Fire	1	1.02
Fire Prevention	3	1.37
Technical Rescue	4	1.47
Public Education	5	1.51
Haz-Mat	6	1.57
Fire Inspections	7	1.63
Fire Investigations	8	1.69
USAR	9	1.90

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Elected Officials Group Findings

The elected official's group findings were conducted with a survey that was sent to each of our elected officials. While the response was very light among our elected officials, it still gave us valuable input as far as their expectations to our service. They were asked a series of questions pertaining to our priority for services, acceptable response times, as well as acceptable loss within the community when fires strike. Each of the responses varied, however it did give some guidance based upon expectations of our elected officials. When you combine that with the external stakeholders, as well as the internal stakeholders, it gives information that can be combined to give a true picture of expectations from all parties. The overall service priorities rating by elected officials were:

Service Priorities as Identified by Elected Officials

Services	Ranking	Score
Emergency Medical Services	1	8.50
Fire	1	8.50
Fire Prevention	3	5.00
Public Safety Education	4	4.75
Haz-Mat	5	4.00
Fire Inspections	5	4.00
Fire Investigations	5	4.00
USAR	8	3.50
Emergency management	9	2.75

According to the elected officials, acceptable response times were as follows:

Response Times	Percentage of Responses
4 Minutes	50%
5 Minutes	25%
6 Minutes	25%

The acceptable loss to save ration determined by our elected officials were as follows:

Amount of Loss to Total Value	Percentage of Responses
0-10%	25%
10-15%	50%
15-20%	25%

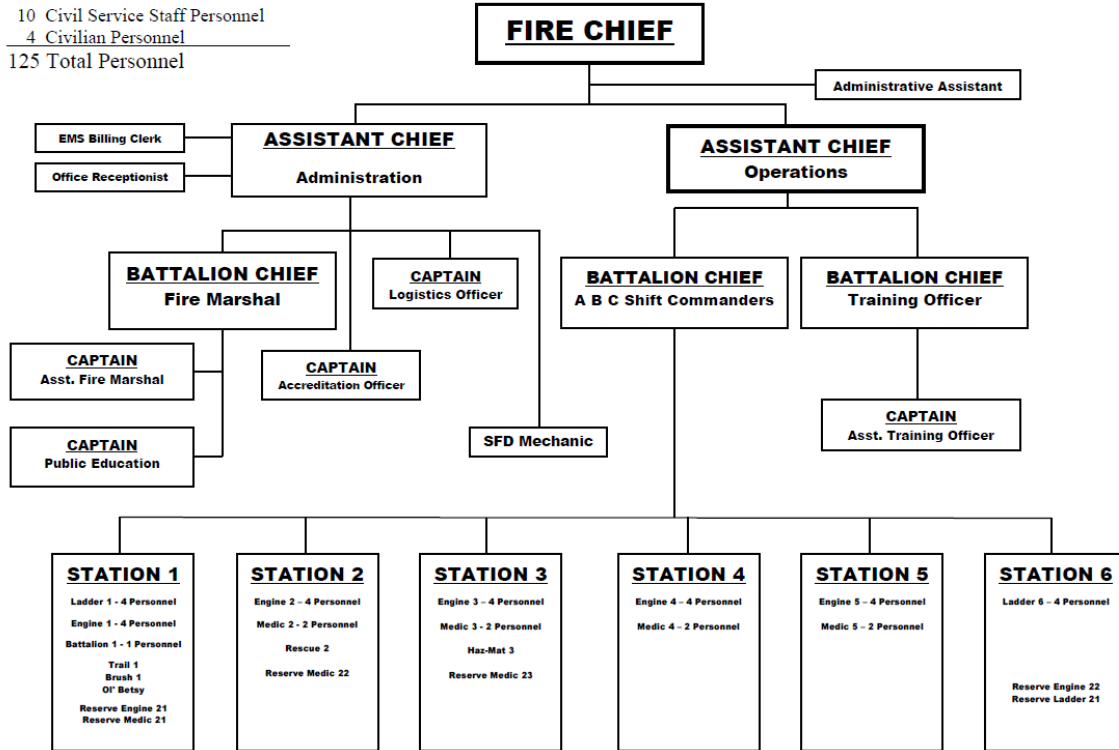
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Organizational Chart

SPRINGDALE FIRE DEPARTMENT

2018 ORGANIZATIONAL CHART

111 Civil Service Line Personnel
 10 Civil Service Staff Personnel
 4 Civilian Personnel
 125 Total Personnel



Mission

The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom do we do it?

SFD’s internal stakeholders reviewed the existing mission and accepted it as written.

Springdale Fire Department Mission Statement
 “To enhance the quality of life in Springdale by minimizing the devastating effects of fires, medical emergencies, and natural and artificial disasters.”

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One comment that came up in our strategic planning process was that the term “artificial” disasters seemed to be awkward, and possibly not as identifying as we would like. The term that surfaced which may indeed make more sense to our organization is “man-made” disasters. A complete review of that change was discussed in our department meeting that it held each quarter and the results were that we keep the term.

Values

Establishing values embraced by all members of an organization is extremely important. The SFD recognizes the features and considerations that up the personality of the organization. SFD internal stakeholders developed values recently in what they felt was what this organization would live by. A recent poll to see if everyone still agreed was completed during the internal stakeholders’ survey and 89% of the department still claimed our values chosen were accurate to our organization and molding the future.

Commitment
Honor
Integrity
Loyalty
Respect
Service

Vision

The next 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.

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

We also needed to visit our vision statement and determine if it was still our overall vision as an organization or does it need to change. The internal stakeholders voted overwhelmingly that it should remain the same.

Goals

In accordance with the customer-driven strategic planning process, the following goals were developed after establishing core programs, supporting services, strengths, weaknesses, and opportunities, threats, critical issues and service gaps. Those essential

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steps in the process are included to follow this section, as are the complete set of goals and objectives with critical tasks and timeframes.

<p><i>"If you don't keep score, you're only practicing."</i> Vince Lombardi American Football Coach and Mentor</p>	<p>Goals Identified:</p> <table border="0"> <tr> <td data-bbox="521 443 911 615"> Commensurate pay and benefits Up to date with technology Training facility Response Times Reserve Fleet Up to Date Population Diversity EMS Coverage Area </td> <td data-bbox="911 443 1373 615"> Public Education Recruitment Practices Consistency Amongst Shift Future Station Planning Promotion of the department Department Accreditation </td> </tr> </table>	Commensurate pay and benefits Up to date with technology Training facility Response Times Reserve Fleet Up to Date Population Diversity EMS Coverage Area	Public Education Recruitment Practices Consistency Amongst Shift Future Station Planning Promotion of the department Department Accreditation
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Programs and Services

Prior to the development of the department's goals, the SFD internal stakeholders identified what the core programs were that we provide to our citizens.

S.W.O.C. Analysis

The Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis is designed to allow a department to make candid observations. The internal stakeholders participated in this analysis by noting department strengths, and weaknesses, as well as possible opportunities and potential challenges.

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 SFD which can be found in Appendix

Weaknesses

For any department to begin or 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. The items that were identified by the internal stakeholders as weaknesses can be found in Appendix B

Opportunities

Potential opportunities were identified both within as well as beyond our traditional service area. The internal stakeholders identified potential opportunities which can be found in Appendix B

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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. Some of the current and potential challenges identified by the internal stakeholders can be found in Appendix B

Critical Issues and Service Gaps

Internal Stakeholders identified the primary critical issues and service gaps that faced the department. These 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.

Table 7: Critical issues of the Springdale Fire Department

Pub Ed for students HS	Tax base growth
Pay for personnel	Ethnic Diversity
Training facility	Consistency across shifts
Line leadership	
Succession Planning	

Table 8: Service Gaps of the Springdale Fire Department

Staffing
More ambulances
Reliability with inc. in calls
MDT's in units
High risk/Low Freq. events
Older Vehicles unreliable

Performance Measurements

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. 4.

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Why Measure Performance?

It has been said that:

- *If you don't 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 Osborn and Ted Gaebler

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; and
- The use of that data to drive continuous 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 should be updated on a continuing basis in order to identify what has been accomplished and to note changes within the department and community.

