

DEVELOPMENT OF A STRATEGIC PLAN FOR SIOUX FALLS FIRE RESCUE

EXECUTIVE LEADERSHIP

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ABSTRACT

This research project developed a draft strategic plan for Sioux Falls Fire Rescue (SFFR). The problem this research project addressed was the fact that SFFR had no strategic plan. This created the situation of not having a tool that measured organizational effectiveness. The purpose of this project was to develop a living five-year strategic plan that provided SFFR the opportunity to create its future.

The research questions were:

1. How have organizations identified and addressed critical planning components?
2. Who should be involved in strategic plan development?
3. How do values apply to the strategic plan?
4. How do other agencies package and distribute strategic plans?

Descriptive research methodologies collected information through literature review and surveys that provided strategic planning subject material and data. All SFFR employees, selected citizens, and council members were surveyed. Action research methodologies developed a draft strategic plan based on the information and survey data collected.

The results of this study produced a draft strategic plan for SFFR as recommended in an Applied Research Project completed in January 2001 (Larsen, 2001a).

SFFR's recommendations included incorporation of national and international fire service guidance in SFFR's strategic plan, that SFFR's strategic plan be adopted by October 1, 2001, seeking a resolution that accepted the plan by the City of Sioux Falls

City Council, that the strategic plan was distributed and communicated to all department members, to major stakeholders, local libraries, and copies to anyone when requested, that SFFR's goals be implemented at a manageable pace which prevents overload and strategic plan failure, making the strategic plan a living document through a Strategic Planning Committee annual review, that the plan was published and distributed annually, and that two copies of the adopted strategic plan were sent to the National Fire Academy Learning Resource Center. Global fire service recommendations included that all organizations adopt a strategic plan, incorporated national and international guidance in local strategic plans, that all members be involved in strategic plan consensus, that strategic plans are distributed as widely as possible, and that local governance support is sought for the adopted strategic plan.

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INTRODUCTION

The strategic plan is the road map for impelling continuous change in your organization and ensuring your future (Fogg, 1999, p.6). DeGrosky (1999) remarks that strategic plans generate alternative strategies and choose the best strategy to accomplish goals and objectives that fulfill the organization's mission and achieve its vision. McNamara (2001) adds that the planning process is far more important than the plan itself. He further explains that the strategic plan development process clarifies organizational plans and ensures that key leaders are all "on the same script."

The problem this research project addresses is that Sioux Falls Fire Rescue (SFFR) has never developed a strategic plan to guide organizational direction and future planning. Wallace's (1998) writings state that the future is an unknown. He supports strategic planning as a guide for maximizing future opportunities by guiding our actions today. SFFR seeks to maximize its potential.

The purpose of this research is to develop a living five-year strategic plan. The objective of generating a strategic plan is to provide future organizational direction and for SFFR to continue to be a distinctive leader in addressing fire service issues. Morrissey (1996b) states that one of the most significant reasons for having a plan in the first place is to avoid spinning our wheels on efforts that make little or no contribution to our reasons for existence (p. 1). Wallace (1998) recommends that a department employ a continual process of planning and implementation (p. 201). Applying this constant effort into the strategic plan will make it a living document.

This Applied Research Project (ARP) utilizes descriptive research methodologies to gather information to find out how other organizations are preparing and packaging their strategic plans and through surveys to gather organizational data. Action research transforms the information and data into a draft strategic plan. The following research questions guide this ARP:

1. How have organizations identified and addressed critical planning components?
2. Who should be involved in strategic plan development?
3. How do values apply to the strategic plan?
4. How do other agencies package and distribute strategic plans?

Several surveys of SFFR employees and stakeholders were conducted for three reasons. The first is to measure organizational values. Secondly, they provide outside perceptions of our services. Finally, they allow SFFR to identify strategic planning readiness.

BACKGROUND AND SIGNIFICANCE

The City of Sioux Falls, South Dakota, is a community that has a population of 123,975 residents making it the state's largest community. The city is located in the southeast corner of South Dakota and is closely bordered by Iowa and Minnesota. Banking, agriculture, meat processing, and regional medical care facilities provide the economic foundation. Sioux Falls is a rapidly-growing community that sustains a growth rate of 3,000 people per year.

SFFR employs 159 people, including a fire chief, three division chiefs, eight battalion chiefs, 140 career firefighters, four clerks, and three maintenance personnel.

The organization is divided into three major divisions. They are the Operations Division, Fire Prevention Division, and Administrative Division.

The Operations Division is divided into three battalions; the North Battalion, the South Battalion, and the Training Battalion. The city is protected by seven fire stations that house two mobile command units, six engine companies, three quint companies, and one ladder company. All firefighters are certified Emergency Medical Technicians, except one. Medical response is at the basic life support level with defibrillators. SFFR responded to 6,734 incidents in 2000. Rescue and emergency medical calls comprised 50 percent of the responses (Sioux Falls Fire Rescue, 2001).

SFFR's 2001 annual budget totals \$10,724,146. This includes \$8,622,904 for personnel wages and benefits, \$650,000 to purchase a 100' platform aerial ladder, \$50,000 to purchase land for a future fire station, and \$42,500 to design a new southwest fire station to be built in 2002 (City of Sioux Falls, 2000a).

Larsen (2001b) analyzed strategic planning as applied to SFFR. He recognized that the department lacked a strategic plan to gather numerous planning documents into one reference point. Various strategic planning methods were examined, which resulted in a recommendation to develop a five-year strategic plan using the planning model recommended by Wallace (1998) in conjunction with the Commission on Fire Accreditation International (CFAI) Fire Accreditation Program (p. 30).

Fire Accreditation and Strategic Planning

SFFR wanted a way to measure organizational quality and effectiveness and wished to insure that the community was receiving a good value for its fire protection investment. The CFAI was identified as a national standard that provides this

evaluation. Funding for this program was requested in 1998. The City Council supported this commitment to excellence and established spending authority for accreditation through adoption of the 1999 annual budget. The Fire and Emergency Service Self-Assessment Manual was purchased and a management level review of programs began. SFFR became a registered agency in 2000 and three personnel attended CFAI training workshops at Fire Rescue International at Kansas City, Missouri, during August 2000 and at Las Vegas, Nevada, in the fall of 2000. Following completion of the training workshops, officer meetings were conducted to outline the accreditation program and define responsibilities. SFFR became an applicant agency in June 2001. SFFR has set the goal of requesting a peer assessment team visit in early 2002.

The CFAI training sessions stressed the importance of strategic or master planning. Agencies have failed to achieve accreditation because of the lack of a strategic plan. Criterion 2D is a core competency that requires that a master or strategic plan be published and that the plan has been submitted to the local governing authority (CFAI, 1999).

Formation of a Strategic Planning Committee started in March 2001. The committee is charged with development of a strategic plan through consensus. All sworn firefighter ranks and areas are represented on the committee. This includes the fire chief, three division chiefs, three battalion chiefs, the union president, a captain, a fire inspector, a fire apparatus operator, and a firefighter.

The committee has held biweekly meetings since its inception and a three-day planning session was held on June 28, June 29, and July 2, 2001. The planning session was held at a facility outside of the department and was facilitated by trained facilitators

with no fire service background. The session followed the steps outlined in the book *Fire Department Strategic Planning: Creating Future Excellence* (Wallace, 1998). The session ended with a sub group being established to draft and reach consensus on a Philosophy of Operations. A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was completed. A strategic plan format was adopted and thirteen goals were identified as SFFR's starting point. Biweekly Strategic Planning Committee meetings are scheduled to continue until the plan is adopted. A council resolution will be sought upon plan adoption to demonstrate City Council support for the plan. October 1, 2001, is the goal date to reach planning team consensus and formally adopt the plan.

In conclusion, if you don't know where you are going, any road will take you there. This is a truism attributed to the Koran (Morrisey, 1996b, p. 1). A department that isn't moving forward is dying or, at least, in danger of dying (Wallace, 1998, p. 1). Wallace continues that when a fire department knows where it is going, understands the environment in which it must operate, and has identified how to get there; it then possesses the best chance of getting there. This forms the foundation of strategic planning.

Correlation to the Executive Leadership Class

This Applied Research Project (ARP) is a required element for the National Fire Academy (NFA) Executive Fire Officer Program. This ARP is developed as a portion of the Executive Leadership course. SFFR's goal is to create a strategic plan through organizational consensus. Reaching organizational goals is contained in Unit 3: Developing Decision-making Skills.

Do subordinates share the organizational goals to be attained by solving the problem?

Congruence of Organizational Goals

If the subordinates do not share the organization's goals, G is removed from consideration. (NFA, 1999, *Executive Leadership Student Manual (SM)* p. 3-3).

G – You share the problem with your group, and you all mutually decide what to do. Here you give your subordinates full participation in the decision-making process. You may define the problem for them, provide relevant information, and participate in the discussion as any other member, but you do not use your position as leader to influence them. The group is the decision maker, and you accept not only the group's decision, but also the responsibility for it. Your description to others will be "**We** decided to..." not "The group decided to..." or "I decided to..." (NFA, 1999, *Executive Leadership Student Manual (SM)* p. 3-10).

LITERATURE REVIEW

The first action in undertaking a study into the subject matter of strategic planning requires a functional definition of the terminology. Merriam-Webster's Collegiate Dictionary (1999, p. 1162) defines strategic as, "Necessary to or important in the initiation, conduct, or completion of a strategic plan." And planning as, "The establishment of goals, policies, and procedures for a social or economic unit." (p. 889). Therefore, strategic planning has been defined by Peter Ducker as:

The continuous process of making present entrepreneurial (risk-taking) decisions systematically and with the greatest knowledge for the futurity; organizing the

efforts needed to carry out these decisions; and measuring the results of these decisions against the expectations through organized, systematic feedback (Wallace, 1998, p. 1).

An essential preliminary step is to identify what strategic planning encompasses by establishing an operational definition. Strategic planning shall be directed in two directions. The first is to improve and maintain the efficiency and effectiveness of the fire department. Second is to maintain a responsive approach to the community's changing needs for service (National Fire Protection Association (NFPA), 2000, section 4-2.2). Fogg (1999) provides the following operational definition:

The strategic plan is the road map for impelling continuous change in your organization and ensuring your organization and ensuring your future. It guides your change effort and your business. It is also the wedge that you drive between believers in change and the infidels in your organization who oppose it. The plan is not a one-shot effort to "change direction and get us going." It is an entire system that is geared toward continuously detecting changes in the outside world, deciding how to deal with them, and translating these needed changes into programs that produce desired results (p. 4).

Strategic planning has far-reaching implications for the organization. It is a systematic process undertaken by governments and their operating departments to establish why they exist, where they want to go, and how they will get there (Freys, 1999, p. 1). It is a plan for an organization, which is guided by a single goal or mission (Carter and Ragunas, 1996, p. 2). Reich (1999) identifies it as a tool used by upper management to plan the long-term continuity of the business (p. 17). The foundation of

strategic planning is a fire department that knows where it is going, knows the environment in which it must operate, and has identified how to get there (Wallace, 1998, p. 1).

Critical Planning Components

Several critical components are required in strategic plan formulation. Goals are paramount in planning. NFPA (1997) states, "Each goal is composed of some number of sub goals, or objectives, and for each objective there is a tactic designed to reach that objective. All objectives lead to the accomplishment of the overall strategies." (p. 10-40). Freyss (1999) identifies the mission statement, critical issues, goals, objectives, and strategies as key elements (p. 2). The mission statement encompasses the concept of your organization, the nature of your business, the reason your organization exists, the customers you serve, and the principles and values under which you intend to operate (Morrisey, 1996a, pp. 7-8). A critical issue identifies an organizational challenge. A growing population and insufficient and aging firefighting equipment are examples provided (Freyss, 1999, p.2). Reich (1999) recommends that strategies be further broken down into yearly goals known as tactics (p. 17).

Clackamas County Fire District No. 1's (1998) strategic plan identifies fourteen strategic goals with each further expounded by an objective, strategy, and action plan. Additional components of this plan include defining the organization, history, organization today, governance, fiscal policy, and mission, values, and vision. Lorange argues that four fundamental questions must be addressed. They include, where are we going? (mission), how do we get there? (strategies), what is our blueprint for action? (budgets), and how do we know if we are on track? (control) (CFAI, 2000, p. 3.2).

Fire service intervention strategies, including action bullets, are the future planning methodologies presented by Compton (2000). Avery (2000) identifies a challenge, provides advice, and gives examples as planning components. Kemp (2001) uses the terminology of trends further broken down into new trends, stable trends, and accelerating trends for events shaping the political, economic, and social future (p. 42). Carter and Ragunas (1996) identify goals and strategies, further defined as tactics, as the methodology of planning. Strategies are plans put into place prior to an incident; tactics are those plans or actions used at the engagement (p. 3).

Local methodology for planning of components is published in memorandum format. The critical issue; addressed by strategies, accomplishments, and goals, form the components of SFFR's current future planning (Hill, 2001). The accomplishments examine progress encountered in 2000 while the goals identify 2001 direction. The mission and vision statements are additional components identified for organizational focus.

The purpose of a strategic plan is to serve as a single source collector for results from various planning and administrative processes (CFAI, 2000, p. 3.1). Existing budget and community plans are essential for inclusion in SFFR's strategic plan (Larsen, 2001b, p. 25). Local planning documents that identify and implement planning components include the annual budget, five-year plan for equipment, five-year plan for facilities, and long-range growth management plan. The annual budget provides the purchasing authority for the identified planning components (City of Sioux Falls, 2000a). All equipment costing \$7,500 or more is placed in the capital equipment inventory. An equipment life cycle is determined at purchase. Equipment with life cycles ending during

the next five-year period is identified with replacement costs projected (City of Sioux Falls, 2000b). The capital improvement program identifies facility improvement and new construction projects. This is a five-year projection that includes estimated costs (City of Sioux Falls, 2000c). Long-range planning is provided by the growth management plan. This plan looks at community growth and projects infrastructure needs through 2015 (City of Sioux Falls, 1996).

National direction is derived through the United States Fire Administration (USFA), Commission on Fire Accreditation International (CFAI), and United Kingdom (UK)/United States (US) Symposia materials. The USFA strategic plan components include the USFA slogan, vision statement, USFA mission statement, FEMA mission statement and environmental analysis, USFA strategic goals, strategic objectives, and strategies and means (USFA, 2001b, pp. 1-2). The USFA has also established five-year operational objectives starting in fiscal year 2002 (USFA, 2001a). CFAI (2000) recommends that an executive summary be prepared and included in your strategic plan for the reader who still does not want to wade through all of the criteria statements (p. 3.4) The UK/US Fire Service Symposium focused on ten areas of greatest importance (Baltic, 2000, p. 51). The symposium report defines these areas of greatest importance as key action areas. The key action areas are defined followed by bulleted action lists (Peterson and Davis, 2001).

Involvement in Strategic Plan Development

Involve all individuals that you wish to be committed to your mission, vision, and strategic plan. Decide whom this is before you start and involve them in the development of these products. Include interagency partners, people responsible for

executing the plan, stakeholders, and outside facilitators. (DeGrosky, 1999, p. 23).

National Fire Protection Association (1997) states that all involved agencies and the citizens need to be included to provide acceptance of the measurement of strategies (p. 10-40).

Wallace (1998) recommends that the people involved in strategic plan development be organizational movers and shakers. A champion from within the department needs to be selected to lead the strategic planning process. This may be the fire chief, but another officer is probably a better choice. He further recommends that all levels of the organization be represented. Hiring an outside consultant to facilitate the process is another alternative offered (p. 9). Wallace further recommends involving all officers at a minimum and every member ideally through a series of questionnaires or surveys (p. 11). Allowing members of an organization to participate in identifying organizational values and the creation of value statements substantially increases the acceptance factor and provides members with a sense of ownership (Austerman, 1999, p. 179).