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

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Goal 1	To evaluate required resources and implement Automatic Vehicle Locator (AVL) dispatching
Objective 1A	Purchase new CAD system that is compatible with surrounding departments
Time Frame	12-24 months
Critical Tasks	<ul style="list-style-type: none"> • Determine most suitable system that benefits both police and fire and is most user friendly • Evaluate costs and determine funding methods required. • Consult with other agencies as to reasons they chose their current CAD system • Determine the benefits of improved data tracking abilities
Funding Estimate	\$2 million
Assigned To	Chief Vaughan
Objective 1B	Implement AVL Dispatching and begin utilizing surrounding departments for more frequent aid
Time Frame	12-24 months
Critical Tasks	<ul style="list-style-type: none"> • Train all dispatchers and personnel on AVL dispatching • Re-evaluate Mutual Aid/Automatic Aid Agreements to reflect AVL dispatching
Funding Estimate	Minimal
Assigned To	Chief Vaughan

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Goal 2	Improve 911 Communications Center Technology and Radio Communications Systems
Objective 2A	Establish a plan for improved technology related to our 911 Dispatch Center and radio communications systems
Time Frame	Continuous
Critical Tasks	<ul style="list-style-type: none"> • Establish a committee consisting of members representing Fire Department, Police Department and City Administration whose purpose is to review and propose advancements in 911 Dispatch technologies. • Compile and maintain a list of functionality we would like to add in order to meet our overall goals. • Evaluate where the Springdale Fire Department is, as far as current functionality.
Funding Estimate	\$2 million
Assigned To	Chief Irwin/Chief Vaughan/ Chief Skelton
Objective 2B	Ensure 911 Communications Center is adhering to nationally recognized training standards and ISO requirements
Time Frame	Continuous
Critical Tasks	<ul style="list-style-type: none"> • Communicate with Dispatch Manager/Springdale Police Department regularly to ensure that industry best practices are being implemented. • Determine areas of training need and assist with needs identified • Develop Strategies with 911 Communications Center to improve dispatch times
Funding	<ul style="list-style-type: none"> • Costs associated with technology implementation • Costs associated with training requirements • Costs associated with staffing for training
Assigned To	Chief Skelton/Captain McDonald

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Goal 3	Deliver the best possible EMS service to the Citizens of Springdale
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Objective 3A	Organize and deploy EMS services within the city in compliance with NFPA 1710 standards
Time Frame	Compliance in 12-18 months
Critical Tasks	<ul style="list-style-type: none"> • Compile statistical data to identify the effectiveness of BLS unit on scene within 6 minutes and 50 seconds and ALS delivery in line with the times listed in the standard of cover throughout the existing coverage area.
Funding Estimate	No additional costs associated with the analysis.
Assigned To	CQI Committee/EMS Committee/Accreditation Manager

Objective 3B	Prepare for upcoming changes in EMS service and develop plans to ensure service is most beneficial and cost effective
Time Frame	Compliance in 12-18 months
Critical Tasks	<ul style="list-style-type: none"> • Identify gaps in healthcare in the City of Springdale (ex. BLS responses, single unit responses) • Develop strategies to obtain feedback from internal and external stakeholders and close those gaps • Identify current abilities based on state and medical control guidelines
Funding Estimate	Little to no additional cost
Assigned To	EMS Committee

Objective 3C	Develop more consistent measurement methods for evaluating EMS effectiveness (ROSC, STEMI, Stroke, etc.)
Time Frame	6-12 months
Critical Tasks	<ul style="list-style-type: none"> • Establish measurements and outlier criteria for all areas that are to be measured • Work with hospitals to develop more consistent methods of tracking outcomes • Review AHA requirements for measurement of outcomes
Funding Estimate	Minimal
Assigned To	CQI/EMS Committee/Accreditation Manager

Objective 3D	Improve Community CPR Programs, AED Availability, and Stop the Bleed Programs
Time Frame	12 Months
Critical Tasks	<ul style="list-style-type: none"> • Establish a formal program for community CPR training that entire department can utilize (Similar to Fire Safety Programs) • Seek out large groups to conduct mass training events • Establish data tracking and efficiency measurement standards
Funding Estimate	Additional Equipment and Overtime Staffing \$20,000 to \$40,000
Assigned To	Community Risk Reduction Division will coordinate between all shifts and companies

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Goal 4	To increase diversity in the Springdale Fire Department
Objective 4A	Start a SFD Fire Academy in at least one Springdale High School with a direct arc ending in employment of former students at Springdale Fire Department.
Time Frame	Inaugural class Spring of 2020
Critical Tasks	<ul style="list-style-type: none"> • Develop a curriculum encompassing Springdale School District, Springdale Fire Department, and NWACC • With high schools, pursue possible grants to assist in paying for Academy
Funding Estimate	<p>Initial cost would be \$0 in regards to fact finding</p> <p>Early phases would probably be around \$0 to \$2,000 depending on time needed</p> <p>If final vision is a full time Fire Academy is reached; Start up \$25,000 Yearly cost \$40,000 to \$60,000</p>
Assigned To	Community Risk Reduction Division/ Public Education Specialist

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Goal 5	Develop a program to educate our community on services, prevention, and preparedness
Objective 5A	Outline the service SFD currently offers, and to research other preparedness and prevention plans which best fit the city's needs
Time Frame	6 months
Critical Tasks	<ul style="list-style-type: none"> • Develop measurable outcomes and tracking methods for all programs and ensure that they are implemented and documented in SFD Policy and Procedures • Follow-up on current and future programs and evaluate their effectiveness and cost/benefit • Develop process for each type of CRRD presentation to ensure consistency and participation from all personnel during presentations • Improve planning of events and ensure better communication in regards to event type and requested presentations • Seek ways of improving off-duty participation at events
Funding Estimate	Minimal
Assigned To	Community Risk Reduction Division/ Public Education Specialist
Objective 5B	Determine the avenue or avenues that are best to provide Community Risk Reduction Division information
Time Frame	Continuous (3-6 months start-up)
Critical Tasks	<ul style="list-style-type: none"> • Contact diverse civic groups for their input • Determine best practices of informing the citizens of the programs offered • Determine the frequency needs of the program • Find options available for preparedness programs in the city
Funding Estimate	\$2,000 to \$3,000 annually
Assigned To	Community Risk Reduction Division/ Public Education Specialist

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Goal 6	Increase administrative personnel staffing to better support and reflect increases in workload and in line personnel
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Objective 6A	Determine the needs and justification for additional personnel at each division
Time Frame	12-24 months
Critical Tasks	<ul style="list-style-type: none"> • Conduct analysis of tasks associated with each position • Conduct cost/benefit analysis of current tasks being performed • Seek alternative methods or additional personnel • Consider additional civilian positions to support administration • Seek out additional positions for fire protection engineer, training, and fleet services
Funding Estimate	<ul style="list-style-type: none"> • Salaries and benefits associated with staffing increases • Additional office requirements
Assigned To	Chief Irwin

Objective 6B	Determine additional office space requirements to support increase in support staff
Time Frame	12-24 months
Critical Tasks	<ul style="list-style-type: none"> • Determine amount of additional square footage and associated office furniture and supplies needed for additional work spaces
Funding Estimate	Costs associated with increase in office space and supplies
Assigned To	Chief Irwin/Logistics Officer

Springdale Fire Department Customer-Driven Strategic Plan

Goal 7	Continue evaluation of resource deployment and station locations
Objective 7A	Determine if any resource needs have changed due to the increased growth in areas of the city
Time Frame	Continuous
Critical Tasks	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Costs associated with data analysis and collection • Improvements in risk assessment technology
Assigned To	Chief Irwin/Captain McDonald

Springdale Fire Department Customer-Driven Strategic Plan

Goal 8	Identify tech rescue efficiency gaps and begin identifying methods of closing the gaps
Objective 8A	Address technical rescue disciplines on an individual basis and determine job performance requirements and training requirements
Time Frame	12 months
Critical Tasks	<ul style="list-style-type: none"> • Develop minimum standards for each discipline of technical rescue and begin tracking data to evaluate effectiveness of programs • Develop and document training standards and programs for each discipline
Funding Estimate	<ul style="list-style-type: none"> • Costs associated with hiring evaluators on overtime if needed. • Costs associated with training classes
Assigned To	Technical Rescue Committee/Captain Bronner/ Station 2 Personnel

Springdale Fire Department Customer-Driven Strategic Plan

Goal 9	Develop program to review COOP/EOP and conduct exercises with EOC and the city at least annually involving EOP and COOP.
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Objective 9A	Conduct exercises with EOC and city at least annually
Time Frame	12 months
Critical Tasks	<ul style="list-style-type: none"> Ensure all personnel involved are properly trained Review and update COOP and EOP annually Schedule training relevant to potential hazards within the department and city
Funding Estimate	Minimal
Assigned To	Chief Skelton/Chief Vaughan

Objective 9B	Work with other city departments to develop an active aggressor program
Time Frame	12 months
Critical Tasks	<ul style="list-style-type: none"> Develop workgroup with SPD to implement a consistent city-wide program Develop response program and incorporate into the City of Springdale Emergency Operations Plan
Funding Estimate	Minimal
Assigned To	Chief Irwin/Captain Crabbe

Springdale Fire Department Customer-Driven Strategic Plan

Goal 10	Develop standardized narrative format for use on all EMS incident reports
Objective 10A	Develop a narrative format that meets department needs and complies with Medicare's regulations
Time Frame	12 months
Critical Tasks	<ul style="list-style-type: none"> Meet with EMS and CQI committee members to get feedback and assist with development Meet with billing and compliance personnel to ensure format complies with Medicare and HIPAA regulations Train personnel on new format and its requirements
Funding Estimate	Minimal
Assigned To	Chief Bronner

Springdale Fire Department Customer-Driven Strategic Plan

Goal 11	Develop special studies program to provide better patient care
Objective 11A	Develop program based on identified areas of patient care
Time Frame	12 months
Critical Tasks	<ul style="list-style-type: none"> ID calls that will require review Set objectives for the studies Ensure personnel understand importance and required information
Funding Estimate	Minimal
Assigned To	Chief Bronner