A chief executive/board chair, key information providers, plan reviewers, plan authorizers, organizational representation, community representation, at least one person who has ultimate strategic planning decision authority, stakeholders, and a process administrator (McNamara, 2001, p. 6). Menkin (1997) recommends that the team represent a cross-section of employees and managers to assist senior management (p. 18). Involve employees and other key stakeholders, including elected officials (Freyss, 1999, p. 3).

The five-year strategic issue analysis for Prince William County is a multiagency strategic plan. Key organizational leadership accomplished plan development. Representation included the Department of Fire and Rescue (co-chair), Police Department (co-chair), four citizens, Fire and Rescue Association, Office of Criminal Justice Services, Commonwealth Attorney's Office, and Manassas Adult Detention Center (Prince William County, 2000, p. 45).

Values Applied to Strategic Planning

The values that live within an organization define the organizational culture (Holmes, 1994, p. 25). Morrissey (1996b) identifies strategic values as the first step in preparing your planning foundation (p. xvii). Wallace (1998) also identifies value identification as the organization's first step in strategic planning. Values entail appropriate and inappropriate departmental behavior, which create the foundation for organizational philosophy (p. 29). To assess the importance of values as applied to planning, note what is said and how often it is said (Termini, 1999, p. 26). Values furnish leadership a stabilizing rudder. They formalize the organizational culture through providing standardized written parameters to measure behavior and for decision making (Austerman, 1999, p. 180).

Generational issues impact values and strategic planning. Conger (1998) identifies that different generations possess different values. Each generation living today went through a set of experiences unique to itself. The most recent generation identified is generation X, born between 1961 and 1981 (p. 181). They demonstrate a willingness to work hard but not always at the expense of one's personal life. This

generation feels that their parents set too low of a priority for time at home with the family (p. 186).

Values, as applied to strategic planning, are important to the corporate environment. Hewlett-Packard Co. (HP) has focused on the impact of values in a highly decentralized company in correlation to those of managers, customers, and suppliers.

Byrne (1996) states:

HP Chairman Lewis E. Platt now believes his most important role in strategy formulation is to build bridges among the company's various operations. To bridge those gaps, HP now brings its customers and suppliers together with the general managers of its many business units in strategy sessions aimed at creating new market opportunities. What could all these divisions do together to create new value for the industry? "Many of the opportunities came right out of the mouths of customers," says Susan Burnett, who heads executive development at HP (p. 5).

Strategic Plan Packaging and Distribution

CFAI (2000) requires that a master or strategic plan is published and submitted to the local governing authority in Criterion 2D. McNamara (2001) provides seven recommendations for strategic plan packaging and distribution. They are:

1. Every board member and member of management should get a copy.
2. Consider distributing all (or highlights from) the plan to everyone in the organization. It's amazing how even the newest staff member gains quick context, appreciation, and meaning from review of the strategic plan.

3. Post your mission, vision, and values statements on the walls of your main offices. Consider giving each employee a card with the statements (or highlights from them) on the card.
4. Publish portions of your plan in your regular newsletter, and advertising and marketing materials (brochures, ads, etc.).
5. Train board members and employees on portions of the plan during orientations.
6. Include portions of the plan in policies and procedures, including the employee manual.
7. Consider copies of the plan for major stakeholders; for example, funders/investors, trade associations, potential collaborators, vendors/suppliers, etc. (pp. 13-14).

Wallace (1998) recommends that the planning team consider how to distribute the strategic plan. Each member of the department will want a copy with up to 30 percent eventually needing two. Secondary distribution needs to be considered. Included are primary stakeholders, the public, city and county offices, libraries, and neighboring fire departments. One or two copies are recommended for sending to the National Fire Academy Learning Resource Center (p. 187).

A strategic focus of business is on how to reach the end user. Several options are mentioned by Morrissey (1996b) in achieving this. They include direct sales, marketing representatives, brokers or agents, independent distributors, direct mail, telemarketing, home shopping networks, centralized or decentralized storage, and/or retail outlets (p. 42).

Strategic plan distribution can involve handing them out or through mailing. Most will physically be distributed during normal contact. Some will probably be mailed out. The planning team should consider envelope and postage costs. This cost will likely exceed the cost of the plan itself (Wallace, 1998, p. 187). Opportunities to physically distribute plans include formal face-to-face meetings, employee focus group sessions, and monthly manager/supervisor meetings (Fogg, 1999, pp. 346-348).

Summary

The literature review is the foundation of this applied research project. It identifies functional and operational definitions of strategic planning, critical planning components, who to involve in strategic plan development, values as applied to strategic planning, and how to package and distribute the plan. Furthermore, it provided the motivation to tackle this daunting challenge that was viewed organizationally as another passing fad.

There is general agreement among authors that a strategic plan is comprised of specific areas. The NFPA (1997), Freyss (1999), Clackamas County Fire District No. 1 (1998) all agree that the core to strategic planning is establishing mission, value, and vision statements to guide organizational direction followed by goals, objectives, strategies, and tactics. Involving everyone that has a stake in the strategic plan. This includes every employee and stakeholder. Morrisey (1996b) and Wallace (1998) recognize that value identification is the first step in preparing a strategic planning foundation. The strategic plan needs to be published, adopted by a governing body, and distributed as widely as possible as determined by the planning committee.

PROCEDURES

The procedures employed in this applied research project included problem identification, an evaluation of the problem's background and significance, a literature review, comprehensive department and stakeholder surveys, and an analysis of survey results, discussion, and recommendations.

Definition of Terms

Strategy	A means of reaching a goal or set of goals (Carter and Ragunas, 1996, p. 4).
Strategic Objective	The scorecard that measures your success in fulfilling your intent on items such as profitability, shareholder value, market position, quality, service, and innovation (Fogg, 1999, p. 6).
Strategic Planning	A disciplined effort to produce fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why it does it (CFAI, 2000, p. 3.1).
Stakeholders	Any individual, group, or organization that will have a significant impact on, or will be significantly impacted by, the quality of the product or service you provide (Holmes, S., 1994, p. 104).
SWOT Analysis	An analysis of the strengths, weaknesses, opportunities, and threats germane to a given organization (Wallace, 1998, p. 101).

Research Methodology

A literary search was conducted at the National Emergency Training Center's Learning Resource Center during the author's attendance of the NFA's Executive Leadership course February 5-16, 2001. Additional searches were conducted at a local public library, SFFR's library, and on-line through Internet search engines. The author's Executive Fire Officer papers and personal library of books and periodicals were also reviewed.

Surveys

Descriptive research techniques were employed to clarify and report on the values of SFFR and to assess organizational readiness for strategic planning. The new information, theories, and methodologies were applied to solve SFFR's existing problem of not having a strategic plan. Strategic plan development was accomplished through use of action research techniques.

Three types of surveys were employed to achieve the measurements desired. Value surveys, a member survey, and stakeholder surveys were used to provide the information needed. The value surveys were distributed starting on March 6, 2001, and completed April 19, 2001, during meetings and monthly station visits. Every SFFR employee participated in these surveys. The member survey was mailed to each employee's home on April 26, 2001. One hundred and six were returned and analyzed. Eight council stakeholder surveys were distributed with five returned. Seventeen public stakeholder surveys were sent through the U.S. Postal Service. Seven were returned.

The Value Surveys

The value surveys are from *Fire Department Strategic Planning: Creating Future Excellence* (Wallace 1998). These included the Personal Values Activity (p. 32) and the Organizational Change Model No. 1 (p. 34). These surveys were modified to appear in SFFR document format. The Personal Values Activity Survey is included as Appendix A and the Organizational Change Model Survey is included as Appendix C. Every member of SFFR completed the value surveys. One survey improperly ranked the ten-value segment and was disqualified. This survey completion number meets the parameters established in the Executive Development course to achieve a 95 percent confidence level (NFA, 1998).

The Member Survey

SFFR entered into an agreement with the Governmental Research Bureau (GRB) at the University of South Dakota at Vermillion to conduct an employee job satisfaction survey. The goal of the survey was to determine the member's readiness for strategic planning. As part of the agreement, GRB conducted focus group meetings with representation from every employee group and management. Focus groups were used to identify areas of concern in the departmental daily operation, management, and personnel practices. The Organizational Diagnosis Questionnaire by Robert C. Preziosi (Adapted for Use by the Fire Service) (Wallace, 1998, pp. 47-50) was provided to GRB to focus their effort in obtaining organization strategic planning readiness feedback through their survey.

In order to increase participation, a pre-survey announcement letter was mailed to each member's home. A fact sheet was included with the survey to provide

responses to some commonly asked questions about survey research. The author explained the value of the member survey, its implication to the organization, and mentioned the opportunity to see the results that included their input during the values survey interaction. A reminder to participate was included in the author's *Accreditation Update* article in SFFR's monthly newsletter (Larsen, 2001a). These efforts were instrumental in achieving a response rate to provide a 95 percent confidence level (Feimer and Braunstein, 2001, p. 2). The member survey is included as Appendix E.

Stakeholder Surveys

The Strategic Planning Committee understood the value of and wanted feedback from the stakeholders. The planning team identified the City Council and the public as stakeholders to survey. The Stakeholders Performance Analysis was used as a guide to develop the surveys (Wallace, 1998, pp. 108-110). The planning committee reviewed the surveys and modified them to fit SFFR's environment.

The goal of the surveys was to obtain feedback with no effort to provide a specific confidence level. A survey was provided to all eight council members. Five surveys were returned. Seventeen members of the public, who demonstrate a strong community commitment, were identified and targeted as candidates for the public survey. These were persons not employed by a government entity and that have had some experience with SFFR. A letter was mailed out to the selected individuals ahead of the survey to announce its pending arrival and purpose. The survey was mailed to the selected individuals with seven surveys returned. The Council and Public Stakeholder Surveys are included as Appendix G.

Strategic Planning Committee Development

Wallace (1998) recommends that five to twelve individuals be selected for the initial planning team (p. 43). Group membership is dynamic and may change later based on needs. Membership selection is based on those that will be instrumental in gaining strategic plan support of the entire department. A modified version of the *Strategic Planning Team Members Wanted* was developed (p. 240). Distribution of notice was sent to all SFFR personnel via e-mail and department memorandum.

A determination was made to develop the Strategic Planning Committee to represent a cross section of the sworn firefighters to include the consideration of expertise. Each SFFR senior management position through division chief was assigned membership to represent their area of responsibility. Two battalion chiefs were selected based on expertise. One each battalion chief, captain, fire apparatus operator, and firefighter, was selected to represent the rank and file. The International Association of Fire Fighters Local No. 814 president was also selected as a key player.

Response to the planning team member requests arrived from every rank and exceeded the positions available by twice the number needed. This allowed a selection process to be implemented that allowed for the following considerations. The list was divided by rank. Consideration was given on individual fitness and merit. Final consideration was given to those that had requested other committee memberships but whose earlier attempts were unsuccessful.

Members, whose requests were not approved, were notified by e-mail of their status. They were thanked for their interest and were encouraged to continue seeking opportunities for other committee memberships. Each member selected was visited

personally by the author and provided personal copies of *Fire Department Strategic Planning: Creating Future Excellence, Clackamas County Fire District No. 1 Strategic Plan (1999-2004)*, a draft copy of the USFA's *Strategic Plan*, and *Vision 2010: Communiqué for Change: Ten Key Action Areas for the Successful Fire Service Organization of the 21st Century*. The scope of the committee and the commitment of time for planning team meetings and the three-day planning session were reviewed.

Strategic Planning Committee membership was developed to include twelve members. This is the maximum number of participants recommended by Wallace (1998). This number was chosen to allow as many individuals as possible to be a part of the strategic plan development process. The twelve members, by title, are as follows:

1. Fire Chief
2. Division Chief of Administration
3. Division Chief of Operations
4. Division Chief of Fire Prevention
5. Battalion Chief–Technology
6. Battalion Chief–Emergency Medical Services
7. Battalion Chief–Rank Representative
8. Captain–Rank Representative
9. Fire Inspector–Rank Representative
10. Fire Apparatus Operator–Rank Representative
11. Firefighter–Rank Representative
12. Local No. 814 President–Labor Representative

Assumptions and Limitations

Assumptions

Three assumptions were made in regard to the Strategic Planning Committee membership. The first, that each committee member was honest in his or her commitment to make SFFR a better organization. Secondly, that each committee member understood their personal role within the dynamics of the group. Thirdly, through membership in SFFR, professional pride would be high as the strategic plan developed and became reality.

Limitations

Four limitations impacted this Applied Research Project (ARP). Wallace (1998) states that you should anticipate the strategic plan development process to take more time than you would think. Guidance provided in the NFA's Executive Fire Officer Program requires that this ARP be completed within a six-month time frame following course completion. This time frame did not allow time to finalize and adopt the plan. Thus, the SFFR's strategic plan is attached as a draft copy. Two copies of the adopted strategic plan will be forwarded to the NFA Learning Resource Center (LRC). Contact the author via e-mail at rlarsen@sioux-falls.org if you would like an update on the plan adoption process.

The scope of this ARP was tremendous and too large to comprehensively document in the Appendixes. SFFR's accreditation time line drives an aggressive organizational review and supporting document development. Numerous additional appendixes could have been attached to document actions, but the appendixes needed to quantify key areas are already voluminous.

The *Sioux Falls Fire Rescue: A Member Survey* is a comprehensive document that is eighty-five pages in length. Appendixes A through L, which provide a comprehensive survey analysis, comprise sixty-five pages of the report. The report is attached without the appendixes in Appendix F to minimize this ARP size. A complete copy of the report is forwarded to the NFA LRC.

One reference exceeded the five-year currency guidance as recommended by the ARP program. This reference, *The Quality Approach* (Holmes, 1994), exceeded this guidance by two years. It provided sole source information for points that the author needed to illustrate to guide comprehensive ARP development.

RESULTS

Answers to Research Questions

How have others identified and addressed critical planning components?

Several key components are imperative for comprehensive strategic plan development. Freyss (1999), Morrisey (1996a), Clackamas County Fire District No. 1 (1998), CFAI (2000), Wallace (1998), and Hill (2001) all agree that mission and vision statements are essential to strategic planning. NFPA (1997) recommends that goals be established followed by objectives, and strategies. CFAI (2000) recommends that an Executive Summary is included in the strategic plan. The *Clackamas County Fire District No. 1 Strategic Plan (1999-2004)* is an excellent strategic plan format reference. It meets the recommendations of NFPA and goes one step further by providing an action plan for each goal.

Local and national planning documents are important components of SFFR's draft strategic plan. The annual budget (City of Sioux Falls, 2000a), capital equipment

inventory (City of Sioux Falls, 2000b), and the growth management plan (City of Sioux Falls, 2000c) are the tools required to bring strategic planning goals into reality. A national fire service leadership focus provides information that impacts all fire organizations nationwide. The USFA's strategic plan provides SFFR with operational objectives for plan development. This allows SFFR the opportunity to impact fire service challenges at the national level.

Who should be involved in strategic plan development?

Persons involved in strategic planning need to be committed to the mission, vision, and strategic plan (DeGrosky, 1999). Wallace (1998) adds that these are the movers and shakers within the organization. Menkin (1997) and Wallace agree that the team represents a cross section of employees, midmanagement, and senior management. Wallace takes this a step further and recommends that the union president be offered a planning team position.

How do values apply to the strategic plan?