Springdale Fire Department Customer-Driven Strategic Plan

Goal 12	Become a FEMA HAZMAT level 1 team
Objective 12A	Obtain required equipment and training to become FEMA HAZMAT level 1 team
Time Frame	12 months
Critical Tasks	<ul style="list-style-type: none"> Identify equipment and training needs Implement HAZMAT task book program Identify any technology needs and provide training on new technology
Funding Estimate	\$40,000
Assigned To	Chief Skelton/Captain Andrews

Springdale Fire Department Customer-Driven Strategic Plan

Goal 13	Formally implement health and wellness program through a 3rd party agency and improve participation in the city's employee assistance program (EAP)
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Objective 13A	Adopt a 3rd party health and wellness program and put policy in place
Time Frame	12 months
Critical Tasks	<ul style="list-style-type: none"> Identify programs and needs Adopt Program Train specific personnel as needed to train the department Provide program related training to all personnel
Funding Estimate	\$75,000
Assigned To	Chief Valdez/ Health and Wellness Committee

Objective 13B	Educate personnel on service provided through EAP and benefits of using EAP
Time Frame	12 months
Critical Tasks	<ul style="list-style-type: none"> Provide quarterly updates from Health and Wellness Committee and Human Resources Work with Human Resources to improve employee participation
Funding Estimate	Minimal
Assigned To	Chief Valdez/ Health and Wellness Committee

Springdale Fire Department Customer-Driven Strategic Plan

Goal 14	Become accredited through Commission on Accreditation of Ambulance Services (CAAS)
Objective 9A	Complete all required tasks to become accredited by CAAS
Time Frame	24 Months
Critical Tasks	<ul style="list-style-type: none"> • Budget for associated expenses • Identify critical personnel and needs associated with CAAS accreditation • Complete required documentation and tasks • Conduct on-site visit
Funding Estimate	\$20,000
Assigned To	Chief Irwin/ Chief Vaughan/ Chief Skelton/ Captain McDonald

Springdale Fire Department Customer-Driven Strategic Plan

The Success of the Strategic Plan

The SFD has approached its desire to develop and implement a Strategic Plan by asking for and receiving input for the community and members of the department during the development stage of the planning process. The department utilized members with help from the format of the Community-Driven Strategic Plan in the Congress on Fire Accreditation International *Self-Assessment Manual 8th and 9th ed.* to compile this document. The success of the SFD's Strategic Plan will not only depend upon implementation of the goals and their related objectives, but also from the support received from the City of Springdale, members of the department, and the community-at-large.

The final step in the Customer-Driven Strategic Planning process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and future of the SFD also has a role and responsibility in this Strategic Plan.

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided that the community-driven strategic planning process is kept dynamic and supported by the effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.

Glossary of Terms and Acronyms

For the purpose of the Community-Driven Strategic Planning, the following terms and acronyms are defined as follows:

Accreditation	A process by which an association or department evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from a department.
Accredited	The act of accrediting or the state of being accredited , especially the granting of approval to an institution or department by an official review board or organization that has established nationally accepted standards.
ALS	Advanced Life Support
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
Input	A performance indication where the value of resources are used to produce an output.
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
Outcome	A performance indication where the qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.

Performance Management

The monitoring of improvement of performance through the ongoing process of goal setting, allocation of budget resources to priorities, and the evaluation of results against pre-established performance criteria.

Service Quality

The degree to which customers are satisfied with a program and how accurately or timely a service is provided.

SOP

Standard Operating Procedures

Stakeholder

Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.

Strategic Direction

The organization's goals, objectives, and strategies by which it plans to achieve its vision, mission, and values.

Strategic Goal

A broad target that defines how the department will carry out its mission over a specific period of time. An aim; the final result of action. Something to accomplish in assisting the department to move forward.

Strategic Objective

A specific, measurable accomplishment required to realize the successful completion of a strategic goal.

Strategic Planning

The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.

USAR

Urban Search and Rescue

Vision

An idealized view of a desirable and potentially achievable future state – where or what an organization would like to be in the future.

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Appendix A External Stakeholders Input

External Stakeholders Meeting Results May 2013

1. What services do the Springdale Fire Department offer, and what is the order of importance to you as a citizen?

- (In order of importance by Community Representatives)
- EMS (Ambulance Service) (Advanced Life Support)
- Fire Suppression
- Technical Rescue (rope, trench, collapse, water)
- Training & Development
- Public Education
- Haz-Mat Response
- Fire Prevention
- Repair and Maintenance
- Communications Operations
- Labor and Human Relations
- Pre-emergency planning
- Site Plan reviews/Building plans review
- Fire and Arson Investigation

2. What are your expectations of our organization?

- a. Prevention
- b. Life Safety
- c. Professionalism
- d. Integrity
- e. FF Health
- f. Pancake Breakfast
- g. Job Knowledge
- h. Equipment
- i. Public Education
- j. Current Programs offered
- k. Do not change anything
- l. Public Image
- m. Dress Code
- n. Public Interaction
- o. Physically Fit
- p. Mentally Fit
- q. Prepared

Springdale Fire Department Customer-Driven Strategic Plan

3. What concerns do you have about our department, in any arena, from service, to costs, to administrations, to community service?
 - Public Education on Emergency Preparedness
 - Multi-lingual
 - Pancake Breakfast
 - More information home from schools
 - Fire Academy at High School level
 - More adult education classes
 - CPR training
 - Marketing what we do
 - More outside training
 - Training facility
 - Low pay
 - External Communications (Tornado Sirens)
 - Official Open-House
 - GPS units in fire trucks
 - Community Based education (Rotary, Kiwanis, Lions, etc.)
 - Continuous Improvement
 - Community Outreach
 - Staffing
 - Ethnic Diversity
 - Energy efficient Staff vehicles
 - Ambulance at every station
 - Increase reliability
 - More visible in community
 - More media use for fire and health prevention

4. What do you feel we do positively for the community?
 - Save lives and property
 - Always level headed
 - Community involvement
 - Community interaction
 - Always available
 - Good role models
 - High quality service
 - Respectful
 - Nice
 - Willing to help
 - Appearance
 - “Jack of all trades” Get the job done
 - Allow input from customers

Springdale Fire Department Customer-Driven Strategic Plan

- Professional Personal Care
- Communication
- EMS
- Quality of Personnel
- Tactful/ Diplomatic
- Good Public Education/ but need more
- Professional response
- Our job in general
- Dealing with the public
- Preparing children in fire prevention
- Inspections/ accommodating
- Always level headed

5. What is an acceptable response time?

- Call processing time
 - Community expects 60 seconds
- Turnout time
 - Community expects 90 seconds
- Travel time
 - Community expects 4 minutes 20 seconds
- To establish “effective firefighting force”
 - Community expects 8 minutes 10 seconds

Springdale Fire Department Customer-Driven Strategic Plan

Appendix B Internal Stakeholders Input

Internal Stakeholders Survey Results May 21, 2013 45% responded

1. Please grade the importance in your opinion for each service we provide at the Springdale Fire Dept.

	Critical	Important	Neutral	Not important	Total	Average Rating
Fire	96.61%	3.39%	0%	0%	59	1.03
EMS	98.31%	1.69%	0%	0%	59	1.02
Technical Rescue	54.24%	44.07%	1.69%	0%	59	1.47
Haz-Mat	47.46%	49.15%	3.39%	0%	59	1.56
USAR (Urban Search and Rescue)	32.20%	47.46%	18.64%	1.69%	59	1.90
Fire Prevention	61.02%	33.90%	5.08%	0%	59	1.44
Fire and Safety Education	45.76%	50.85%	3.39%	0%	59	1.58
Fire Inspections	37.29%	55.93%	5.08%	1.69%	59	1.71
Fire Investigations	35.59%	52.54%	11.86%	0%	59	1.76

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

Dedication to outstanding service. Independent initiative by line personnel to get educated on current, relative issues and techniques in our field.

5/20/2013 4:59 PM [View respondent's answers](#)

Our ems service and the desire of our medics and emts to move forward and progress.

5/20/2013 10:20 AM [View respondent's answers](#)

Patient Care; Fire Ground Operations;

5/20/2013 9:56 AM [View respondent's answers](#)

ems, fire suppression

5/19/2013 10:40 PM [View respondent's answers](#)

Springdale Fire Department Customer-Driven Strategic Plan

1. Personnel: without their dedication and support our mission would fail. 2. A newly energized officer corp. Most are accepting the move to growing a better department and are slowly realizing that they can have an active part in its future direction.

5/19/2013 9:57 AM [View respondent's answers](#)

Our customer service Response times Camaraderie Honesty Integrity

5/18/2013 7:05 PM [View respondent's answers](#)

The people are what make this department what it is.

5/18/2013 9:06 AM [View respondent's answers](#)

EMS is a strength of our organization. We have a lot of young motivated fire fighters ready to learn and improve the dept.