Values form the foundation of a quality strategic plan. Morrissey (1996a) and Wallace (1998) put organization values identification as the first step of planning. Values entail the organizations appropriate and inappropriate behaviors (Wallace, 1998). Values form the organizational culture. Strategic planning measures behavior and is a guide for making decisions (Austerman, 1999). Values must agree with the strategic plan goals in order for the goals to be achievable.

The value surveys provided insight into SFFR organizational culture. The following is an overview of the Personal Values Survey results. Comprehensive survey results are located in Appendix B. Responses to the sentence completion portion

included family, pay/benefits, integrity, pride, honesty, safety, morals, faith/God, my son, trust, values, retirement, job satisfaction, having fun, teamwork, life, professionalism, health, being heard, consistency, cooperation, respect, fairness, serving, education, people, training, appreciation, morale, happiness, personal accomplishment, promotion, autonomy, hard work, doing the right thing, self-awareness, and long-term goals. The results, ranked from the most important to the least, from the ten identified values are:

1. Family and friends
2. Pay and benefits
3. Professional pride
4. Being a team member
5. Accomplishment
6. Contributing to the community
7. Responsibility
8. Goals
9. Recreation
10. Excitement/risk

The results from the Organizational Change Model Survey are included in Appendix D. The planning team categorized these responses during the Strategic Planning Session. The number of responses received determined the category ranking. The category receiving the most response was judged to be most important. The results were compared with the Personal Values Survey results. The planning committee used this information to reach consensus on the following values:

Family—We believe that as we provide our service, we will discuss and commit to those things within our power that will enhance our personal families.

Honesty and Integrity—We believe that honesty and integrity are paramount in our service to the community and organization. We commit to open and honest communications. We will show honesty, trust, and integrity to:

- Each Other
- City Government
- The Community

Helping Others—We commit to deliver programs and employ practices for our community that are the best possible through prevention, education, and emergency response.

Teamwork—We believe that our mission can only be accomplished through teamwork. Our team includes members of our department, other city entities, and the public whom we serve.

Professional Pride—We believe that professional pride is important as we perform our responsibilities. Each of us is proud to be a part of Sioux Falls Fire Rescue and takes pride in all actions on behalf of our department. We believe professional pride is important:

- Personally
- To the Team
- To the Department
- To the Community

How do other agencies package and distribute strategic plans?

The responsibility to determine packaging and distribution processes for the strategic plan rests with the planning team (Wallace, 1998). Wallace, McNamara (2001), and Morrissey (1996b) all agree that the plan is distributed to all end users. This includes a copy for every member of the organization, the mayor, all council members, and anyone that the plan impacts. Public access to obtaining a copy is important. Providing copies for local libraries and the National Fire Academy Learning Resource Center are additional distribution points (Wallace, 1998).

DISCUSSION

The format of the SFFR strategic plan (Appendix I) parallels examples provided by other fire service organizations. However, the goals, objectives, strategies, and action plans are tailored to meet the needs of SFFR, other agencies with whom we work with, and the people we serve. This strategic planning process is consistent with the findings of Wallace (1998).

The English language provides many expressions that project a similar meaning. An example of this is the setting of organizational direction being referenced as a goal by NFPA (1997). Freyss (1999) and Hill (2001) identify this as a critical issue, USFA (2001a) plans through operational objectives, Clackamas County Fire District No. 1 uses the terminology of a strategic goal, Compton (2000) calls it an intervention strategy, and Kemp (2001) refers to this as a trend. The terminology used in the components of a strategic plan is not important as long as the intent is achieved.

Fire service leaders gather at specific events and programs and look into the future. This provides the fire service with a national and international perspective of

strategic planning. The United States Fire Administration Strategic Plan (USFA, 2001b) provides national vision and direction on fire service issues such as reducing the loss of life among the public and firefighters, and development of community risk reduction plans. Peterson and Davis (2001) communicate the international fire service strategic planning issues through key action areas identified during the Fire Service Symposium 2000. These resources need inclusion into local strategic plans to have an impact on challenges facing each and every fire service.

Involving as many individuals as possible to be involved with planning provides members with a sense of ownership. Austerman (1999) confirms this philosophy in his interpretations of value statement research. It is important to let each planning team member have input during strategic plan development. Wallace (1998) agrees with this approach. He cautions against developing strategic plan ownership by the strategic plan leader and thus stifling input.

Strategic plans may be specific to an organization or involve many agencies. SFFR's draft strategic plan (Appendix I) is an example of a strategic plan that applies to a single organization. Prince William County's (2000) strategic plan demonstrates interagency cooperation in tackling common planning issues. A sampling of planning issues includes communication systems, emergency response in regard to traffic flow, and multiagency preparedness/coordination.

Holmes (1994) states that values provide an insight into organizational culture. This changes from generation to generation as each has unique experiences that lead to different value development. Conger (1998) uses generation X as an example of holding the value of willing to work hard, but not at the expense of family time. This

identifies that individual values will change as different generations of firefighters are hired. This adds credence to annual value survey reviews.

Proper strategic plan packaging develops acceptance by employees, the governance, and the public. CFAI (2000) requires that the strategic plan is published and is submitted to the local governing authority. A nice looking product creates a good first impression. Wallace (1998) confirms the significance of a professionally printed plan and its relationship with acceptance.

Strategic plan distribution should be unlimited. Distribution is defined as any end user. The synergy of the planning team is employed to identify end users. Wallace (1998) has interpreted end users as all employees, primary stakeholders, the public, other government agencies, libraries, area fire departments, and national fire service exposure through sending reference copies to the NFA LRC. Most plans will be physically distributed through opportune contact. Wallace identifies this option along with distribution through mail when personal contact is not possible.

Author's Interpretation

The value of a properly assembled, high-quality strategic plan to an organization is immeasurable. The time and resources are investments into the organization. The greater the investment equates to greater organizational rewards. The process requires a candid review of the department by all planning team members.

Establishing a neutral environment for the three-day planning session for all members was a necessity. Uniforms were excluded to remove barriers. The session was located at the South Dakota Air National Guard (SDANG) Base in Sioux Falls. It is imperative that the session location be away from fire department facilities to remove

day-to-day distractions. SDANG provided two trained facilitators, at no cost to SFFR, as a part of their Business Partnering Program. The facilitators possessed no fire service background. This prevented the facilitators from leading the discussion and allowed their concentration on processes rather than content. Wallace (1998) supports the use of external facilities and facilitators.

The following is an interpretation and application of the survey processes identified in the Procedures section of this ARP. The surveys filled a crucial requirement by allowing the opportunity for every SFFR member to participate in the strategic plan development process. The initial member survey was developed during the author's first ARP (Larsen, 1997). A search for an independent source to process the survey results led to an agreement with the University of South Dakota (USD). This maintained survey confidentiality. The survey employed a four-point Likert-type response scale. It ranged from strongly agree to strongly disagree. A neutral response was not provided to force participants to lean in a direction. The survey intent was to measure internal customer satisfaction. Additional survey implications include value insight and identification of strategic planning issues.

The first survey was administered in mid 1998 with the results finalized in a report dated September 25, 1998 (Feimer and Coroiu, 1998). Further analysis of this data was conducted and an article was published reviewing job satisfaction verses length of employment (Traut, Larsen, and Feimer, 2000). A second survey was initiated during the fall of 1999, with the results published on December 2, 1999 (Feimer and Korkow, 1999). The survey instrument was unchanged to allow for statistical validity.

The satisfaction levels dropped in the second survey when compared to the results of the first survey. An increased focus on improving information flow was embarked upon.

The third-member survey was administered in the spring of 2001 and published on June 12, 2001 (Feimer and Braunstein, 2001). Dr. Feimer and Dr. Braunstein recommended using focus groups to identify issues. Five two-hour focus group sessions of six persons each were arranged. Three sessions were scheduled to allow a captain, fire apparatus operator, and firefighter on-duty representation from each battalion and district. A session was scheduled for staff personnel to include fire inspectors, a clerk, a building maintenance person, an apparatus mechanic, and a training officer. The final session allowed division chief and battalion chief input. Wallace's (1998) Organizational Diagnosis Questionnaire was provided to USD with the intent to gain the information needed to evaluate organizational readiness for strategic planning.

The 2001 survey instrument was adjusted to a five-point Likert-type scale by adding an undecided response category. This allowed the respondents the opportunity to respond when no opinion is held. Percentage comparison of strongly agree and strongly disagree responses were made between the 1998 and 2001 survey responses. Satisfaction levels dropped in the 2001 survey. Overall, the 2001 survey was interpreted to indicate the planning process could address organizational challenges. The survey determined that SFFR is ready for strategic plan development and implementation.

The planning team struggled with applying the 2001 member survey results to our strategic plan. Candid discussions ensued which revealed insight into organizational challenges. Specific problem identification could not be determined as this survey and

the previous two surveys each focused on different events. Survey issues that were identified by the planning team include communications and accountability. This was supported by a lack of understanding of what other divisions or battalions were doing and confusion existed over organizational direction. The development and implementation of a strategic plan will improve organizational focus in these areas.

The council and public stakeholder surveys provided an insight as to how others see us. Both focused on getting value for the investment. The council measured effectiveness through constituent feedback, response time data, and property loss. Strong support was universal for support of SFFR's fire protection role, while the results in the other categories demonstrated above average support. Confusion exists in regard to what our other emergency responses are. Overall, the stakeholder survey results complimented the internal values surveys.

The use of the consensus process in the development of SFFR's draft strategic plan has energized the organization. The ability for any individual to provide input and then see this input included has resulted in strategic plan ownership. The energy level continues to build as more and more members realize that they can make a difference.

RECOMMENDATIONS

The research conducted in this Applied Research Project led to the following recommendations to be adopted by the Strategic Planning Committee and by the general membership of Sioux Falls Fire Rescue:

1. Incorporate national and international fire service strategic planning guidance in SFFR's strategic plan.
2. Adopt the strategic plan by October 1, 2001.

3. Seek a resolution accepting the plan by the City of Sioux Falls City Council following strategic plan adoption.
4. Upon adoption, distribute and communicate the plan to all department members, to major stakeholders, local libraries, and copies available to anyone upon request.
5. Implement SFFR's goals at a manageable pace to prevent overload and strategic plan failure.
6. Make the strategic plan a living document through an annual review by the Strategic Planning Committee. The plan is to be published and distributed annually.
7. Send two copies of the adopted strategic plan to the National Fire Academy Learning Resource Center.

The following are provided as global fire service recommendations:

1. That every fire service organization adopt and maintain a strategic plan.
2. Incorporate national and international strategic planning guidance into local strategic plans to positively impact fire service statistics, save lives, and reduce property loss.
3. Involve all members of the organization in reaching strategic plan consensus.
4. Distribute your strategic plan as widely as possible, including national and international fire service libraries to help provide references.
5. Obtain the support and commitment of your governing body for your strategic plan.

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APPENDIX A**Sioux Falls Fire Rescue***“The Best People Doing the Best Job”***Personal Values Survey**

Complete the following sentence: _____ is/are important to me.

1—Most important; 10—Least important.

- | | | |
|-----|--------------------------------|-------|
| 1. | Being a team member | _____ |
| 2. | Contributing to the community. | _____ |
| 3. | Pay and benefits | _____ |
| 4. | Excitement/risk | _____ |
| 5. | Professional pride | _____ |
| 6. | Family and friends | _____ |
| 7. | Accomplishment | _____ |
| 8. | Recreation | _____ |
| 9. | Goals | _____ |
| 10. | Responsibility | _____ |

APPENDIX B

Sioux Falls Fire Rescue *"The Best People Doing the Best Job"*

Personal Values Survey

Complete the following sentence: _____ is/are important to me.

Overall results:

Family, pay/benefits, integrity, pride, honesty, safety, morals, faith/God, my son, trust, values, retirement, job satisfaction, having fun, teamwork, life, professionalism, health, being heard, consistency, cooperation, respect, fairness, serving, education, people, training, appreciation, morale, happiness, personal accomplishment, promotion, autonomy, hard work, doing the right thing, self awareness, and long term goals.

Results by number of responses:

- 43 Family
- 9 Honesty
- 7 Faith/God
- 5 Respect
- 4 Fairness and integrity.
- 3 Consistency, health, life, morals, people, safety, and values.
- 2 Appreciation, education, integrity, job satisfaction, morale, my son, pay/benefits, personal accomplishment, pride, trust, professionalism, promotion/advancement, and training.
- 1 Autonomy, being heard, cooperation, doing the right thing, happiness, hard work, having fun, long term goals, retirement, self awareness, serving, and teamwork.

ID	Team	Comm.	Pay	Excite	Pride	Family	Accom.	Recreat.	Goals	Response
1	4	3	6	10	2	1	8	9	7	5
2	3	6	4	10	7	1	9	8	2	5
3	5	3	2	10	4	1	7	8	9	6
4	8	9	4	7	6	1	3	10	5	2
5	3	5	6	9	2	1	7	10	8	4
6	5	6	4	3	2	1	8	10	9	7
7	7	3	6	9	4	1	8	10	2	5
8	3	4	2	10	5	1	8	9	7	6
9	3	2	5	9	4	1	6	10	7	8
10	3	2	6	10	4	1	5	9	7	8
11	6	9	2	10	5	1	7	3	4	8
12	2	5	10	8	3	1	4	9	7	6
13	4	5	3	10	2	1	8	9	6	7
14	8	4	3	10	9	1	7	5	6	2
15	2	10	9	8	5	1	4	6	7	3
16	7	9	2	5	8	1	10	3	4	6
17	5	10	2	4	3	1	6	7	9	8
18	8	4	2	6	5	1	3	7	9	10
19	4	10	5	3	7	1	8	2	9	6
20	2	2	5	4	3	1	10	5	2	2
21	1	4	5	8	3	10	6	9	7	2
22	4	2	7	9	3	5	6	10	8	1
23	5	4	6	8	1	2	3	10	9	7
24	5	9	4	8	2	1	3	10	6	7
25	2	7	6	9	1	8	5	10	4	3
26	5	6	10	9	2	1	3	8	4	7
27	4	7	3	9	8	1	6	10	2	5
28	2	9	3	10	5	1	8	7	4	6
29	5	6	3	10	7	1	4	9	8	2
30	5	10	1	8	2	3	4	9	7	6
31	5	8	3	10	6	1	2	9	7	4
32	6	7	2	10	8	1	3	4	6	9
33	2	6	7	10	3	1	8	9	3	4

ID	Team	Comm.	Pay	Excite	Pride	Family	Accom.	Recreat.	Goals	Response
34	4	9	2	10	3	1	6	8	5	7
35	6	3	1	9	2	5	10	7	4	8
36	4	5	6	9	2	1	3	10	7	8
37	3	9	7	10	2	1	8	6	5	4
38	2	9	3	10	8	1	6	7	4	5
39	2	2	4	8	2	1	3	3	3	4
40	2	4	5	9	3	1	6	10	8	7
41	4	3	5	9	10	1	6	7	8	2
42	7	6	8	4	10	1	3	5	2	9
43	9	5	2	8	3	1	4	6	10	7
44	7	3	2	8	4	1	5	10	6	9
45	3	9	2	10	5	1	6	8	7	4
46	2	3	8	9	4	1	7	10	6	5
47	3	9	10	7	2	1	4	8	6	5
48	6	5	3	10	1	7	9	2	8	4
49	10	2	5	9	6	1	3	8	4	7
50	4	2	5	10	3	1	6	9	7	8
51	8	9	3	7	10	1	2	6	5	4
52	2	7	4	7	3	10	1	9	7	6
53	9	8	3	10	2	1	4	6	5	7
54	9	10	5	6	8	1	2	7	4	3
55	8	10	2	4	3	1	5	7	9	6
56	2	1	3	10	4	9	8	7	6	5
57	4	2	3	8	5	1	6	9	7	10
58	3	5	7	8	6	1	10	9	4	2
59	8	2	3	9	7	1	5	10	4	6
60	9	4	3	10	8	1	6	7	2	5
61	4	1	2	3	8	6	7	10	9	5
62	8	6	3	9	2	1	7	10	4	5
63	2	6	5	8	4	1	7	9	10	3
64	4	10	2	9	7	1	6	3	5	8
65	6	9	4	10	3	1	2	5	7	8
66	8	9	2	10	4	1	7	3	6	5

ID	Team	Comm.	Pay	Excite	Pride	Family	Accom.	Recreat.	Goals	Response
67	3	8	7	9	4	1	2	10	5	6
68	8	10	7	4	3	1	2	9	6	5
69	4	5	6	8	2	1	7	10	9	3
70	4	2	10	9	8	1	6	3	5	7
71	9	3	7	6	4	2	1	8	10	5
72	8	3	4	2	5	10	7	1	6	9
73	4	5	10	8	7	1	3	9	6	2
74	3	5	4	6	2	1	7	10	8	9
75	5	3	4	10	6	1	2	9	8	7
76	8	9	2	10	5	1	4	7	3	6
77	2	3	4	9	5	1	8	10	7	6
78	6	2	7	8	5	1	3	10	9	4
79	6	2	1	3	4	5	7	10	8	9
80	6	5	3	4	7	1	8	2	9	10
81	6	2	8	10	7	1	3	9	4	5
82	3	9	7	10	2	1	8	4	6	5
83	5	10	3	1	9	8	2	7	6	4
84	6	7	3	8	2	1	10	4	9	5
85	4	5	8	9	7	1	2	10	6	3
86	8	10	4	7	2	1	3	9	5	6
87	7	8	3	10	2	1	4	9	6	5
88	4	2	10	8	3	1	5	9	7	6
89	5	4	2	9	10	1	8	3	6	7
90	10	5	3	2	1	4	6	7	8	9
91	9	4	1	10	3	2	5	8	6	7
92	5	8	2	3	4	1	10	6	7	9
93	8	6	3	5	4	1	7	2	10	9
94	6	10	2	9	4	1	7	3	8	5
95	7	8	2	10	5	1	4	9	6	3
96	2	6	3	5	4	1	7	10	8	9
97	8	2	3	6	5	1	10	4	7	9
98	4	9	2	5	6	1	10	3	7	8
99	10	2	7	9	8	1	3	6	4	5

ID	Team	Comm.	Pay	Excite	Pride	Family	Accom.	Recreat.	Goals	Response
100	2	3	4	10	5	1	6	8	9	7
101	4	2	8	5	6	1	7	10	9	3
102	2	5	3	9	4	1	7	10	8	6
103	5	1	2	4	7	6	8	10	3	9
104	3	2	8	9	6	1	4	10	5	7
105	7	8	5	10	9	1	4	6	3	2
106	8	3	2	7	5	1	4	6	10	9
107	4	5	1	3	10	9	8	2	6	7
108	6	2	5	10	7	1	3	9	8	4
109	6	10	7	9	5	3	4	8	1	2
110	9	6	10	8	4	1	2	3	5	7
111	1	6	8	10	3	2	7	9	4	5
112	2	7	4	8	6	1	3	5	10	9
113	4	7	3	8	2	1	6	10	9	5
114	2	4	8	1	9	6	5	3	10	7
115	9	3	4	7	8	1	6	10	5	2
116	9	4	2	5	8	1	7	3	6	10
117	6	7	5	10	2	1	3	9	8	4
118	2	4	10	8	7	1	5	9	3	6
119	8	7	6	10	4	1	3	9	5	2
120	5	7	6	10	8	4	3	9	2	1
121	8	9	3	10	5	1	4	2	7	6
122	4	7	2	10	6	1	5	3	9	8
123	2	5	7	9	4	1	8	10	6	3
124	6	4	7	9	5	1	3	10	8	2
125	6	10	1	2	5	8	9	3	4	7
126	9	2	3	10	4	1	5	6	8	7
127	3	10	4	5	9	1	7	8	6	2
128	4	7	8	3	6	10	5	2	1	9
129	10	2	6	5	1	3	4	7	8	9
130	9	10	6	1	8	5	3	2	4	7
131	10	8	5	7	9	1	3	2	4	6
132	4	2	6	9	1	3	2	10	8	5

ID	Team	Comm.	Pay	Excite	Pride	Family	Accom.	Recreat.	Goals	Response
133	7	6	2	10	9	1	5	4	3	8
134	9	3	1	10	8	2	4	7	6	5
135	6	3	2	10	4	1	5	7	8	9
136	6	8	4	10	7	1	5	9	2	3
137	6	8	5	9	4	1	2	10	3	7
138	6	2	4	9	3	1	8	5	7	10
139	7	8	6	9	5	4	3	10	1	2
140	9	10	3	4	7	1	6	2	8	5
141	6	8	2	10	5	1	3	4	7	9
142	8	5	3	10	9	1	7	2	6	4
143	5	10	2	3	4	1	8	7	9	6
144	3	2	4	7	5	1	6	10	8	9
145	5	3	2	4	7	1	10	6	9	8
146	7	3	6	10	9	1	2	8	5	4
147	8	3	2	7	6	1	10	4	5	9
148	8	5	3	9	2	1	6	10	4	7
149	7	6	9	10	2	1	5	8	3	4
150	1	9	5	4	6	2	3	10	7	8
151	5	3	4	10	2	1	8	8	7	6
152	5	8	2	10	9	1	3	7	6	4
153	9	7	8	6	4	1	3	2	10	5
154	8	9	1	5	3	2	7	10	6	4
155	7	2	3	10	6	1	9	8	5	4
156	1	9	2	3	8	4	7	10	5	6
157	6	5	8	10	7	1	4	9	2	3
158	3	2	7	4	10	8	1	9	5	6
Totals	845	891	701	1226	789	302	861	1143	969	915
Average	5.35	5.64	4.44	7.76	4.99	1.91	5.45	7.23	6.13	5.79
Rank	4	6	2	10	3	1	5	9	8	7

APPENDIX C

Sioux Falls Fire Rescue
"The Best People Doing the Best Job"

Organizational Change Model Survey

In the space provided below, briefly answer these two questions:

1. What do you like about being a member of Sioux Falls Fire Rescue?

2. If you could change anything about Sioux Falls Fire Rescue, what would it be?

APPENDIX D Fire Rescue Survey

April 6, 2001

1. What do you like about being a member of Sioux Falls Fire Rescue?

- I like it when I am able to help people out in their times of greatest need.
- This is a profession that I have always aspired to achieve; a profession that I am proud of. Also, I like and enjoy the members of the department. The challenge and diversity of the day-to-day objectives make the job great!
- I feel what I most like about our department is that I can fulfill my professional career in a field that I enjoy most. I feel good about myself that I can participate in belonging to a team whose bottom line goal is to bring calmness out of chaos; that is most rewarding to me. I also feel that in some indirect way, every time I say to someone, "Change your batteries in your smoke detector," or, "You should have that second exit open so your kids can get out,"—who knows how much of an impact that it may have.
- Knowing that when someone needs help, all they have to do is call on the phone and we will be there. I also enjoy working with the caliber of people that are employed here. I think we also do a good job of doing the best possible job we can, whether it's a fire, EMS, rescue, or HAZMAT call. I love being a firefighter.
- Just **being** a member of SFFR, and part of an organization that can see the big picture years in advance. Like being out amongst the public; selling the community on SFFR!
- It is a job where I can see that I am having an influence on other people. A person here can have a sense of pride in what they are doing.
- I like the people I work with and for. The pride I get in being a firefighter is something I like.
- I enjoy the team effort that's showed with each other and the community pride also.
- I like being out in the public providing protection and safety. I like the people I work with.
- Most of the people on the job. I like being a firefighter, helping people.
- I like the fact that I work with a great group of handpicked people. I also like the job security, no matter what happens, we will always be here.

- The teamwork and camaraderie that exists when people are in need of help. When the need exists, employees do come to the help of fellow workers and citizens of the community.
- Being part of an organization that is well respected and looked upon with favor from other members of society, being part of a time-honored traditional occupation.
- The combined effort of 150+ people to make the community a safer place. Within this, there is the ability of different people coming together to achieve this goal.
- I enjoy being able to help someone when they need the help.
- The fellow firefighters I get to work with to help others.
- Camaraderie, job satisfaction—protection of property and lives.
- Job security/steady paycheck, shift duty hours.
- The camaraderie with the people I work with. The idea of helping others when needed. Job satisfaction.
- I enjoy my job. I like the challenges and look forward to coming to work. The guys are fun to work with and the work is rewarding.
- Helping people.
- Having a feeling of importance and being able to help people.
- The teamwork and the people I work with.
- Shifts—job satisfaction.
- It's a noble occupation. People seem to respect the fire department and the job that they do. The job seems very exciting and fast paced. They stress the importance of continuing education and I enjoy learning and challenging myself in an ongoing process. I also like the fact that there are different levels of rank in the fire department. There are so many jobs that once you have the job that's it, you do the same thing everyday regardless of how hard you work or how much you learn. Everyone here is friendly and helpful.
- I love being a firefighter. The job gives me great satisfaction. We do things other people can't or don't want to. I like the people I work with.
- I'm proud to be a firefighter. I like the brotherhood. I like my time off. When I had some responsibility, I liked it.
- This career has afforded me the opportunity to participate in a necessary function of EMS/fire. The public respects our department, and the duties we perform are very fulfilling. There's a lot of pride in what we do.
- Working in a team operation helping citizens of the community. Stability and security of public employment. Pay and benefits including health

insurance, wages, and retirement. The excitement and fulfillment of emergency operations.

- What I enjoy the most is the people that I work with. Our hiring process seems to be done well. I think it's great as far as updating new apparatus. Glad to see that we are trying to keep up with the latest technologies in the fire service.
- Friendship of fellow brothers and sisters.
- Being a member of a team and the ability to help people.
- Giving back to community and having pride in my work.
- The professionalism of the job, the variety it offers, and pride of doing a good job for the City of Sioux Falls. I think it's important to be a good team player to perform the tasks of the fire department.
- Coworkers, hours, flexibility.
- I enjoy the job security along with the people I have come to know and the sense of contributing to the community.
- I like being a part of a professional group of people who are working toward being the best they can. I also like the opportunities to advance if someone chooses to take that route.
- I like the close family bonding between crewmembers. I like the time off for family time. Sioux Falls Fire Department is well liked in the community and it is great to be part of it. I like the chance to continue and grow in my new career, and the opportunity to advance forward in knowledge and skills. Sioux Falls Fire Department gives you time to spend with your loved ones.
- In going into smoke-filled buildings putting out fires. I like and feel good about helping people. I enjoy the working relationship with my fellow employees. I like the hours of work.
- The satisfaction that I'm helping people in one way or another. The prestige of being called a firefighter. The benefits, the security, and the income.
- Being a part of a great career job and helping people.
- To be a part of a professional organization that is held in high esteem by the community, being able to help the community through saving lives and education.
- I enjoy the variety and underlying ability to help others, which makes it worthwhile.
- What I like about being a member of Sioux Falls Fire Rescue is the opportunity of belonging to a group that is committed to serving others. The focus expands beyond the individual and extends into higher goals that support brotherhood, caring, and the American way.

- The professionalism associated with the organization. Working with and serving the community.
- For the most part I'm proud to be a part of SFFR. It is a hardworking bunch and I usually enjoy coming to work.
- I think people (citizens) admire and respect firefighters generally. We, Sioux Falls firefighters, are proud of our job and the people of Sioux Falls are grateful for the job we do.
- Coworkers at work make the job enjoyable. Also, the excitement of the job (never knowing when or what will be your next incident). There is also a pride that comes with the job when a job is well done. I also like the training and continuing education that is available as a member of SFFR.
- Everything.
- The work schedule, community respect, being a member of a great team.
- I think that being an asset to the community, helping others. Close, family-type organization. Knowing what is expected and having equipment and training to carry it out.
- The thing I like most about being a member of SFFR would be the opportunity to serve others in a meaningful and important way. Being a person others turn to for help has always been important to me.
- What I like about being a member of Sioux Falls Fire Rescue would have to be working with people, helping the citizens of Sioux Falls, and the accomplishment of a job well done. First, the people (crew) I work with makes it enjoyable to work here. I feel comfortable in asking questions and talking with them. Second, helping and working with the public. I enjoy dealing with the public relations (tours, inspections, etc.). Last would be the accomplishment of a job well done, be it an EMS call or fire call. It makes me feel respected and able to help someone.
- Having the ability to help the community in a time of need. The climate has changed dramatically over the past four years as far as union/management cooperation. Negotiations were a challenge, but both sides should be proud of the end results. We are working together more as a team.
- Being part of a professional department that is working toward common goals for everyone.
- Helping kids.
- Brotherhood—sisterhood working with a group of people who care about doing a good job and having fun doing it.
- There are a lot of fun-loving, exciting people to work with. Everybody makes you feel like a family member.

- I like the feeling of helping people. I work with some very nice people. OK pay.
- Friends. Job Security. Helping the community.
- I enjoy the work responsibility and the service provided to the community. Sioux Falls Fire Rescue provides a very good and important service to Sioux Falls. I enjoy being a part of all aspects of the variety of tasks we are called upon to perform.
- Being a member of a large, organized team. Helping the community.
- I enjoy working with other members of SFFR and helping other people. I enjoy the feeling of job satisfaction after you accomplish something during your workday . . . feeling good about what you did.
- This is a job, I don't feel as proud as I used to. It pays my bills and supports my family—**that's it**. I go for two months at a time without doing my job.
- I love the job. I like the brotherhood I feel with the other firefighters.
- Nothing is ever the same. Each day has something new to offer.
- Helping the taxpayers!! Going on the calls and doing the job I'm paid to do (put out the fire and doing EMS). My responsibility to these people, due to the fact that I will never **forget** who pays my bills and feeds my family. This should be of the utmost importance.
- The fact that when you go out in public there is a feeling that you're doing some good. That the public respects and appreciates the job we do.
- I like helping people that are in need, being first aid, fire, etc. Also the people we get to work with, and meet on calls, and at the stations.
- The people that we work with, that everyone can come from different backgrounds and meld together in circumstances where other people fall apart. The opportunity to make someone else's problem better.
- I enjoy the people I work with and spending my days off with my family.
- I like my work schedule and the people I work with. I find the work we do diverse and challenging.
- The camaraderie with the people I work with is remarkable. The job is different every day. You come to work in the morning and you never know for sure what your day will be like.
- I enjoy the people. As corny as our motto is, it's totally true.
- Pride.
- Fire fighting in general is what I consider a very rewarding career. Sioux Falls Fire Rescue is a great organization in a perfect community to live in. Sioux Falls Fire Rescue has outstanding personnel to be affiliated with.