5/17/2013 7:57 PM [View respondent's answers](#)

THE WAY EVERYONE HAS COME TOGETHER AND SUPPORTED EACH OTHER DURING THE HARD TIMES

5/17/2013 3:59 PM [View respondent's answers](#)

Ems quality of care

5/17/2013 3:33 PM [View respondent's answers](#)

Line Personnel. I'm glad that we have a chief now that wants this organization to live up to its potential. I was told that this organization was a progressive organization when I was hired and am just now seeing this progression.

5/17/2013 10:16 AM [View respondent's answers](#)

Outstanding leadership at the top and vision. Generally very good personnel. Very good equipment Progressive training

5/17/2013 9:10 AM [View respondent's answers](#)

Line staff, commitment and dedication if the line staff

5/16/2013 1:50 PM [View respondent's answers](#)

EMS, FIRE. opportunities to train. Good job!!

5/16/2013 11:24 AM [View respondent's answers](#)

I believe our people have a genuine concern for the public and a desire to perform well. The public also seems to recognize this and support us. Our current administration genuinely seems to be trying to advance the organization.

5/16/2013 9:00 AM [View respondent's answers](#)

Fire and EMS equipment and skills kept up to date. Highly trained personnel.

5/16/2013 8:57 AM [View respondent's answers](#)

Chain of command, training

5/16/2013 8:15 AM [View respondent's answers](#)

Knowledge of fire fighting, skill of paramedics and emts, finally a good mechanic and admin allowing changes that are much needed.

5/15/2013 4:46 PM [View respondent's answers](#)

New leadership with a defined direction and communication with line personal. Slowly rebuilding our fleet and equipment.

5/14/2013 9:51 AM [View respondent's answers](#)

Springdale Fire Department Customer-Driven Strategic Plan

The direction we are going with the new administration. Our departments personnel that have done their jobs throughout adverse working condintions.

5/13/2013 3:53 PM [View respondent's answers](#)

Personnel: dedication, training, education, desire to be great

5/13/2013 10:43 AM [View respondent's answers](#)

leadership, accountability, trust

5/13/2013 8:33 AM [View respondent's answers](#)

EMS Fire Prevention Fire and Safety Education

5/10/2013 8:04 PM [View respondent's answers](#)

EMS Fire

5/10/2013 3:54 PM [View respondent's answers](#)

solid senior staff chiefs, BCs Holte & Skelton. many of out members want to do the "job". Education and work experience of many members. Good equipment (getting better).

5/9/2013 10:14 AM [View respondent's answers](#)

Admin is now in a progressive rather than sedentary state. Communication to rank and file has improved.

5/8/2013 2:21 PM [View respondent's answers](#)

Our guys are #1, the ones that have boots on the ground. W/O appropriate pay still providing excellent community service! EMS is strong & room/contents fires.

5/8/2013 10:01 AM [View respondent's answers](#)

We're beginning to work as a team again. We're becoming progressive rather than reactive. Our department has more transparency. We have the support of the community. The personnel are beginning to take ownership in the department because of active committees and regular department-wide meetings.

5/8/2013 9:03 AM [View respondent's answers](#)

Management & Line Staff Equipment

5/7/2013 2:46 PM [View respondent's answers](#)

n/a

5/7/2013 2:14 PM [View respondent's answers](#)

Highly intelegent pool of employees with a pride in their ability to to the job.

5/7/2013 2:11 PM [View respondent's answers](#)

Personel, equipment

5/7/2013 10:48 AM [View respondent's answers](#)

We have a great group of members that continue to provide critical services despite being let down by our city. We now have a great leader in our Chief and others in senior staff.

5/7/2013 9:45 AM [View respondent's answers](#)

We have a good department that works hard. The firefighters on this department are the best.

5/7/2013 9:43 AM [View respondent's answers](#)

I Feel that we have a very high level of ems care through out our department

5/6/2013 9:22 PM [View respondent's answers](#)

Fire and EMS

5/6/2013 5:54 PM [View respondent's answers](#)

Springdale Fire Department Customer-Driven Strategic Plan

Our staffing. Having all the units fully staffed is critical.

5/6/2013 4:08 PM [View respondent's answers](#)

First and foremost, personnel. Ready, willing and able personnel are the key to any organizations' success. Equipment - to do the job quickly and efficiently, you must provide the personnel with the right tools. We're getting better in that area. Supportive community - Our citizens love us. We just have to remind them every now and again exactly WHY they love us.

5/6/2013 2:17 PM [View respondent's answers](#)

Department Values, Commitment to Quality Control in EMS, Not afraid to embrace change. The department as a whole is given access to affect change.

5/6/2013 2:15 PM [View respondent's answers](#)

Good response times and willingness to communicate with patrons

5/6/2013 1:43 PM [View respondent's answers](#)

The work force, the men are our greatest asset.

5/6/2013 1:41 PM [View respondent's answers](#)

Well trained, physically fit crews with a desire to maintain a high level of professionalism.

5/6/2013 12:38 PM [View respondent's answers](#)

Our staff and their willingness to get the job at hand done.

5/6/2013 12:13 PM [View respondent's answers](#)

The Chief is a great guy!!

5/6/2013 12:06 PM [View respondent's answers](#)

Community outreach, strong & helpful personnel, immediate response, technical skills

5/6/2013 11:54 AM [View respondent's answers](#)

Our people

5/6/2013 11:44 AM [View respondent's answers](#)

Our staff

5/6/2013 11:44 AM [View respondent's answers](#)

personel Training

5/6/2013 11:31 AM [View respondent's answers](#)

personnel, equipment, city support

5/6/2013 11:25 AM [View respondent's answers](#)

...

5/6/2013 11:11 AM [View respondent's answers](#)

Inspections and Investigations EMS

5/6/2013 11:09 AM [View respondent's answers](#)

Training and adequate equipment

5/6/2013 11:08 AM [View respondent's answers](#)

The Fire Dept. has a good reputation both in firefighting and ems.

5/6/2013 11:08 AM [View respondent's answers](#)

The strengths in the department is the dedication of most personnel. They are willing towork for the betterment of the department of a whole.

5/6/2013 10:47 AM [View respondent's answers](#)

Springdale Fire Department Customer-Driven Strategic Plan

highly trained ALS component, which is the majority of what we do

5/6/2013 10:42 AM [View respondent's answers](#)

Some younger people ready and willing to make changes. That all firefighters have a chance to choose how the department with grow. i think our prevention and education programs seem very progressive.

5/6/2013 10:31 AM [View respondent's answers](#)

Cutting edge EMS

5/6/2013 10:22 AM [View respondent's answers](#)

Efficiency of the organizaiton. Does alot with a little bit. Very growing service demands that are met as well as possible.

5/6/2013 10:01 AM [View respondent's answers](#)

hazmat fire protection and ems

3. Please list the weaknesses we have within our organization.

Limitations on training due to time and budget constraints. A considerable percentage of our leadership learned their jobs those within our own organization leading to continued or repeated habits that aren't always good.

5/20/2013 4:59 PM [View respondent's answers](#)

Critics and badmouthers. The negative opinions of a few to changes. Also the old school mentality that puts ems on the back burner.

5/20/2013 10:20 AM [View respondent's answers](#)

Progressive EMS; amount of Quality training (Outside Training); Training Division; Public Relation; Social Media

5/20/2013 9:56 AM [View respondent's answers](#)

customer service, individuals not fully committed to the team concept

5/19/2013 10:40 PM [View respondent's answers](#)

Personnel with a lingering negative attitude.

5/19/2013 9:57 AM [View respondent's answers](#)

Communication (lack of) Testing procedures Technology Progressiveness (lack of)

Constantly wanting to reinvent the wheel Asking for more stations and wanting to maintain the same amount of equipment and staffing, by moving them to different stations, eg. Squads 1 and 6 possibly being moved. Promoting of leaders who are book smart not street smart.

5/18/2013 7:05 PM [View respondent's answers](#)

Lack of man power, techonology in regards to our reporting system and routing system, aparatus that needs to be replaced but hasn't yet.

5/18/2013 9:06 AM [View respondent's answers](#)

Lack of actual fire fighting expirience or live fire training. Lack of consistency across shifts. We need the training division teaching how SFD does certain skills not teaching different theories or philosophies. We need direction from the chiefs on how SFD will perform skills not having a committee decide everything.

5/17/2013 7:57 PM [View respondent's answers](#)

Springdale Fire Department Customer-Driven Strategic Plan

CAN'T THINK OF ANY

5/17/2013 3:59 PM [View respondent's answers](#)

Manpower, not enough ambulances

5/17/2013 3:33 PM [View respondent's answers](#)

In House technical training. In House courses. Seems that we have to go to other local departments to get training that is if we get approved. Lack and slow response to technological advances, such as laptops, functioning computer systems and online scheduling (Viewable from outside of work) Seems EMS/Squads are treated as the "redheaded step child" of the organization. This is per a discussion with a training captain and a logistics captain. Their answer was "if you don't like it then promote"

5/17/2013 10:16 AM [View respondent's answers](#)

I feel that more personnel than I would like have the attitude that they are better at their job than they really are. Pockets of Complacency Some more concerned with their own convenience than exceptional customer service.