- I like belonging to a group of men and women that dedicate their life to helping others. Only people that work within the Rescue community know what a special bond we have to each other. Every day is different, every call is also different.
- Being a member of a respected team of professionals. Being in an organization that makes a difference in the community. Being in an improving organization, where my opinion counts.
- I feel a sense of family and brotherhood associated with the organization. I feel that I can make a contribution to the city and its citizens in fire protection and other hazards associated with safety.
- The personal pride of being a member of an important team that tries to help people.
- Friends, accomplishments, pension plan.
- Being part of an organization that watches out for each other as a "family" while doing our job to help the community.
- I enjoy the pride I take when somebody asks me where I work and I tell them SFFR. Not doing the same thing every day. Every call and tasks are different in some way and need to be approached with a different solution. I also enjoy the feeling of helping somebody that is in a bad situation and helping them make it better. Most importantly, the people I work with are some of best I've ever known and even though you may not see eye-to-eye on everything, they'll go to the wall for you.
- Teamwork as a crew.
- The people that I work with and the satisfaction of actually doing the job.
- It makes me proud to be around people who are pros and care about each other, and going out and helping people who are in trouble or need.
- I like it.
- I like the feeling of belonging to a family of firefighters. My brother and sister firefighters would do anything for one another and have in the past. We know we can depend upon one another in the most dire of circumstances. And when we are off duty, we can get along as well as best friends.
- Working with a variety of people in a variety of situations. Not having a rigid routine. Being able to help people in need. Working for an organization with a respected reputation.
- The integrity and honor of the people on the floor.
- The excitement, the element of surprise, never knowing what your next assignment will be; helping people out.

- Fighting fire and saving lives. Knowing that most firefighters are willing to give the ultimate sacrifice; when the bell rings is when we are at our best.
- My crew and my fellow coworkers.
- The first thing in mind is the work schedule; having time off to spend with family and friends. It is somewhat gratifying helping the public.
- Fire fighting is a high-prestige profession. The advances in equipment and compensation are now making it possible to pursue this profession without major sacrifices in health and lifestyle. It is an organization in which there are numerous opportunities for career development and progression.
- I am part of an organization that strives to solve life and property-threatening problems and that takes care of its own.
- Most of the time, it is almost like an extended family; there are a lot of challenges in this department that are unique to fire and that makes it an interesting place to be.
- I enjoy the type of work involved with my career and feel it is still a good job as far as the work schedule and the good people that we work with.
- Being part of a team that is committed to helping better people's lives.
- The most important feeling I have is a sense of worth. I feel I am contributing in a positive way. I also enjoy the camaraderie and "*esprit de corp*" that comes with our job.
- I like the family atmosphere from all 150 employees; being part of the team.
- Helping people in need; working with good people.
- Almost everything, with some exceptions that are minor in nature.
- I like coming to work with a group of people that you can trust with your life and feel more like a family group than a bunch of people you work with.
- The opportunity to assist others and the feeling it gives of being an asset to the human race; working together with other members of the crew to overcome difficulties and create a solution to the problems we are confronted with whether it be a fire, EMS, extrication, or just a situation around the station.
- Interesting work with an opportunity to impact the community.
- I get to have a positive impact on people's lives. I am looked upon in public as someone they can turn to when they run out of options.
- The security the job provides me in providing for my family. The respect I receive from the public. The self-satisfaction of providing the citizens of Sioux Falls with fire protection and emergency response.

- The prestige of doing a job most cannot or do not want to do. The variety of situations that may be encountered and the level of excitement that one encounters.
- The feeling of helping out the community and feeling real pride in knowing that my job makes the lives of others better.
- I like the fact that I get to help people and I like the training and learning of new things. I also like the shift work schedule.
- Job security.
- I feel that being a member of SFFR gives me a great sense of pride in knowing that I can make a difference in people's lives. I like the camaraderie and sense of brotherhood among the members of our organization.
- I like helping people and the citizens of Sioux Falls. I used to like the integrity of the department and being proud of my profession.
- We have a potential to make an impact on community health and safety; (we are doing it).
- I like being part of our organization because we help people in their time of need. We are also part of a team that has a common goal. This goal is stated in our mission statement.
- The work schedule allows for more time to be spent with family.
- Being able to help people in the community when they are having an emergency situation. Also being a member of a team that works well together in those situations.
- The professionalism; making a difference.
- Helping people in trouble. Feeling like I make a difference to people. Steady job and income for myself and family. Working with good people.
- Part of a team.
- A sense of doing a job that helps others. I like the hours; the pay. The family environment with the other firefighters. The opportunity to learn while on the job. Everybody loves a fireman.
- The sense of being a part of a coherent "family" or group; the pride of the group members; the excitement of responding to emergencies.
- I enjoy being a member of SFFR for the simple fact that I get paid for doing something that is challenging, exciting, and also benefits the community, along with being looked upon by the community as an organization that is there to help. We have good personnel who look out for our overall safety and make sure we have good, up-to-date equipment to do our jobs with.

- The fire service provides opportunity for me to fulfill some things important to me, such as being proud of my work, contributing to improving the human condition, and accomplishing goals.
- Not much; just the paycheck.
- The feeling that my efforts make a difference with those we serve.
- I like most of the calls—fire and rescue, when we accomplish what we've been trained; therefore, saving life and property. More of a feeling of accomplishment now than that rush of adrenaline earlier in the career.
- The respect I get from the community. This was earned by people from our past. We need to respect the traditions of the past.
- Pay and retirement; hours.
- Rewarding career; able to help others.
- I enjoy working for the public and helping people out.
- Working as a firefighter and in EMS is a challenging role. Working with a crew who is responsible in the role offered them is rewarding.
- I like being part of the best fire department in South Dakota. It is an elite organization I am proud to be part of.
- Responding to emergency calls. I enjoy serving my community.
- I like working with the good quality people. I also feel that most people in the general public are respectful of someone involved with providing an emergency service.
- Being part of the fire service. Doing a job that is important and being able to make a living at it.
- I joined the Fire Department because I wanted my work to mean something. My motivation has always been to make my little piece of the world a better place. Most of my fellow firefighters feel the same way. When you damage our pride, you damage our work. I like my job when I can point to something and say, "I did this, and I did it well!"
- It is a highly respected job. You get a chance to help people on a daily basis. The pay, benefits, and job security are good.
- I can offer my skills to help people and make Sioux Falls a better place. The Sioux Falls Fire Department is a great place to work; fun people and it allows for personal growth.
- Good pay and benefits. Often a sense of accomplishment and pride. I feel like I have a profession where I contribute to society. All ranks are attainable if you apply yourself. Very good educational benefits, along with an atmosphere that encourages higher education.

- The service we provide. My responsibilities/job duties. Interacting with the public, be they home/property owners, engineers, contractors, or architects.
- Working with the public; the pay check.
- I like working in an organization that works hard to serve the community and the people.
- Being a part of a team. The camaraderie and variation of the job. Feeling like I can make a difference.
- Feeling of accomplishment after a call that went well.
- I enjoy the hours of work and job satisfaction when able to help out people in need.
- It has given me a sense of doing something good for my fellow man as well as a means of financially providing for my family. The family type relationship with fellow workers has been gratifying.
- I enjoy doing my job and feel very proud to be a firefighter. Sioux Falls Fire Rescue is a professional organization and I am lucky to be a part of it.
- Fire fighting is an exciting and very interesting career. The teamwork and working together with other firefighters, FAOs and captains that you trust makes a good work environment.
- I really enjoy being part of a team that helps the citizens of Sioux Falls. I like working with everyone, and we do a really good job, I am proud to be a part of such a team.
- Pride of the enjoyment of being a part of a team (brotherhood). The pride I have of fulfilling my dream of becoming a firefighter. The community support we have. Excitement of the risks we take.
- Being able to help the citizens of the community.
- Helping others, excitement, and positive community image.
- Being a former member of the military, I enjoy the military structure of the fire department. I also enjoy helping people.

Fire Rescue Survey

April 6, 2001

2. If you could change anything about Sioux Falls Fire Rescue, what would it be?

- Either allow a higher-level EMS care such as paramedics or not respond to EMS calls where we can't change the patient's outcome.
- As a whole, the Sioux Falls Fire Rescue is pretty good. But a lack of communication needs to be addressed. There are too many changes being made that when questioned, get no answers.
- Provide a set of clear goals. I still do not get the big picture. Mostly, because it has not been explained.
- We need more flexibility in our training. More time than E-40 alone can provide.

When decisions are made, I believe we need to account for how they affect the morale of our employees. It seems like currently, it is a low consideration.

Some of our SOPs are too detailed. They should be a guide but we should allow our people to use their common sense, experience, and judgment.

We need to try to specialize our people—meaning, I think we need ladder companies and engine companies. It's hard to know everything, like the old saying goes: "***Jack of all trades, master of none!***"

- It seems as a fire department, we've headed in the right direction. It's all about customer service!
- I feel there needs to be better lines of communication. I feel this would help eliminate a lot of the negativity a person experiences on the job. I also feel we need to grow in number. The community seems to have outgrown the department.
- I would like to see the three shifts work together and on the same sheet of music. There seems to be differences in the way each BC works.
- I would change the structure that involves promotion. I would also make the majority vote count.
- I wish we had more cooperation. It would be my hope that all ranks would be given a better chance to have their ideas implemented. It seems you have to have the word "chief" in your title before you can get change. I would like us to have paramedic engine companies and take over the ambulance service.

- I'd like to see the promotional system revised. More similar to how it was prior to merit and fitness. Merit and fitness is the buddy system.
- Make it easier to get things done without a pile of paperwork and a year of waiting.
- Change those people whose only reason for being here is self-serving interests. People have more pride in their jobs; whatever level they are at.
- For management and nonmanagement to cohabitate better; not to look at it as an "us—them," but as a "we" thing.
- Fair and equitable treatment of employees by employer.
- I feel that when we are asked for our input, our input is not being heard or in some cases, not being utilized. With the number of people we have on the department, there are a lot of good ideas out there.
- That the different divisions work closer together, meaning that the Training Division does not overrule the decisions made in the Operations Division, for instance.
- Promotional system, pay system for 40-hour vehicle. Getting paid for attending classes and do away with flex time.
- More pay with more time off.
Less politics in the promotional process.
More guidance/direction/leadership by SFFR administration.
- Morale—it seems to be very low; I believe because of promotional procedures.
- Management seems to act like no matter what the issue, they know more than any 140 nonmanagement personnel. The moment a leader stops learning from those around them, they cease to be an effective leader. Don't force feed things to people and expect them to smile as they swallow it. No one of us is smarter than the rest of us.
- That things are even for all members. Fairness is important to keep a good working relationship with all members. Things flow better up and down if all members know that (it—information, suggestions, etc.) are treated fairly. Not who you know, but what you know and how good your suggestions (testing—all areas) would work.
- Awarding overtime for classes off-duty instead of flextime and bringing our pay up to at least the national level with additions of cost of living raises annually.
- Better retirement.

- Put a limit on the number of outside projects we get involved in. We can only do so much, plus the only thing we get out of it is flextime when we don't want it. Car seats, NICE, etc. Stop punishing people for going to classes.
- I would like to change the mileage requirement beyond the 10-mile limit for personal dwellings. I'm very happy about my training and education in the department. Things seem very organized.
- Less white shirts. Too top heavy. Less difference between top pay grade and bottom pay grade.
- Change the promotional process.
Do not put a fire station at old Station No. 2; it's too far east.
I would treat people the way I want to be treated.
Have everyone be accountable for their actions and lack of.
Have training do departmental training.
Back off on some of the public relations stuff.
Communications need to improve.
Change the promotional process.
Training—get back to basics.
I would find someone who could lead us.
- Allow the floor to have more control over what changes are made within the department. Sometimes changes are made by management without conferring with the floor and those changes have negative affect on the department; no positive ones. When that happens, morale becomes an issue, and good, hardworking people leave.
- Stability in organizational skills, time management, better management organization, organized training by training staff, more training by the staff, even if it includes putting on more staff.
- I think we need to use the training site for what it was made for. Training our personnel should be a priority. We have the facility. I think we need to use it more. I'd like to see personnel at the site having more classes for personnel on the floor.
- Administration. Time in service should be at least 20 years on the job.
- Better lines of communication from the top down.
- The main structure of the fire department along with the goals.
- I believe some improvements could be made in the communications between shifts.

- Be more supportive of the gender issue and help extinguish the “good ol’ boys” network! It would be nice to be able to voice your opinion and have it take seriously.
I am disappointed that the department does not fight for what is right and ethical. I guess it is easier to keep quiet and move on.
- I would change the fact that there is really nothing in concrete that tells a person if they are on the right track for a promotion.
- I would like to see SFFR become more involved in EMS, possibly ALS pumpers or even run the ambulance.
- SFFR is so well liked in the area; they should do more on the EMS end of the service. They have a great Fire/Rescue Department.
- I do not like the way the promotional testing is being done. I would like to see the Captains or Acting Chief’s have more control over situations. The citizens expect some element of risk in our job and when we see something that could be done, we should not get reprimanded for having a second line in or an RIT team or Standby team in place.
- Everything I’ve seen to this point has been exceptional. I wouldn’t change anything. More money is always nice.
- The process of getting hired.
- I don’t possess enough experience to properly address this question.
- Less micro managing, utilize all members’ talents. Train for excellence.
- If I could, I would eliminate the pockets of bad attitude.
- An expansion of our role as principle emergency service provider for the community.
- It would be great if and when change for so called betterment of the department occurred and it didn’t pan out, that well maybe, we could reverse or revise that change.
- It would be nice if the people on the floor had a little input (input to be taken seriously) concerning changes that affect our jobs. We are usually left totally out of the loop and decisions are made and implemented with most disregard for the opinion of those it affects the most.
- I wish members of SFFR would do less talking behind each other’s backs. The “grapevine” is filled with misinformation and when someone makes a mistake, “everyone” knows. I think mistakes should be an opportunity to learn from it.
- The residency policy; it is too restrictive.

- The promotional system needs an overhaul. Increase the mechanic's pay.
- That everyone could improve morale. Keep important information flowing up and down. Help by informing what direction the department is going.
- I would try to modify the working atmosphere between management, City, and the union to be more trusting and mutually supportive. More can be done if we work together.
- I feel I would like to change a variety of things. The first would be the morale of the department. I come to work every day happy to be here, but due to a few things happening within the department, my attitude also changes. Secondly, I would also like to say that the morale is also affected by suggestions that are made that would be beneficial to the department and are not considered because the people making the decisions don't look at both views or compromise and **try** or consider the suggestion to see if it would work.
- Find ways to improve department **morale**. Fix the present promotion system. Maintain objectiveness rather than subjectiveness. Keep the system as fair as possible to ensure all employees an **equal** opportunity for promotion. Staffing is always a concern. I don't care for creative staffing. I would like to see a four-person apparatus as a baseline entered into the contract as a precaution for a change in Fire Chief or Mayor. I would like a better system for training; more drills at the training center. More self-improvement classes offered; FAO, Fire Officer, Firefighter, etc.
- To be involved in the goal setting process so everyone has the same goals of presenting the best for everyone and the public.
- The spineless, unquestioning conformity to the latest politically correct, pop culture business trend.
The emphasis on meeting the validation criteria of outside agencies rather than acknowledging our intrinsic worth.
The training program.
- Seems rather management heavy.
- Have it more team oriented; everyone working together to accomplish the same goals. Along with this, hopefully people's attitudes would change and become better.
- I would change the relationship between the members and management, including the City fathers.
- Management needs to stop making change for the sake of changing. Things don't need to be fixed if they are not broken.

- I would enjoy to be able to provide a higher level of service to the Sioux Falls community. If I could provide a more advanced level of patient care for EMS, I would feel we were doing more for the community. Also, advancement in all areas of service are needed to stay with progressive services in our area.
- Training.
- How we treat each other. We should live by the “Golden Rule.” We should look out for one another more and help others accomplish their goals. I am mainly talking about the City/management/union relationship. It always seems there are conflicts between these groups. I feel all groups need to work together more and better.
- Get rid of the BC’s; it’s the biggest waste of money and personnel. They can’t even do staffing correctly. It’s an ego trip and they are all on one.
Communication.
Get back to basics.
- I hate the politics. I hate the feeling that some of upper management is looking for reasons to write someone up. I would change upper management’s attitude to feel that we are all trying to do a good job, rather than we don’t care or we are trying to screw up. I believe everyone is truly doing their best.
- The promotional system and more of a structured training arrangement.
- The *politics* of the job. When I first got hired, politics were involved a little. Now, it is involved so much that we aren’t following the list for promotions. I have put in for classes and have been denied, even though more junior (newer) people have been selected. We can’t even voice our *opinions* at meetings without being told to be quiet because “we shouldn’t bring that up.” This used to be a free country; it’s starting to look like a dictatorship-our opinions don’t count. Thank you for the survey and giving us a chance to *repair* our department.
- I would like to see more opportunities for inhouse training. Instead of sending a few people for training, I would like to see more training brought to us.
- Have a chief from outside the department; somebody neutral, and that people in management have some time on the job to know their job, plus get the respect from people below them.
- That the department would recognize its members for their abilities and give them the credit that they deserve. Pick out leaders whose goals and direction are for the better of the workers in safety and morale rather than themselves.

- Change the promotional system back to the old way. Make sure everyone has a fair chance and access to all classes offered to Sioux Falls Fire Department. Bring in more training and classes into the department. Need to concentrate training back to basics. Change management system back—have only one commander.
- I understand we need to try and be a proactive department, but sometimes we are trying to fix things that aren't broken. The perfect example of this was the last round of promotions.
- There could be an entity within the fire department to set up training for the people on the floor such as the training site used to do. The training entity would again become part of the support branch of the fire department instead of doing their own thing.
- Restructure our current management format. I feel that we need more people working than directing. We went from three departments to eight. I would like to see it revert back to where we had only one BC per shift and they were on a 40-hour shift schedule. Station officers could fill the bill until the on-call commander showed up. Also, I would like to see the training staff do more for our crews. General consensus is that we support them.
- Leave your ego at the door. We are all equal; each person has ideas, both good and bad. If we let our rank and ego dictate how our department is run, things seem to go the wrong way more often than not.
- Two things I would change is the fire fighting training process that is in place. We need more training on what I think is the most dangerous part of our job, which is fire fighting. (Hands-on experience). The second thing I would change is internal customer service. We provide service and take care of our community, but we need to take care of ourselves as an organization first. Using friendlier and more cooperating attitudes between ourselves.
- It would be nice if our upper management would remember where they came from. I wish they would practice what they learned when they prepared for their positions. I wish they would remember that the men and women under them are people. Many people within our department are very frustrated.
- Better communication up and down the chain of command. Things that are said to get done, need to get done.
- I would have each fire station to be part of the activities in their district.
- Let fill-ins or rovers be part of a particular station, so they will fill in at one or two stations and become more of a team.

- Have more defined job performance guidelines for those in charge. Concentrate more on our day-to-day jobs in handling fire scenes and training. If we don't get back to basics, someone is going to get killed in a so-called routine fire.
- The way promotions are made. Morale is very important to an organization and having a clear cut way will tell people where they stand in the system and not have to guess or play favorites.
- **Tough subject: Training:** More training with instruction from the training staff. You don't know if you're doing it right unless somebody tells you.
I would like to see something done about the morale around the station. It seems like every time something good happens to improve the mood, it is closely followed by something bad.
Improve the relationships between the floor personnel and chiefs. This is a terrible relationship right now as I see it.
- Less tension between ranks and between shifts.
- Place trust in the people to actually do the job without the intense micro-managing of their every action.
- I can't think of something right now. To me, there have been too many changes too fast. Slow down and enjoy the job we do.
- We need changes to increase morale in the department. It is at an all time low.
- I would like to see the morale improve and to do this we need to have more support from fire department management on issues which are important to the men and women on the trucks.
- More feedback on organizational goals and what is expected of the people. It doesn't seem like managers are guiding the organization to a visioned goal. It doesn't seem like people are honestly open to other's opinions.
- The separation between management and labor (i.e., there are some lowly firefighters who are more capable and intelligent than some management personnel and that should be noted and they should be respected as such).
- To promote in fairness; not on personalities or good guy syndrome. That way, everyone has an equal shot at promoting. I would stop changing things for the sake of changing.
- Management's attitude about the crews or people on the floor. Being more honest and compassionate to the working people. Discourage

backstabbing just to get ahead. Get rid of pick and choose method of promotion.

- I would want the crews to have more input and the chiefs to listen to the input when they make decisions that affect the crews.
- We sometimes jump through a large amount of hoops way more than private sector jobs. I would like to see the manpower brought back up to where it was a few years ago. Dealing with the headaches of the political system is frustrating.
- Increase morale, advance progressive thinking, come to terms with the fact that we are a service industry and use the same, but hopefully, better techniques with which to promote the growth of our services. Sell it.
- Stronger, more assertive leadership, especially in dealing with City Hall.
- To continue to streamline some of the processes. There are a lot of steps, too many procedures; this is needed in some things but there are instances when the “chain of command” need not be there in all steps. This pertains to administrative things and not fire scenes.
- The friction that is so evident between the need to train and the department not allowing enough time or personnel to allow for such training. To deny a firefighter, who wants to take a training course to better his knowledge, a class because of “flex time” or unwilling to provide overtime, is a huge loss at potential resources for our community.
- Less red tape concerning budget issues; i.e., performance based rather than line item.
Less administrative duties for personnel designated as supervisors.
- The bureaucracy encountered with repair projects is ridiculous. Too many hoops to jump through; needs to be streamlined.
- My job description, red tape, training.
- Get rid of politics of the job.
- Promotion system, lack of consistency. More responsibility and **authority** for captains.
- I would like to see as much effort put in by some management to treat **everyone** fairly instead of the effort they put into to get their own careers and agendas furthered. With all the supposed effort put into making this a “we” department, it has become more of an “I,” “Me,” department.
- **Actually** listen to input from the personnel on the floor. I have asked questions of supervisors and support staff that I have never received answers to. I have presented problems and requested assistance where the answer is, “I’ll look into it,” and that is the best I have heard. I have

sent follow-up input and received the deleted without being read. Asking for input is one thing, but actually listening to it, is something else.

- Professional behavior of all employees; polite, courteous, etc.
- The promotional system.
- Eliminate most of the bureaucracy that has to be dealt with to get anything done.
- More and better and relevant training.
- Better communication between management and floor employees.
- There should be better communication throughout midmanagement, creating a more consistent and informed work environment. There should be more consideration given to employee morale. There appears to be no concern in this area whatsoever.
- I feel that the department is no longer a family. In past years (way past), we used to do a lot of things together and backed and supported each other. Now, we hardly know each other. I would like to enjoy coming to work again.
- I would like to see a more active role in guiding this organization given to the working ranks; an open, honest, truly caring leadership style works and I strongly urge that we adopt it.
- Management and the rank structure. Also, how promotions are administered. The whole concept of how your firefighters are treated. I would reinstall the “pride” that used to be.
- Emphasis from incident mitigation to community risk based prevention.
- I would like to see a continued effort to open the lines of communication between management and labor. We have made great strides recently. Keep up the good work.
- To be able to work within your rank.
- If all or most members of SFFR would be more willing to accept changes for the good of the organization, rather than always looking at changes according to how the change affects themselves.
- Having more input.
- Try to have more stations and locations in the city. Have a set standard for promotions so people seeking a promotion are not in doubt as to what they need to work on for improvement. Use station ideas for specialty areas as to what they need to do a better job. For instance, what equipment is best suited for their job.

- Combine Fire Headquarters and the Fire Prevention Bureau.
- The scheduling of the training sometimes misses people, especially, the rovers; it seems that we either miss out or get the same training several times. I can't remember the last time I've been to the training site. The promoting from the tests seems to be a big controversy and for me personally, it is almost impossible to go to a lot of the out-of-town classes, since that is a big part of promoting, it kills a lot of my incentive to study.
- Better communication; emergency and day-to-day. Better follow-up on programs; accountability.
- I'm not sure if there is a way to make 160+ people happy all the time, but I think that trying to keep morale up and letting the personnel get involved in some of the decisions that need to be made around the station. If there is a way to keep more continuity between the shifts; that may get everyone working in the same direction toward a common goal. We have good people; let's try not to hold anyone back.
- Cooperation.
- The overtime list should be changed. A person should not be penalized for not being home.
- Improve individual accountability.
- Number of members in management positions.
- The attitude that once you have been promoted to Battalion Chief or above, you know all the answers and no longer need continuing education. We must look at how we lead and consider its effects on those we supervise and not worry about how it affects the leader.
- Me as chief.
- Focus more on the basics of fire fighting and EMS and less on the specialties. Have a more cohesive department with respect between ranks.
- Work within your rank.
- I would work closely with line personnel; provided the training according to priorities. Trust each crew to perform their duties and support each member, no matter what the rank, with the premise in mind my crew is professional and competent and come first; not put a complaint over the men.
- The new promotional system. I think the old system was more fair to all employees.
- I would increase the amount of resources that are allocated to fire training.

- Eliminate the politics or at least try to reduce it. Seems as though people or divisions in City Hall fight the fire department. I've always felt they should support our department and the people in it.
- Priorities.
- The management structure. Captains should be given the responsibility for running their crews. They should also be given authority. Second-guessing from above damages the department. Let us do our jobs!
- We seem to be headed in a positive direction.
- Make one department and see value in everyone and what they have offer; too much, "my shift, my station, my guys"; not much "our department."
- More input from the workers. More worker recognition. Implementation of TQL. Improved management/nonmanagement relations.
- The way in which we are perceived by many at City Hall.
- Leadership; we are way too top heavy with white shirts (compared to Des Moines). More hands-on leadership, more direction and motivation. Merit pay? A leader that tells the truth.
- It would be communication and team work. It seems some people are more concerned with personal gain than the welfare of the department.
- I feel the promotional process is extremely messed up right now under the current policy. I firmly believe there are people doing jobs that they are not ready for.
- Better training, standardized training, and less politics.
- Getting management to stand up for the rank and file.
- More hands on drills with basic firefighting, especially one and two year members. With lack of fire calls, I feel this is very important to maintain confidence on all levels with the crew.
- I would like to see management and the bargaining unit work together more to solve all the differences. I think management should ask for our opinion more and listen to what we say.
- The current lack of integrity and equality for all that is demonstrated by current chiefs; BC and DC. This is an excellent job that is not for everyone but if a person wants to do it they can be trained to be an excellent firefighter.
- I feel we could better serve our community with more use of technology, such as CAD systems.

- I believe we are over managed. By this, too many people in management positions. I believe things could be run more efficiently with less duplication. I think a lot of things happen to simply justify one's position. As a taxpayer and as well as an employee, I believe it would be fiscally responsible to do a more effective job with less people in the management positions. This is not to say we are overstaffed, but simply not being utilized for the most efficient outcome.
- I would like to see the rules the same for everybody and between all shifts.
- I would change the culture of the whole "new guy" thing. It has its place but it needs to be more constructive. I know several people who haven't volunteered for things because of the "new guy" hassles.
- Increase the manpower in the city through more stations and trucks.

APPENDIX E

**Job Satisfaction Survey for
SIOUX FALLS FIRE RESCUE**



A Study Conducted by the Government Research Bureau

Department of Political Science

University of South Dakota

Dr. Richard Braunstein

Dr. Steve Feimer

March 28, 2001

Greetings Firefighters, Management, and Staff,

Over the past several years Sioux Falls Fire Rescue has attempted to measure general job satisfaction through survey analysis. These surveys were written by Division Chief Rick Larsen and analyzed by the Government Research Bureau (GRB) at the University of South Dakota. This year, the department is making an even stronger effort to gauge your satisfaction and has hired the GRB to conduct focus groups to hear the thoughts and concerns of a wide range of department employees to guide the development of the current survey.

The GRB has used the insight given to it by the focus groups to build a comprehensive survey of job satisfaction. You will find this survey enclosed here for you to complete. The survey is fully confidential and will only be handled by GRB researchers, thus, you should only use the reply envelope provided to return the survey.

Please consider spending your time filling the survey out as honestly and carefully as you can. Again, this is a strictly confidential process. We very much appreciate your effort and your time in completing this survey. If you have any questions about the survey or how to complete it, please do not hesitate to contact Rich Braunstein at 605-677-5244 or Steve Feimer at 605-677-6468. We would be glad to help in any way we can.

Sincerely,

Rich Braunstein, Ph.D.
Research Associate
Government Research Bureau

Steve Feimer, DPA
Director, Government Research Bureau

Sioux Falls Fire Rescue

Instructions: Please (√) the response that **best** corresponds with your opinion.

5 = Strongly Agree

2 = Disagree

4 = Agree

1 = Strongly Disagree

3 = Undecided

1. General Concerns and Interests		Please check only one response				
		5	4	3	2	1
1.1	I feel the department is headed in the right direction.					
1.2	I feel my supervisors listen to me with regard to training.					
1.3	I feel my supervisors listen to me with regard to station duties.					
1.4	I feel my supervisors listen to me with regard to time management.					
1.5	I feel my supervisors listen to me with regard to on-scene safety.					
1.6	The division of labor in this department helps it to reach its goals.					
1.7	There is evidence of unresolved conflict in this department.					
1.8	My feedback on department affairs is welcomed.					
1.9	New policies and procedures are useful and well instituted.					
1.10	I understand the mission statement of the department.					
1.11	The manner in which work tasks are divided is logical.					
1.12	My job offers me the opportunity to grow as a person.					
1.13	I feel that the current organizational structure is well suited to meet the demands of this job.					
1.14	I am personally in agreement with the stated goals in the department.					
1.15	I hesitate to perform a duty because I fear repercussions from my supervisors.					
1.16	I feel that I am given enough authority to do my job.					
*1.17	I look forward to coming to work.					
1.18	Department equipment, vehicles, and apparatus are maintained in proper working order to insure safety of employees and professional services to the community.					
*1.19	Operations, training, fire prevention, and headquarters personnel feel like they work as one organization.					
1.20	I feel that the findings of this survey will be seriously considered and will impact SFFR policy.					

Sioux Falls Fire Rescue

Instructions: Please (√) the response that **best** corresponds with your opinion.

5 = Strongly Agree

2 = Disagree

4 = Agree

1 = Strongly Disagree

3 = Undecided

2. Leadership and Communication Issues		Please check only one response				
		5	4	3	2	1
*2.1	Communications flow openly up and down the chain of command.					
*2.2	My supervisor has earned my respect.					
*2.3	I receive adequate support from the chief officers.					
*2.4	I feel that my supervisor adequately explains what is expected of me.					
*2.5	I feel that my supervisor is interested in my suggestions.					
2.6	This department's planning and control efforts are helpful to its growth and development.					
2.7	My feedback on department affairs is considered important.					
2.8	The stated goals of the department are closely followed in practice.					
*2.9	I understand the big picture of where we are going.					
2.10	The leadership of this department provides strong support for the needs of firefighters and personnel generally.					
2.11	Department decisions are made at the appropriate levels.					

Sioux Falls Fire Rescue

Instructions: Please (√) the response that **best** corresponds with your opinion.