5/17/2013 9:10 AM [View respondent's answers](#)

PAY, we continue to look at everything but that.

5/16/2013 1:50 PM [View respondent's answers](#)

PAY, Unity, Technology, Promotional Process, Direction.

5/16/2013 11:24 AM [View respondent's answers](#)

We have outdated training materials ,most still on VHS. We don't even have a working VHS player at our station. We have outdated and slow computers/internet. We have a lack of discipline and lack of respect for superiors by some members. This was fostered in the past by lack of backing of line supervisors by administration when they attempted to discipline members but does seem to be improving lately. I feel we still want to put out blanket policies (or threaten to) instead of disciplining the few who need it). We have a lack of ability to communicate effectively with a large portion of our customer base due to a language barrier and we don't offer any type of 2nd language learning opportunities. Our administration expects that we stay completely swamped with work all day (many times we can't get close to doing all we need to do despite working until 20:00) because we are expected to "put in a hard days work" as they say they do. That would be fine except we don't work the schedule they do and go home at 17:00. We are here 24 hours and may be up all night as well. We send people to schools for technical rescue training but have no set Special Ops team that meets regularly (we used to have such a thing) as a group to train and maintain those skills. When an officer has a desire to move from line duty to a day shift position he basically has to decide to take a pay cut due to losing FLSA pay. This limits the number of "applicants" for those positions. We have a lack of a permanent training facility.

5/16/2013 9:00 AM [View respondent's answers](#)

Technology - stations and units. Minimal training classes brought to the department. Developing our personnel for management and leadership roles. No re-cert program for technical/rescue classes or a dedicated team.

5/16/2013 8:57 AM [View respondent's answers](#)

Organization in training, appreciation of personnel, discipline in personnel

5/16/2013 8:15 AM [View respondent's answers](#)

Springdale Fire Department Customer-Driven Strategic Plan

Lack of tradition and brotherhood, negative attitudes towards training, outdated equipment, understaffed and underpaid. Lack of training brought to our department from the outside.

5/15/2013 4:46 PM [View respondent's answers](#)

1. Training seems to have poor communication, poor in house training, and not enough brought in house from outside agencies. Rogers for example has made us look bad as far as bringing in outside services for extensive training. There seems to be a lag in getting training communicated out and providing the proper materials. 2. Creating positions for unknown needs. Not sure why we are paying a Capt. 60k+ a year to stock toilet paper and order supplies. This could be a lay person job for a significant salary reduction. We are told that every penny counts. The second training officer seems to be another position that has no definition, with that spot being just a "filler" spot until a line position opens. We are forcing people in that spot that might not want to be there and will not be fully invested. Someone who does not want to be in a given position will not give max effort or care as much as someone that wants to be there. 3. The bidding system. Too much to list and not been defined. 4. I agree on the expansion of the fire dept. as far as adding and replacing stations. It's hard to justify adding personal and additional positions when we are way behind on our step increases and pay scale percent. We are still hiring personal off of the step increase format. I'm still confused on the two independent surveys that were completed. Seems like we picked and chose what we used off the surveys. The fact is that the money for our raises has been and is there. 5. Seems like we are still operating under 1980's medical direction and progress is slow. We self-proclaim ourselves as pioneers in the EMS world in Arkansas but we are once again behind other area depts.

5/14/2013 9:51 AM [View respondent's answers](#)

City being behind on step increases, COLA's and the fact that there does not seem to be a plan to get employees' caught up. The departemnt's computer system seems to be out of date and painfully slow. Living conditions in three of our stations is poor. Our equipment, including apparatus is well used. This requires money, down time and spares to take its place. Lack of training facilities.

5/13/2013 3:53 PM [View respondent's answers](#)

A few "bad apples" who add to leadership challenges, overall lack of experience which will grow with the department,

5/13/2013 10:43 AM [View respondent's answers](#)

****SALARY****

5/13/2013 8:33 AM [View respondent's answers](#)

We need to improve our attitudes. Not think we are the best, but to continue to educate and strive to be the best.

5/10/2013 8:04 PM [View respondent's answers](#)

Strong technical rescue organization

5/10/2013 3:54 PM [View respondent's answers](#)

poor company level leadership, little vision from the BC level/CO level. lack of accountability, inconsistency, lack of personel management training for CO, too many employees not enough firemen. Lack of training facilities and infrastructure.

Communcations (dispatch). IT and technology

Springdale Fire Department Customer-Driven Strategic Plan

5/9/2013 10:14 AM [View respondent's answers](#)

Some opposition to change.

5/8/2013 2:21 PM [View respondent's answers](#)

A lack of organization, trying to change too much too fast, and lack training opportunities in house. Lack of Pay.

5/8/2013 10:01 AM [View respondent's answers](#)

More clerical staff is needed. We are losing FF's to other area departments because of our low pay. Computer technology is not updated as needed. Not enough bi-lingual employees in the department.

5/8/2013 9:03 AM [View respondent's answers](#)

It has been awhile since you have had a citizen academy.

5/7/2013 2:46 PM [View respondent's answers](#)

communication technology

5/7/2013 2:14 PM [View respondent's answers](#)

Adversion to learning new and technical aspects of fire protection. we will spend weeks dicussing and researching a new hose lay but not learn how a sprinkler system works.

5/7/2013 2:11 PM [View respondent's answers](#)

Technology, internet speed, firehouse speed, the lack of wi fi and classroom technology

5/7/2013 10:48 AM [View respondent's answers](#)

Lack of up to date technology, and the backing of the city to provide for the department. Lack of training facility. Inadequate staffing.

5/7/2013 9:45 AM [View respondent's answers](#)

We need a training facility. It is crazy that we have all of the training requirements and we have no place to train. We also need to modernize our I.T. we need to have the ability to perform classroom lectures and meetings online so we do not have to leave the station. We do not have something as simple as a Skype account that is free. Our computer systems is old and ancient. We need a I.T. person dedicated to the Fire Department. The pay scale is still to low.

5/7/2013 9:43 AM [View respondent's answers](#)

I feel that the biggest weakness within our department is a lack of leadership within the line personnel. We have firefighters that have a lot to offer and these firefighters are ridiculed by officers because it is something different or because it is coming from a subordinate. I feel that our line officers are the one's that set the pace for our whole department.

5/6/2013 9:22 PM [View respondent's answers](#)

I feel less importance is being placed on the value of inspections and prevention.

5/6/2013 5:54 PM [View respondent's answers](#)

The idea of cross staffing a squad in the future is awful. I think it would destroy this department. One if the reasons I chose to work for this department (I turned down 4 others when I accepted) was because the staffing. I cannot stand a department that cross staffs. It is dangerous. Given my choice, I would rather see us keep staffing the way it is and not open another station if we were forced to cross staff that station. People being dedicated to a certain unit helps our training, our performance on the fire ground, and our responses. To sum that up, I absolutely hate the idea of cross staffing, and that will

Springdale Fire Department Customer-Driven Strategic Plan

become our greatest weakness. The reason I bring it up as a current weakness of our department is in the hope that you will stop that idea before it goes any further.

5/6/2013 4:08 PM [View respondent's answers](#)

Personnel - A chain is only as strong as it's weakest link. Motivation for those less willing to participate in our grand experiment is the difficulty. If you figure out the solution to that problem, you will make millions.

5/6/2013 2:17 PM [View respondent's answers](#)

Lack of succession training in the past, mentoring was not the norm. Negativity about the department and the city is tolerated too much.

5/6/2013 2:15 PM [View respondent's answers](#)

Vehicles that are out of service for repair and limited replacement vehicles

5/6/2013 1:43 PM [View respondent's answers](#)

Those who don't recognize how important the men are. We have people associated with this department that think anyone can do what these guys do with no loss of quality.

5/6/2013 1:41 PM [View respondent's answers](#)

We have a young department. Which means that practical experience is lacking for many of the types of calls we encounter. The challenge ahead is preparing our younger members for leadership roles in the not too distant future. Also, we are lacking in cultural awareness in our diverse community.

5/6/2013 12:38 PM [View respondent's answers](#)

The bickering amongst ourselves has to stop. We are all brother and sisters forged by fire. We spend so much of our time with each other and like any family we have disagreements, and are all individuals. We have to operate on a united front on all things.

5/6/2013 12:13 PM [View respondent's answers](#)

Public perception

5/6/2013 12:06 PM [View respondent's answers](#)

Lack of outreach to cultural communities

5/6/2013 11:54 AM [View respondent's answers](#)

Our pay. We don't think things through before we implement them.

5/6/2013 11:44 AM [View respondent's answers](#)

1. Salary 2. City council

5/6/2013 11:44 AM [View respondent's answers](#)

Communication Compensation for personel

5/6/2013 11:31 AM [View respondent's answers](#)

unaware of any

5/6/2013 11:25 AM [View respondent's answers](#)

Plenty of fire prevention and fire and life safety education, but absolutely no prevention or education to public for EMS. I believe the lack of public education leads to unnecessary summoning of EMS, unnecessary transports, increased service costs and increased operational costs.