5 = Strongly Agree

2 = Disagree

4 = Agree

1 = Strongly Disagree

3 = Undecided

3. Training and Professional Advancement		Please check only one response				
		5	4	3	2	1
3.1	I have adequate access to training opportunities.					
*3.2	I am allowed to make the decisions needed to perform my job.					
3.3	Promotion and advancement opportunities exist for all members of the department.					
3.4	Promotion determinations are made with the best interests of the department in mind.					
3.5	The pay scale and benefits are equitable for each employee.					
3.6	Promotion exams are fairly considered in promotion decisions.					
3.7	This department is concerned with my professional development and advancement.					
3.8	My actions are constructively criticized to insure better performance for the future.					
3.9	Performance reviews are done frequently and fairly enough to insure productive feedback for all personnel.					
3.10	Promotion decisions are made with concern for experience levels.					
3.11	Training opportunities are available to all members of the department who are interested in more training.					

DIRECTIONS: Please place a check [✓] in the box that **best** describes your answer to the following questions or statements.

Section 4: Professional Experiences

4.1 Compared to other city jobs, my work, salary and benefits are:

- | | | | |
|--------------------------|------------------------------------|--------------------------|---------------------------|
| <input type="checkbox"/> | Better than other City jobs. | <input type="checkbox"/> | Less desirable than other |
| <input type="checkbox"/> | No different than other City jobs. | <input type="checkbox"/> | City jobs. |
| | | <input type="checkbox"/> | No opinion. |

4.2 Compared to jobs available in the community and surrounding area, salary and benefits are:

- | | | | |
|--------------------------|-------------------------------|--------------------------|---------------------------|
| <input type="checkbox"/> | Better than other jobs. | <input type="checkbox"/> | Less desirable than other |
| <input type="checkbox"/> | No different than other jobs. | <input type="checkbox"/> | jobs. |
| | | <input type="checkbox"/> | No opinion. |

4.3 Based on your own personal values, which of the following is **most important** to you and your work at SFFR?

(Please make only **one** choice)

- | | | | |
|--------------------------|----------------------------------|--------------------------|--------------------------------|
| <input type="checkbox"/> | Challenge of the job | <input type="checkbox"/> | Work environment |
| <input type="checkbox"/> | Meaningfulness of the work | <input type="checkbox"/> | Promotional opportunities |
| <input type="checkbox"/> | Salary and medical benefits | <input type="checkbox"/> | Personal growth and experience |
| <input type="checkbox"/> | Peer respect | <input type="checkbox"/> | Recognition |
| <input type="checkbox"/> | Personal relationship with staff | <input type="checkbox"/> | Other |
| <input type="checkbox"/> | Sick leave and vacation policies | | |

4.4 If you are dissatisfied with your work at SFFR, please **rank order** the following reasons or situations that may be causing you concern. Your primary reason should be given a No. 1; your least important reason should be given a No. 12.

- | | | | |
|--------------------------|-----------------------------|--------------------------|-------------------------------|
| <input type="checkbox"/> | Life safety concerns | <input type="checkbox"/> | Promotion Potential |
| <input type="checkbox"/> | Supervisor/Supervision | <input type="checkbox"/> | Clarity of Department Goals |
| <input type="checkbox"/> | Working conditions | <input type="checkbox"/> | Responsiveness of Leadership |
| <input type="checkbox"/> | Salary | <input type="checkbox"/> | Standardization of Procedures |
| <input type="checkbox"/> | Relationship with coworkers | <input type="checkbox"/> | Other, (please specify): |
| <input type="checkbox"/> | Personal/family life | | _____ |
| <input type="checkbox"/> | Training | | |
| <input type="checkbox"/> | Opportunities/Incentives | | |
| <input type="checkbox"/> | Effective Communication | | |

Sioux Falls Fire Rescue

DIRECTIONS: Please place a [✓] in the box that **best** describes your answer to the following questions or statements.

PART 5: About You and Your Family

Note: These demographic questions will be used to compare your responses with others in the survey and will not be disclosed to any member of Sioux Falls Fire Rescue. Once the data is entered, all surveys will be shredded to ensure the confidentiality of each person responding to the survey.

5.1 Are you:

- Male Female

5.2 What is your age?

- Under 20 years 31–40 years 51–60 years
 21–30 years 41–50 years 61 years or older

5.3 Are you:

- Married with dependents Single with dependents
 Married without dependents Single without dependents

5.4 What is the highest level of schooling you have completed?

- Grade school Associates or Technical Degree
 Some high school (Two years)
 High school diploma or GED Bachelor's Degree (Four years)
 Some college; no degree Graduate Degree

5.5 How long have you worked at SFFR?

- Less than 6 months 1 to 2 years 16 to 20 years
 6 months to 12 months 3 to 4 years 21 to 25 years
 5 to 10 years More than 25 years
 11 to 15 years

5.6 What is your present position at SFFR?

- Firefighter Chief Officer
 Driver/Operator Staff
 Company/Officer

Thank you for your valuable assistance!

APPENDIX F

**“APPENDIX F” AND THE FOLLOWING BLANK PAGES ARE FOR INSERTION OF:
*SIOUX FALLS FIRE RESCUE: A MEMBER SURVEY***

APPENDIX G
SIOUX FALLS FIRE RESCUE
STAKEHOLDER'S PERFORMANCE ANALYSIS
COUNCIL

A. Fire Emergencies

1. **How important is the fire department's response to fire emergencies?**

Extremely Very Moderately Slightly Not important

2. **How do you as an elected official judge the effectiveness of the fire department in this area?**

3. **How well is the fire department meeting your expectations in this area?**

Excellent Good Average Fair Poor

Comments:

B. Medical Emergencies

1. **How important is the fire department's response to medical emergencies?**

Extremely Very Moderately Slightly Not important

2. **How do you as an elected official judge the effectiveness of the fire department in this area?**

3. **How well is the fire department meeting your expectations in this area?**

Excellent Good Average Fair Poor

Comments:

C. Other Emergencies

1. **How important is the fire department's response to other emergencies?**

Extremely Very Moderately Slightly Not important

2. **How do you as an elected official judge the effectiveness of the fire department in this area?**

3. **How well is the fire department meeting your expectations in this area?**

Excellent Good Average Fair Poor

Comments:

D. Fire Prevention and Code Enforcement

1. **How important is the Fire Department's fire prevention and code enforcement?**

Extremely Very Moderately Slightly Not important

2. **How do you as an elected official judge the effectiveness of the fire department in this area?**

3. **How well is the fire department meeting your expectations in this area?**

Excellent Good Average Fair Poor

Comments:

E. Public Education

1. **How important is the fire department's public fire safety education?**

Extremely Very Moderately Slightly Not important

2. How do you as an elected official judge the effectiveness of the fire department in this area?

3. How well is the fire department meeting your expectations in this area?

Excellent Good Average Fair Poor

Comments:

F. Professionalism

1. How important is the professionalism of Sioux Falls Fire Rescue?

Extremely Very Moderately Slightly Not important

2. How do you as an elected official judge the effectiveness of the fire department in this area?

3. How well is the fire department meeting your expectations in this area?

Excellent Good Average Fair Poor

Comments:

G. Cost Effectiveness

1. How important is the cost effectiveness of Sioux Falls Fire Rescue?

Extremely Very Moderately Slightly Not important

2. How do you as an elected official judge the effectiveness of the fire department in this area?

3. How well is the Fire Department meeting your expectations in this area?

Excellent Good Average Fair Poor

Comments:

H. Public Relations

1. **How important are the public relations activities of Sioux Falls Fire Rescue?**

Extremely Very Moderately Slightly Not important

2. **How do you as an elected official judge the effectiveness of the fire department in this area?**

3. **How well is the fire department meeting your expectations in this area?**

Excellent Good Average Fair Poor

Comments:

SIOUX FALLS FIRE RESCUE
STAKEHOLDER'S PERFORMANCE ANALYSIS
PUBLIC

A. Fire Emergencies

1. **How important is the fire department's response to fire emergencies?**

Extremely Very Moderately Slightly Not important

2. **What criteria do you use to judge the effectiveness of the fire department in this area?**

3. **How well is the fire department meeting your expectations in this area?**

Excellent Good Average Fair Poor

Comments:

B. Medical Emergencies

1. **How important is the fire department's response to medical emergencies?**

Extremely Very Moderately Slightly Not important

2. **What criteria do you use to judge the effectiveness of the fire department in this area?**

3. **How well is the fire department meeting your expectations in this area?**

Excellent Good Average Fair Poor

Comments:

C. Other Emergencies

1. **How important is the fire department's response to other emergencies?**

Extremely Very Moderately Slightly Not important

2. **What criteria do you use to judge the effectiveness of the fire department in this area?**

3. **How well is the fire department meeting your expectations in this area?**

Excellent Good Average Fair Poor

Comments:

D. Fire Prevention and Code Enforcement

1. **How important is the fire department's fire prevention and code enforcement?**

Extremely Very Moderately Slightly Not important

2. **What criteria do you use to judge the effectiveness of the fire department in this area?**

3. **How well is the fire department meeting your expectations in this area?**

Excellent Good Average Fair Poor

Comments:

E. Public Education

1. **How important is the fire department's public fire safety education?**

Extremely Very Moderately Slightly Not important

2. **What criteria do you use to judge the effectiveness of the fire department in this area?**
3. **How well is the fire department meeting your expectations in this area?**

Excellent Good Average Fair Poor

Comments:

F. Professionalism

1. **How important is the professionalism of Sioux Falls Fire Rescue?**

Extremely Very Moderately Slightly Not important

2. **What criteria do you use to judge the effectiveness of the fire department in this area?**

3. **How well is the fire department meeting your expectations in this area?**

Excellent Good Average Fair Poor

Comments:

G. Cost Effectiveness

1. **How important is the cost effectiveness of Sioux Falls Fire Rescue?**

Extremely Very Moderately Slightly Not important

2. **What criteria do you use to judge the effectiveness of the fire department in this area?**

3. **How well is the fire department meeting your expectations in this area?**

Excellent Good Average Fair Poor

Comments:

H. Public Relations

1. **How important are the public relations activities of Sioux Falls Fire Rescue?**

Extremely Very Moderately Slightly Not important

2. **What criteria do you use to judge the effectiveness of the fire department in this area?**

3. **How well is the fire department meeting your expectations in this area?**

Excellent Good Average Fair Poor

Comments:

APPENDIX H

SIOUX FALLS FIRE RESCUE

STAKEHOLDER'S PERFORMANCE ANALYSIS COUNCIL

A. Fire Emergencies

1. **How important is the fire department's response to fire emergencies?**
 - Extremely—4
 - Very—1
 - Moderately
 - Slightly
 - Not important

2. **How do you as an elected official judge the effectiveness of the fire department in this area?**
 - Very good, given the resources we appropriate.
 - Excellent.
 - What are response times?
 - Response to calls.
 - How fast you get there, are you able to prevent major property damage; are lives lost? How many compliments, complaints received.

3. **How well is the fire department meeting your expectations in this area?**
 - Excellent—1
 - Good—4
 - Average
 - Fair
 - Poor

Comments:

I think you do well considering our city continues to grow and it gets more difficult to reach some areas and traffic is a growing concern.

- Very good to excellent!

B. Medical Emergencies

1. **How important is the fire department's response to medical emergencies?**
 - Extremely—3
 - Very—1
 - Moderately—1
 - Slightly
 - Not important

2. **How do you as an elected official judge the effectiveness of the fire department in this area?**
 - Rely on concerns from Metro Council.
 - Excellent
 - ?
 - Quick response and the way people are served.
 - Very good.

3. **How well is the fire department meeting your expectations in this area?**
 - Excellent—3
 - Good—2
 - Average
 - Fair
 - Poor

Comments:

- I believe we would have a more effective emergency response service if we assumed even more of the medical services.
- I wonder if this isn't a job better suited to another group – like the ambulance service? Either that or a complete retooling to bring ambulance service into the fire department completely. Not sure.

C. Other Emergencies

1. **How important is the fire department's response to other emergencies?**
 - Extremely—1

- Very—4
- Moderately
- Slightly
- Not important

2. How do you as an elected official judge the effectiveness of the fire department in this area?

- I'm not sure what this would cover – HAZMAT spills? Good.
- Very good.
- Good.
- I think you do a great job in helping in other emergencies, search and rescue, etc. I hear lots of positive things and media reports on you!
- Citizen comments.

3. How well is the fire department meeting your expectations in this area?

- Excellent—3
- Good—2
- Average
- Fair
- Poor

Comments:

- Received no adverse comments.
- Will need to do more in water emergencies in the future.

D. Fire Prevention and Code Enforcement

1. How important is the fire department's Fire Prevention and Code Enforcement?

- Extremely—4
- Very—1
- Moderately
- Slightly
- Not important

2. How do you as an elected official judge the effectiveness of the fire department in this area?

- Comments from business and citizens.

- Very Effective
- Are you out in the public and visiting homes, hearing about prevention programs, etc.
- Visibility of programs offered.
- Very good—sometimes they expect too much in commercial areas or come in after the fact or at the end and require more safety items. This needs to be addressed **early** in the construction and should be responsible.

3. How well is the fire department meeting your expectations in this area?

- Excellent—2
- Good—3
- Average
- Fair
- Poor

Comments:

- Good job.
- Love the batteries program for smoke detectors.

E. Public Education

1. How important is the fire department's public fire safety education?

- Extremely—3
- Very—2
- Moderately
- Slightly
- Not important

2. How do you as an elected official judge the effectiveness of the fire department in this area?

- Based on whether there are lots of programs available and whether community is satisfied.
- Encourage public to become aware of fire safety from the very young to the elderly.
- Response from students and citizens.

- Doing a good job with schools, public, etc.

3. How well is the fire department meeting your expectations in this area?

- Excellent—3
- Good—2
- Average
- Fair
- Poor

Comments:

- Should attempt to be even more visible to the public.
- A fire prevented is hard to measure but I think you do a great job.

F. Professionalism

1. How important is the professionalism of Sioux Falls Fire Rescue?

- Extremely—3
- Very—2
- Moderately
- Slightly
- Not important

2. How do you as an elected official judge the effectiveness of the fire department in this area?

- How you are viewed by the public.
- It seems sometimes the dollar issues and working conditions overshadow the “pride” of the job issues.
- Do officers/captain, lieutenant, etc.; present a clean image, courteous, etc. Based also on whether people call and complain.
- Good.
- Appearance – behavior on the job (and off!).

3. How well is the fire department meeting your expectations in this area?

- Excellent—2
- Good—3
- Average
- Fair
- Poor

Comments:

- By the way—they don't call and complain; that's a **good** sign.
- Well done.

G. Cost Effectiveness**1. How important is the cost effectiveness of Sioux Falls Fire Rescue?**

- Extremely—3
- Very—1
- Moderately—1
- Slightly
- Not important

2. How do you as an elected official judge the effectiveness of the fire department in this area?

- We need to continue to increase effectiveness and productivity of the department.
- Budget growth and number of employees.
- Good.
- How much you get done with the amount of money you have amazes me. Keep it up.
- Keeping up with new trends in the business and watching budget (never enough money).

3. How well is the fire department meeting your expectations in this area?

- Excellent—1
- Good—4
- Average
- Fair
- Poor

Comments:

- We can always do better but believe you are doing a good job at controlling cost.

H. Public Relations

1. How important are the public relations activities of Sioux Falls Fire Rescue?

- Extremely—2
- Very—3
- Moderately
- Slightly
- Not important

2. How do you as an elected official judge the effectiveness of the fire department in this area?

- Each firefighter must represent the department well through professional behavior and appearance.
- By seeing you in public, hearing about projects, programs, etc. in the news, listening to interviews you give.
- Public reaction.
- You could be more proactive.

3. How well is the fire department meeting your expectations in this area?

- Excellent—2
- Good—3
- Average
- Fair
- Poor

Comments:

I believe all your leaders/firefighters are well informed and able to express what's happened/happening. I feel they all do a good job. Keep up the good work.