5/6/2013 11:11 AM [View respondent's answers](#)

Haz-mat Technical Rescue

5/6/2013 11:09 AM [View respondent's answers](#)

None

Springdale Fire Department Customer-Driven Strategic Plan

5/6/2013 11:08 AM [View respondent's answers](#)

Communication with the rest of the city departments.

5/6/2013 11:08 AM [View respondent's answers](#)

The weaknesses are the hardships the city is facing which causes some negativity in a few members of the department. There is also a major communication breakdown. There are always questions asked that can only be answered by a few.

5/6/2013 10:47 AM [View respondent's answers](#)

maintaining efficiency in fire suppression fundamentals and readiness for low frequency technical call types

5/6/2013 10:42 AM [View respondent's answers](#)

Personnel are disconnected and some very vocal dissatisfied people drag everyone else down. Technology is behind times Feel strongly we need a local training site (tower, burn building)

5/6/2013 10:31 AM [View respondent's answers](#)

Technical Rescue, non designated companies, lack of accountability, lack of annual evaluations on tech-level certifications, horrible training division

5/6/2013 10:22 AM [View respondent's answers](#)

Some negative people bring down the organization. Need to have all glad they are here.

5/6/2013 10:01 AM [View respondent's answers](#)

pay scales

5/6/2013 9:58 AM [View respondent's answers](#)

4. Please list the opportunities we have within our organization.

Education/training Morale

5/20/2013 4:59 PM [View respondent's answers](#)

We are at a critical point that will determine our future for a long time. Large growth and change are good but as the city is spending money like it is and endless supply and the newspaper reports that our mayor states that we have no financial worries we have personnel that are dependent on raises that we are not getting. The city wants us to give so much and I agree we should but it is a two way street. It's hard to go above and beyond when you feel like you are just a number to the city.

5/20/2013 10:20 AM [View respondent's answers](#)

Improve the overall perception the community has on Springdale Fire (Public Relation); improve on weaknesses

5/20/2013 9:56 AM [View respondent's answers](#)

to go from a good department to great department. lots of talented persons employed

5/19/2013 10:40 PM [View respondent's answers](#)

1. The opportunity to be part of the future growth of the department. 2. A new opportunity to lead this change by example. 3. We have the opportunity to increase our community involvement. 4. We have a new challenge to educate the public as well as gain their continued support

5/19/2013 9:57 AM [View respondent's answers](#)

Springdale Fire Department Customer-Driven Strategic Plan

None

5/18/2013 7:05 PM [View respondent's answers](#)

Sky is the limit.

5/18/2013 9:06 AM [View respondent's answers](#)

Potential for new captains to lead in a different / new direction .

5/17/2013 7:57 PM [View respondent's answers](#)

TO LEARN AND PROMOTE TO BETTER OURSELVES

5/17/2013 3:59 PM [View respondent's answers](#)

Opportunity to further your career and education

5/17/2013 3:33 PM [View respondent's answers](#)

Opportunities for advancement. The committee's for personnel to have a voice, If their recommendations are actually implemented. I was on a committee once and It was a waste of my free time, so I have been reserved to participate in the recent committee's

5/17/2013 10:16 AM [View respondent's answers](#)

Systems are in place to raise the bar for our level of quality customer service and employee satisfaction .

5/17/2013 9:10 AM [View respondent's answers](#)

Promotion, committees

5/16/2013 1:50 PM [View respondent's answers](#)

-Paramedic Program -All sorts of Training Opportunities if you have the time to take them. -Promotion -Public service events

5/16/2013 11:24 AM [View respondent's answers](#)

Reach out to local schools (junior/senior high) and foster an interest in the fire service as a career to build our potential base of future qualified applicants.

5/16/2013 9:00 AM [View respondent's answers](#)

Minimal

5/16/2013 8:57 AM [View respondent's answers](#)

Minimal opportunity unless you go above and beyond your daily tasks. And no appreciation when it is done. It's expected.

5/16/2013 8:15 AM [View respondent's answers](#)

We can continue to grow and continue to hold the respect of our citizens.

5/15/2013 4:46 PM [View respondent's answers](#)

N/A

5/14/2013 9:51 AM [View respondent's answers](#)

There are great opportunities in our department. The city is growing, so our department is growing. If our department continues in a positive direction we will see our greatest and proudest time in our future.

5/13/2013 3:53 PM [View respondent's answers](#)

relocating and adding stations/equipment to re-distribute call volume, increasing coverage and personnel, improving service through re-evaluation of priorities and data analysis.

5/13/2013 10:43 AM [View respondent's answers](#)

promotion, higher education, technical classes

5/13/2013 8:33 AM [View respondent's answers](#)

Springdale Fire Department Customer-Driven Strategic Plan

Our opportunities our only limited by ourselves and funding

5/10/2013 8:04 PM [View respondent's answers](#)

Firefighter, D/O, Paramedic, Captain, Captain of Training, Captain Inspector, Captain Public Ed. Battalion Chief Operations, BC Training, BC Fire Marshal. This provides a ot of opportunities for advancement in a variety of disciplines

5/10/2013 3:54 PM [View respondent's answers](#)

We have a chance now to shape the future. Direct education/training to better fit modern fire science.

5/9/2013 10:14 AM [View respondent's answers](#)

Getting the public on board will be a great advantage in any future proposals to the Council. The planed station relocations will aid tremendously in keeping up with growth of the city.

5/8/2013 2:21 PM [View respondent's answers](#)

Few, but one can go to paramedic if he/she wishes. And opportunities to promote, if he/she fronts the money for the training out of pocket & drives a personal vehicle to the class that is in another town, hosted by another department.

5/8/2013 10:01 AM [View respondent's answers](#)

Line personnel have lots of opportunity for advancement given the new training programs. However, there is no opportunity for advancement within Fire Admin.

5/8/2013 9:03 AM [View respondent's answers](#)

Training all City Employees in CPR as a first line of defense.

5/7/2013 2:46 PM [View respondent's answers](#)

n/a

5/7/2013 2:14 PM [View respondent's answers](#)

the fire service has always provided an oportunity for advancement for inteligent hard working individuals with minimum initial education.

5/7/2013 2:11 PM [View respondent's answers](#)

Committes

5/7/2013 10:48 AM [View respondent's answers](#)

We have the opportunity to grow and be a nationally recognized department if we can get the support from our city admin. We also could enhance our presence in the community by participating in more civic events.

5/7/2013 9:45 AM [View respondent's answers](#)

We need to find a training facility and upgrade our I.T systems.

5/7/2013 9:43 AM [View respondent's answers](#)

We have an opportunity to make a difference in our customers lives through many different ways: ems and fire calls, public education, inspections, and public interactions. we also have the opportunity to promote up through the ranks, provides us with a wellness program.

5/6/2013 9:22 PM [View respondent's answers](#)

To be better at what we do.

5/6/2013 5:54 PM [View respondent's answers](#)

To continue full staffing and not cross staffing.

Springdale Fire Department Customer-Driven Strategic Plan

5/6/2013 4:08 PM [View respondent's answers](#)

Maslow's hierarchy of needs - All of our needs can be met within this organization. We are typically type "A" personality employees. We can get the satisfaction and adrenaline rush of doing a good job while providing for our families. We can experience immense satisfaction after a difficult assignment and provide for our fellow man. Very few jobs offer such an opportunity to be both giver and receiver. Promotion, recognition, financial security and a feeling of self worth all come as a reward for risking our lives.

5/6/2013 2:17 PM [View respondent's answers](#)

Possibilities for expansion in the near future.

5/6/2013 2:15 PM [View respondent's answers](#)

Expansion of fire stations and staff due to increased population

5/6/2013 1:43 PM [View respondent's answers](#)

Opportunities for education would be first. We need to make sure this continues to be the case. We will never have the financial opportunities other departments have, but we can ensure our people are well trained.

5/6/2013 1:41 PM [View respondent's answers](#)

We have several experienced personnel who need to share their experiences with the younger members.

5/6/2013 12:38 PM [View respondent's answers](#)

We have a great organization and a good plan for the future. We are blessed with the opportunity for great training. We just need to continue.

5/6/2013 12:13 PM [View respondent's answers](#)

Opportunity to educate the public

5/6/2013 12:06 PM [View respondent's answers](#)

Collaboration/interaction with fire depts. in other NWA communities

5/6/2013 11:54 AM [View respondent's answers](#)

Grow with the city and provide excellent services. If people are given the opportunities they will rise to the occasion if given a fair chance,

5/6/2013 11:44 AM [View respondent's answers](#)

Training

5/6/2013 11:44 AM [View respondent's answers](#)

Advancement job security

5/6/2013 11:31 AM [View respondent's answers](#)

unknown

5/6/2013 11:25 AM [View respondent's answers](#)

...

5/6/2013 11:11 AM [View respondent's answers](#)

relocation of stations that are out of date to more state of the art facilities in better locations

5/6/2013 11:09 AM [View respondent's answers](#)

Outreach to the general public on fire prevention

5/6/2013 11:08 AM [View respondent's answers](#)

Unknown

5/6/2013 11:08 AM [View respondent's answers](#)

Springdale Fire Department Customer-Driven Strategic Plan

Springdale has the resources and mentality to be a fire department that is looked at and admired nationwide. As we continue to move forward, we will continue to positively influence our community and ultimately NWA as a whole.

5/6/2013 10:47 AM [View respondent's answers](#)

good opportunity for personal growth and development and the pursuit for what each person wishes to achieve from their career here

5/6/2013 10:42 AM [View respondent's answers](#)

We should be able to make our department very citizen friendly. We need to be seen and heard from in all the good ways. We need to prove and show that we earn the money the city pays us.

5/6/2013 10:31 AM [View respondent's answers](#)

Promotion, if approved/further training

5/6/2013 10:22 AM [View respondent's answers](#)

Better community involvement and education. Need to make sure our community feels we are an asset to the community and all that we provide is a value to the citizens.

5/6/2013 10:01 AM [View respondent's answers](#)

haz mat ems technical rescue continued education in fire fighting

5/6/2013 9:58 AM [View respondent's answers](#)

5. Please list the challenges our organization faces in the future.

Our city/region is experiencing fast growth adding call volume, diversity of calls, language barriers. We have been reacting to this growth instead of proactively planning creating an imbalance of experience and training in the ranks as well as inadequate minimum staffing. Our challenge will be to catch up and resolve those deficiencies.

5/20/2013 4:59 PM [View respondent's answers](#)

Limited finances and the need for growth and personnel but yet making sure our current members are taken care of financially. Balancing the city's needs vs personnel needs.

5/20/2013 10:20 AM [View respondent's answers](#)

Keeping up with Growth; Increasing Salaries; overcoming the good ole boy system (department and citywide)

5/20/2013 9:56 AM [View respondent's answers](#)

we are a young and inexperienced department that is growing quickly, so getting persons experience and up to speed on updated techniques and tactics

5/19/2013 10:40 PM [View respondent's answers](#)

All personnel must take an active role in positively promotion the SFD to the public and to the media. Too many shy away from the responsibility of increasing out public image. Internally, we need to steer the negativity that can sometimes dominant conversation.

5/19/2013 9:57 AM [View respondent's answers](#)

Continuing to fight with the city on trying to stay up with current standards. Lack of experience in new officers Promoting of people who are ineffective on line to leadership (management) roles.

5/18/2013 7:05 PM [View respondent's answers](#)

Springdale Fire Department Customer-Driven Strategic Plan

We are a growing city we need to prepare for the future with our stations, apparatus, and man power.

5/18/2013 9:06 AM [View respondent's answers](#)

High level of immigrants and the difficulty learning their cultures the difficulty communicating with them in an emergency or help in a non emergent situation.

5/17/2013 7:57 PM [View respondent's answers](#)

HAVING ENOUGH PEOPLE TO COVER THE AREA SPRINGDALE HAS INCORPORATED

5/17/2013 3:59 PM [View respondent's answers](#)

With the city not gaining new businesses, the budget is going to hard to work with

5/17/2013 3:33 PM [View respondent's answers](#)

Keeping highly trained personnel due to lack of pay increases with increases in work load.

5/17/2013 10:16 AM [View respondent's answers](#)

Listed in weaknesses

5/17/2013 9:10 AM [View respondent's answers](#)

Communication, pay, staffing our new stations instead of shifting staff around. Safety first, and adequately give services to our stakeholders.

5/16/2013 1:50 PM [View respondent's answers](#)

Getting all these new stations, new trucks, new Squads, new Engines and wanting to hire 21 new personnel? Please take care of the guys you have right now! We are WAY behind in pay. I would like to see US, the workhorses, be the #1 priority and have the city keep their word and pay us what they said they would upon hire date. I don't see the Tax base for all this new stuff. I hope I'm wrong. I hope that Don Tyson and all these new parks miraculously bring Springdale back to what it once was...

5/16/2013 11:24 AM [View respondent's answers](#)

Enough financing, fair pay, too much to do and too little time to do it. Growing service area due to annexes and population growth.

5/16/2013 9:00 AM [View respondent's answers](#)

Staying competitive with area departments with pay.

5/16/2013 8:57 AM [View respondent's answers](#)

Keeping personnel motivated. The men are not happy with the expected living conditions and training department.

5/16/2013 8:15 AM [View respondent's answers](#)

Getting rid of people with bad attitudes. Growing pains. Getting money for everything that we need and want.

5/15/2013 4:46 PM [View respondent's answers](#)

See *3

5/14/2013 9:51 AM [View respondent's answers](#)

Budgets.

5/13/2013 3:53 PM [View respondent's answers](#)

Growth, we may grow into a lack of experience as the mean age decreases

5/13/2013 10:43 AM [View respondent's answers](#)

Springdale Fire Department Customer-Driven Strategic Plan

Maintaining employment of quality Paramedics/Firefighters 2nd to low salaries.

5/13/2013 8:33 AM [View respondent's answers](#)

In this buisness... one never knows from one day to the next

5/10/2013 8:04 PM [View respondent's answers](#)

Maintaining competitive pay and providing annual step increases. Meeting staffing demands

5/10/2013 3:54 PM [View respondent's answers](#)

Funding, rapid growth without the sustaining tax base

5/9/2013 10:14 AM [View respondent's answers](#)

Probably based on financial restraints if the city is not able to bring in more money and improve as our neighboring cities are successfully improving. Step increases need to be followed so that employees don't get behind and 5 year employees are on the same level of pay as a brand new recruit.

5/8/2013 2:21 PM [View respondent's answers](#)

Our guys leaving b/c of a lack of steps. It is already happening. Will only get worse if not addressed

5/8/2013 10:01 AM [View respondent's answers](#)

We will continue to have growing pains if the Council does not support adding more line & clerical staff, apparatus and stations. The Department's pay scale issues will continue to get worse if the Council does not address it.

5/8/2013 9:03 AM [View respondent's answers](#)

Diversity of the population of Springdale.

5/7/2013 2:46 PM [View respondent's answers](#)

keeping up with to many things changing at once

5/7/2013 2:14 PM [View respondent's answers](#)

The greatest challenge will be to change the service to reflective changes in technology and risk model. With fewer fires more training will be needed. With heavier fire loading and lighter weight building materials there is greater firefighter risk. New and future risk models will not allow the endangering of firefighters in most circumstances.

5/7/2013 2:11 PM [View respondent's answers](#)

Getting technology up to speed and pay up to speed

5/7/2013 10:48 AM [View respondent's answers](#)

Funding for needed expansion. Keeping up with national training requirements without a training center.

5/7/2013 9:45 AM [View respondent's answers](#)

Pay, adequate staffing, modernizing our fleet. New stations

5/7/2013 9:43 AM [View respondent's answers](#)

Pay. Pay is the biggest challenge that we face now. The attitude of the department is that we are asked to do more now than we have ever been asked in the past, and we are not getting paid what we should.

5/6/2013 9:22 PM [View respondent's answers](#)

Growth with the city.

5/6/2013 5:54 PM [View respondent's answers](#)

Springdale Fire Department Customer-Driven Strategic Plan

Our pay is a big issue. Employees are hired with a step pay system, and then not given steps. Seems like a lawsuit could come from that. We should be getting our steps, and COLA raises every year instead of blowing money on parks. Not to mention that our city is one of the few, if not the only one in the area that doesn't pay for our health insurance.

5/6/2013 4:08 PM [View respondent's answers](#)

Refer to question 4. If the employee perceives that he or she is being minimized by removing or watering down the rewards mentioned above, he or she will likely feel less appreciated and become disenfranchised. All of this hinges on the magic word "perceives". Unfortunately some folks are perpetually unhappy. No matter what a leader or organization does for those individuals, it will never be enough to make them happy. Therein lies the problem.

5/6/2013 2:17 PM [View respondent's answers](#)

Diversity, we do not mirror our community. How do we recruit the best and brightest from our minorities? Limited budget and our level of service..

5/6/2013 2:15 PM [View respondent's answers](#)

Keeping the fire rating good so individual insurance premiums are as low as possible

5/6/2013 1:43 PM [View respondent's answers](#)

We will start to see flight from our department to others for financial gain. Well trained people are already being approached. This has happened before, when City Administration takes for granted the expertise of the men they will go where they feel appreciated.

5/6/2013 1:41 PM [View respondent's answers](#)

Increased cultural awareness in the community. Proper coverage based on new apparatus deployment within the city.

5/6/2013 12:38 PM [View respondent's answers](#)

EXPANSION!!!!!!!, GROWTH!!!!!!

5/6/2013 12:13 PM [View respondent's answers](#)

Non-english speaking population

5/6/2013 12:06 PM [View respondent's answers](#)

City growth, need for Spanish speakers, meeting needs of Latino, Marshallese, and other cultural communities

5/6/2013 11:54 AM [View respondent's answers](#)

Pay. Retention. Growth.

5/6/2013 11:44 AM [View respondent's answers](#)

Growth

5/6/2013 11:44 AM [View respondent's answers](#)

Growth Funding

5/6/2013 11:31 AM [View respondent's answers](#)

staying equal to development

5/6/2013 11:25 AM [View respondent's answers](#)

...

5/6/2013 11:11 AM [View respondent's answers](#)

Expansion to meet the growing areas of the city

5/6/2013 11:09 AM [View respondent's answers](#)

Springdale Fire Department Customer-Driven Strategic Plan

Funding for staffing the new fire stations

5/6/2013 11:08 AM [View respondent's answers](#)

Keeping service up with a growing community.

5/6/2013 11:08 AM [View respondent's answers](#)

See #3. Our challenges are also our weaknesses.

5/6/2013 10:47 AM [View respondent's answers](#)

keeping quilaity personnel, adapting to a new digital age and keeping integrity and professionalism at a high level

5/6/2013 10:42 AM [View respondent's answers](#)

Getting money from the city. Motivating firefighters to be more than just "employees", but to be professional firefighters. Staying current or even proactive.

5/6/2013 10:31 AM [View respondent's answers](#)

Major emergencys that will require advance training/leadership that we currently do not have.

5/6/2013 10:22 AM [View respondent's answers](#)

Continuing demand for services, and even added demands. The ever-increasing competition for funding from a source that is not growing as quickly as the services needed.

5/6/2013 10:01 AM [View respondent's answers](#)

keeping up with pay scales

5/6/2013 9:58 AM [View respondent's answers](#)

6. Is our vision statement accurate for our department? 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.

no 5.08%
3

yes 96.61%
57

Total Respondents: 60

Other

we say this but do not always follow it up. not everyone should be on certain apparatus. They dont have the training or the apitude to perform certain job tasks but we place them anyway so they can have a chance.

5/19/2013 10:40 PM [View respondent's answers](#)

Were getting there.

5/17/2013 10:16 AM [View respondent's answers](#)

If we can do that, we need more ambulances. Not for call volume, for areas covered

5/16/2013 1:50 PM [View respondent's answers](#)

It is accurate right now, only b/c of our guys. As they leave this vision statement will change.

Springdale Fire Department Customer-Driven Strategic Plan

5/8/2013 10:01 AM [View respondent's answers](#)

We attempt to do so, although some of the cultural differences that exist here make it difficult.

5/6/2013 10:47 AM [View respondent's answers](#)

6. Is our Mission Statement what we see as our mission within the Springdale Fire Department Mission Statement: 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.

Answer Choices	Responses
yes	98.31% 58
no	1.69% 1

Total Respondents: 59

Other (please specify) (3) [Expand](#)

I don't know if we can enhance someones quality of life, or if we are trying to maintain it.

5/18/2013 7:05 PM [View respondent's answers](#)

It is our mission, but again will not be met w/o proper guys to carry it out.

5/8/2013 10:01 AM [View respondent's answers](#)

I think the word "artificial" is awkward here... sounds like a "made up" disaster. Instead seems like it should be "man-made."

5/6/2013 11:54 AM [View respondent's answers](#)

6. The Department identified the values that were the most important for our organization. Do you agree or disagree with those chosen. Values: Integrity Service Honor Teamwork Respect Tradition Commitment

Answer Choices	Responses
yes	83.05% 49
no	16.95% 10

Total Respondents: 59

would add "excellence."

5/20/2013 4:59 PM [View respondent's answers](#)

Springdale Fire Department Customer-Driven Strategic Plan

Tradition is something we are training to get away from only to revert back to it again. Goes back to trying to reinvent the wheel.

5/18/2013 7:05 PM [View respondent's answers](#)

In addition to Tradition I would add Vision or some other wording to indicate we are also looking to the future and not bogged down by tradition.

5/16/2013 9:00 AM [View respondent's answers](#)

The men don't feel the pride in sfd. It doesn't take much to make personnel feel like they are worth something. A "thank you for all you do" only goes so far.

5/16/2013 8:15 AM [View respondent's answers](#)

Tradition? Not sure what tradition we have here with the exception of yellow rigs and taking it in the rear from city hall.

5/14/2013 9:51 AM [View respondent's answers](#)

I think it looks good on paper, but there are some who do not follow these values. Line personnel & Senior Staff alike.

5/8/2013 10:01 AM [View respondent's answers](#)

Professionalism Fiscal responsibility

5/7/2013 2:11 PM [View respondent's answers](#)

I think tradition is overrated and often gets in the way of innovation.

5/6/2013 1:41 PM [View respondent's answers](#)

I'd personally like to see either "inclusion" or "diversity" added

5/6/2013 11:54 AM [View respondent's answers](#)

Don't have a problem with them if we could get all personnel on board.

5/6/2013 10:47 AM [View respondent's answers](#)

the fact that honesty is not listed reaffirms my concerns with number 5, otherwise I feel we have good selections.

5/6/2013 10:42 AM [View respondent's answers](#)

I do not think they really apply. I wish they did, but a lot of personnel do not follow through.

5/6/2013 10:31 AM [View respondent's answers](#)

Springdale Fire Department Customer-Driven Strategic Plan

Appendix C Elected Officials Input

1. Please rate the importance the services provided by the Springdale Fire Department. (List these in order of importance. What is our number 1 charge from you and then down to the least important in your mind. You may only pick each number once. So your number 1 should be what you feel is the absolutely most important function the fire department does, and so forth.)

	1	2	3	4	5	6	7	8	9	Total	Average Ranking
Fire	50%	50%	0%	0%	0%	0%	0%	0%	0%	4	8.50
EMS	50%	50%	0%	0%	0%	0%	0%	0%	0%	4	8.50
Technical Rescue	0%	0%	25%	0%	0%	25%	0%	25%	25%	4	3.50
Haz-mat	0%	0%	0%	50%	0%	0%	25%	0%	25%	4	4.00
Fire Prevention	0%	0%	0%	0%	100%	0%	0%	0%	0%	4	5.00
Fire Inspections	0%	0%	0%	25%	0%	50%	0%	25%	0%	4	4.00
Safety Education	0%	0%	50%	0%	0%	0%	25%	25%	0%	4	4.75
Fire Investigations	0%	0%	25%	25%	0%	0%	0%	25%	25%	4	4.00
Emergency Management	0%	0%	0%	0%	0%	25%	50%	0%	25%	4	2.75

2. What total response time is appropriate for the Springdale Fire Department. In other words, once the call is made about the emergency, how long should it take for the fire department to be notified, begin the response, the travel time, for a total response time to arrival on the scene of an emergency?

Answer Choices Responses

4 minutes	50%
	2
5 minutes	25%
	1
6 minutes	25%
	1

Answer Choices Responses

7 minutes	0%
	0
8 minutes	0%
	0
Total	4

3. What is the acceptable loss to save ratio you will accept towards property protected vs. property lost? In other words if we protected \$2,000,000 worth of property, what percentage of loss would be acceptable to you.

Answer Choices Responses

0-10%	25%
	1
10-15%	50%
	2
15-20%	25%
	1
20-30%	0%
	0
Total	4

Springdale Fire Department Customer-Driven Strategic Plan

Appendix D: 2018 FMA Risk and Infrastructure Updates

2018 FMA Risk and Infrastructure Updates					
	Fire	EMS	HAZMAT	Technical Rescue	Other
FMA 1					
Emma Ave Construction					x
New Hatchery on E. Huntsville	x				
Tyson Building Downtown Emma	x	x			
Breweries Downtown Area	x		x		
Kawneer (Acid Vats)			x		
FMA 2					
Cargill Feed Mill	x	x	x	x	
Shady Grove and Johnson (swiftwater)				x	
Tyson Computer Facility	x	x	x		
Construction on Cambridge Ave				x(trench)	
Change in Resident Care at Arkanshire	x	x			
Lift Station at DTP and Cambridge				x(C/S)	
FMA 3					
Rocking Chair Inn Assisted Living	x	x			
Brunner & Lay	x				
Fuel and HAZMAT Railroad Cars	x	x	x		
Moore's Retread is being Remodeled					x
FMA 4					
Northwest Medical Plaza	x	x	x	x(elevator)	
New Strip Mall on Elm Springs Rd. Unknown Occupants	x				
Increase in Residential Construction	x	x			
Flood Prone Areas Near 412 Bypass		x		x	

Elm Springs Rd. Overpass Construction		x			
56th St. Bridge Washed Away in Flooding					x
Pump Station Bridge Washed Away In Flooding					x
FMA 5					
J.O. Kelly Elementary School	x	x			
Luther George Park Opened	x	x			
School of Innovation	x	x			
FMA 6					
Arkansas Children's Hospital	x	x	x	x(elevator)	
Additional Hotels Being Constructed	x	x			
Sam's Club Retail Facility	x	x	x	x(MVA)	
Sam's Furniture Store	x				
56th Street Renamed Gene George Ave					x
Walmart Neighborhood Marker on DTP	x	x		x(MVA)	
Freddy's Frozen Custard				X(MVA)	
Ozark Guidance Center now houses occupants 24/7	x	x			
City Wide Concerns					
Gas Meters in Front Yards near high occupancy events		x	x		
Flooding Concerns from 500 Year Flood	x	x	x	x	

- None added during 2018 meeting. Crews were able to add to the RA/SOC in March of 2018 and most were identified at that point.