SIOUX FALLS FIRE RESCUE
STAKEHOLDER'S PERFORMANCE ANALYSIS
PUBLIC

A. Fire Emergencies

1. How important is the fire department's response to fire emergencies?

Extremely—7
 Very
 Moderately
 Slightly
 Not important

2. What criteria do you use to judge the effectiveness of the fire department in this area?

- Efficiency on scene.
- Response time.
- Appropriate number of units sent to scene.
- Response time.
- Professionalism.
- Presence in community. As I drive around Sioux Falls do I see fire stations? Yes; therefore, the response should be fast.
- Timeliness of the response, location of where they arrive on scene, and professionalism.

3. How well is the fire department meeting your expectations in this area?

- Excellent—5
- Good—2
- Average
- Fair
- Poor

Comments:

- The only concern I would raise pertains to the number of units sent; i.e., over response. I have concerns to the appropriate use of resources. On scene utilization appears to be good.
- By your own criteria you have said you need more stations.
- Great EMS responses.

- Only had experiences with false alarms, but the personnel were quick, organized, polite, etc.
- If they respond quickly and show up at the closest door of the emergency.

B. Medical Emergencies

1. How important is the fire department's response to medical emergencies?

- Extremely—4
- Very—2
- Moderately—1
- Slightly
- Not important

2. What criteria do you use to judge the effectiveness of the fire department in this area?

- I sometimes wonder if it is 100 percent necessary for the fire department to respond to each medical call, but I am not an expert and don't have information to base my statements.
- Appropriate use of BLS care/equipment.
- Response time.
- You have equipment police don't buy you don't have equipment the ambulance has or ability to transport a victim.
- Skill and competence of staff.

3. How well is the fire department meeting your expectations in this area?

- Excellent—4
- Good—3
- Average
- Fair
- Poor

Comments:

- Sometimes I think we have response overkill. Police, fire truck, and ambulance for maybe a boy who cut his hand on a bike chain.
- No real experiences to relate.

C. Other Emergencies**1. How important is the fire department's response to other emergencies?**

- Extremely—3
- Very—3
- Very/Moderately—1
- Moderately
- Slightly
- Not Important

2. What criteria do you use to judge the effectiveness of the fire department in this area?

- Vague question – not sure which emergencies you are referring to.
- I am sure you need to clean up a gas spill from an accident, etc. but I'm sure there are some unnecessary calls.
- N/A.
- Skill and competence of the staff – professionalism.

3. How well is the fire department meeting your expectations in this area?

- Excellent—4
- Good—2
- Average
- Fair
- Poor
- No Response—1

Comments:

- No issues.

D. Fire Prevention and Code Enforcement**1. How important is the fire department's fire prevention and code enforcement?**

- Extremely—3
- Very—4
- Moderately
- Slightly

- Not important

2. What criteria do you use to judge the effectiveness of the fire department in this area?

- Continued evaluations of new and existing structures.
- Prevention—best safety measure.
- No criteria, but I truly believe that because of this service that they prevent fires.
- Knowledge of the standards, regulations, and laws. Helpfulness of staff and suggestions on how to remedy problems.

3. How well is the fire department meeting your expectations in this area?

- Excellent—3
- Good—4
- Average
- Fair
- Poor

Comments:

- I requested information two months ago and still waiting.
- Tour our properties, make comments and recommendations, etc.

E. Public Education

1. How important is the fire department's public fire safety education?

- Extremely—3
- Very—4
- Moderately
- Slightly
- Not important

2. What criteria do you use to judge the effectiveness of the fire department in this area?

- I don't have any.
- When my kids have brought things home from school. Then the kids are telling me what I'm doing wrong.
- Knowledge and presentation skills.

3. How well is the fire department meeting your expectations in this area?

- Excellent—4
- Good—3
- Average
- Fair
- Poor

Comments:

- N/A.
- I would like more information on the types of presentations offered, the cost of presentations, etc.

F. Professionalism

1. How important is the professionalism of Sioux Falls Fire Rescue?

- Extremely—5
- Very—2
- Moderately
- Slightly
- Not important

2. What criteria do you use to judge the effectiveness of the fire department in this area?

- On scene communications with other professionals and the general public.
- Reputation, attitude, appearance, etc.
- Your people.

3. How well is the fire department meeting your expectations in this area?

- Excellent—6
- Good
- Average—1
- Fair
- Poor

Comments:

- I sincerely believe that we have one of the finest fire departments in the upper Midwest. I have never met an unprofessional fireman (except maybe one time I silenced an alarm – and wasn't supposed to!)
- The fire department is always professional when they arrive.

G. Cost Effectiveness**1. How important is the cost effectiveness of Sioux Falls Fire Rescue?**

- Extremely—5
- Very—2
- Moderately
- Slightly
- Not important

2. What criteria do you use to judge the effectiveness of the fire department in this area?

- I am not educated in this area so I don't have basis to comment here.

3. How well is the fire department meeting your expectations in this area?

- Excellent—3
- Good—3
- Average
- Fair—1
- Poor

Comments:

- N/A—unknown.
- Sometimes I think we have response overkill, Police, fire truck, and ambulance for maybe a boy who cut his hand on a bike chain.

H. Public Relations**1. How important are the public relations activities of Sioux Falls Fire Rescue?**

- Extremely—4

- Very—3
- Moderately
- Slightly
- Not important

2. What criteria do you use to judge the effectiveness of the fire department in this area?

- What I see and hear—positive.
- Hero's behind the badges, MDA run, etc.
- Nice people. Friendly.

3. How well is the fire department meeting your expectations in this area?

- Excellent—4
- Good—3
- Average
- Fair
- Poor

Comments:

- I have minimal knowledge here.

APPENDIX I
TABLE OF CONTENTS

Sioux Falls Fire Rescue

STRATEGIC PLAN

2002–2006

Executive Summary

Introduction

What is Sioux Falls Fire Rescue?

Our history.

Sioux Falls Fire Rescue today.

Governance.

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Our mission, our values, our vision.

Goal/Objective/Strategy/Action Plan

GOAL 1: Set a five-year course.

GOAL 2: Plan for growth.

GOAL 3: Be good stewards of public resources.

GOAL 4: Improve communications with our internal and external customers.

GOAL 5: Form coalitions and partnerships with businesses and agencies.

GOAL 6: Reduce number of fire and reduce consequences of fires.

GOAL 7: Establish response performance benchmarks.

GOAL 8: Fight fires.

GOAL 9: Be the best Basic Life Support (BLS) agency in the United States.

GOAL 10: Build upon and promote specialty rescue services.

GOAL 11: Help prepare for community emergency preparedness.

GOAL 12: Improve employee services.

GOAL 13: Service above all else.

GOAL 14:

GOAL 15:

Executive Summary

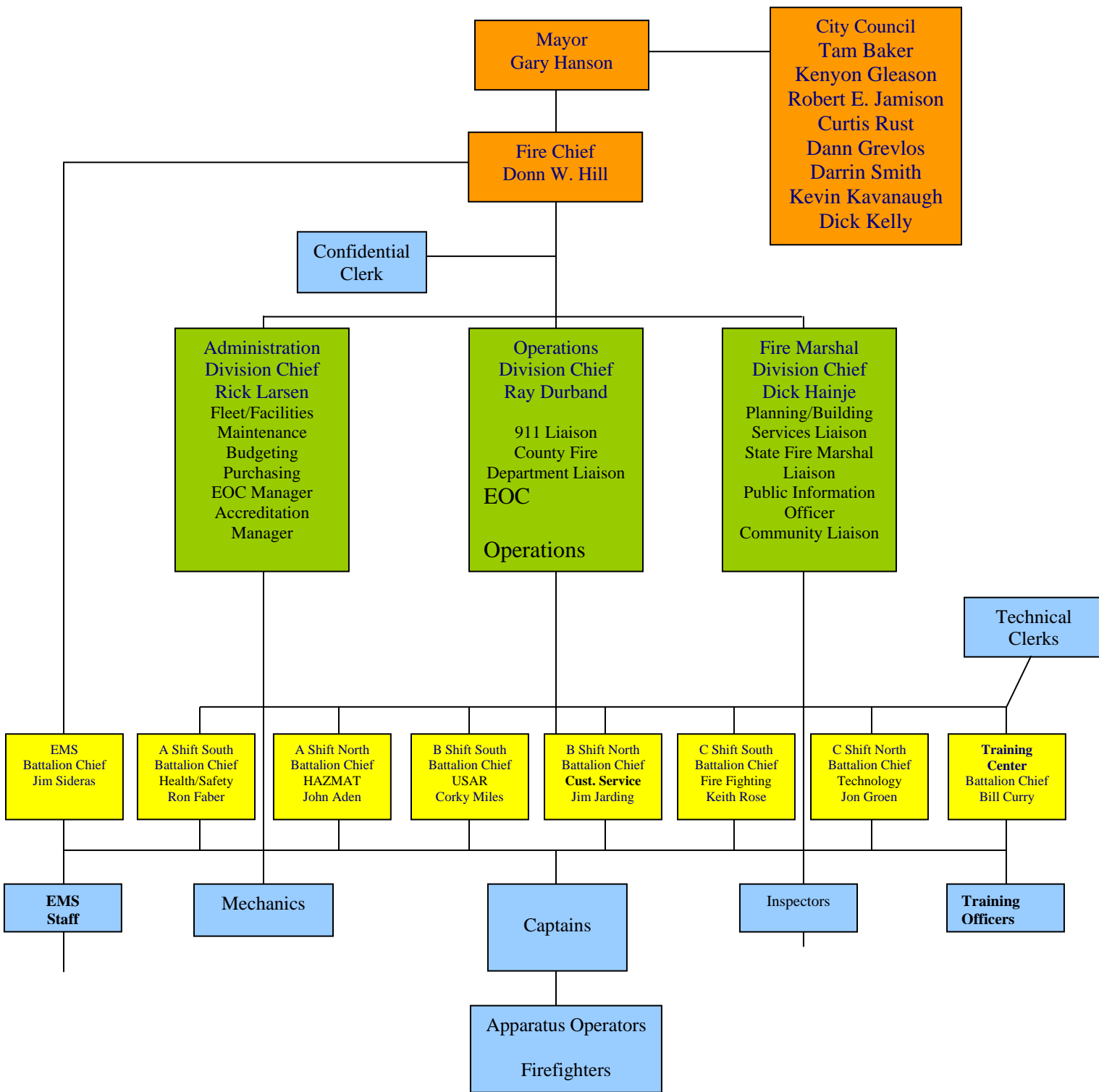
Sioux Falls Fire Rescue is committed to providing the best services at the most efficient cost to the people we serve. To accomplish this, we undertook the challenge of being accredited through the Commission on Fire Accreditation International. A Strategic Plan was required to provide an overview and focus for improving our services. The plan identified who we are, our history, what we look like today, our governing body, fiscal responsibility, our mission, our values, and our vision. Thirteen organizational goals have been established. These have been further divided into objectives strategies and action plans. The followed goals were defined:

- Set a five-year course.
- Plan for growth.
- Be good stewards of public resources.
- Improve communications with the citizens we serve.
- Form coalitions and partnerships with businesses and agencies.
- Reduce number of fires and reduce consequences of fires.
- Establish response performance benchmarks.
- Fight fires.
- Be the best Basic Life Support (BLS) agency in the United States.
- Build upon and promote specialty rescue services.
- Help prepare for community emergency preparedness.
- Improve employee services.
- Service above all else.

What is Sioux Falls Fire Rescue?

Sioux Falls Fire Rescue (SFFR) is a department that provides fire emergency medical services and rescue services to the city of Sioux Falls, South Dakota. It is part of a City government that also provides police, water, public works, and transit to residents within the city limits. The City of Sioux Falls operates under a City Charter. The charter provides for a part-time Council that is responsible for policy making and legislative body, avoiding management and administrative issues. The Council is comprised of three members from the city at large, five members elected by voters of each of the five Council districts, and the Mayor. The Mayor is a full-time position that has the executive and administrative power of the City. SFFR competes with other City departments and programs for funding.

ORGANIZATIONAL CHART



Our history.

Fire protection for Sioux Falls, South Dakota, was established in 1877 when a volunteer bucket brigade was formed. Following a disastrous fire on June 30, 1900, the City Council passed Ordinance No. 261 on August 6, 1900. This created a paid full-time department and minutemen subject to call on an hourly basis.

On May 3, 1884, a fire tower and engine house was built at Ninth Street and Dakota Avenue. It housed Hook & Ladder No. 1, Chemical No. 1, Hose Company No. 1, and Hose Company No. 2.

Community fire protection in 1898 included the equipment located at four fire stations. The stations locations were Ninth Street and Dakota Avenue, Nesmith Avenue and Fifth Street (Hose Company No. 3), Phillips Avenue between 11th and 12th Streets (Hose Company No. 4), and Brookings Street between Minnesota and Spring Avenues (Hose Company No. 5). The engine house and tower were moved from Ninth Street and Dakota Avenue to Third Street and Main Avenue in 1899 as part of the City Auditorium.

The department was completely motorized in 1917. All horses and hose-drawn equipment were disposed of except a Silsby Steam Engine. The first motorized apparatus was Unit No. 1, a 1915 Seagrave 750 GPM pumper. The Silsby Steam Engine and the 1915 Seagrave pumper are stored at Central Fire Station along with a horse drawn hand pumper.

Sioux Falls Fire Rescue today.

Sioux Falls Fire Rescue (SFFR) provides fire and rescue services for the city of Sioux Falls. The community is comprised of 123,975 citizens and covers 56.5 square miles. The city is located in Minnehaha and Lincoln Counties in the southeastern corner of South Dakota. SFFR is a part of automatic mutual response plan with all of the volunteer fire departments in Minnehaha County and provides hazardous materials response for all of Lincoln County and Minnehaha County.

SFFR employs 159 people, including a fire chief, three division chiefs, eight battalion chiefs, 140 career firefighters, four clerks, and three maintenance personnel. All firefighters, except one, are, as a minimum, certified as emergency medical technicians. The organization is divided into three major divisions. They are the Operations Division, Fire Prevention Division, and Administrative Division.

The Operations Division is divided into two battalions: the North Battalion and the South Battalion. The Training Battalion also reports to this division. The fire stations in the North Battalion include Station 1 (100 South Minnesota Avenue), Station 7 (1100 East Benson Road), and Station 8 (1000 North Kiwanis Avenue). This battalion is home to Engine 1, Engine 5, Quint 7, Engine 8, Tanker 8, Fire Car North, and all hazardous materials response equipment. The fire stations in the South Battalion include Station 2 (100 South Sycamore Avenue), Station 3 (2820 South Minnesota Avenue), Station 6 (5200 West 41st Street), and Station 9 (2700 East 49th Street). The apparatus of the South Battalion include Quint 2, Engine 3, Ladder 3, Quint 6, Engine 9, Tanker 9, Engine 40, and Fire Car South. The Training Center is located inside of the airport property. The apparatus assigned to this battalion are Engine 11 and Engine 12 as training engines.

Long-term plans call for several changes over the next five years. A new fire station, Station 4, will open in the fall of 2002 at 69th Street and Old Yankton Road. Fifteen additional firefighters are budgeted for to staff this station. An additional training officer is budgeted for in early 2002. Two fire stations in the North Battalion will relocate and split into three fire stations in 2004 and 2005. This will bring the fire protection for the community to NFPA Standard 1710, 2001 Edition.

The Fire Prevention Division consists of seven inspectors and two of the four clerks. This Division has several responsibilities including code adoption and enforcement, public education, fire investigations, plans review, and information management.

Inspectors are assigned on call to investigate fires on a weekly rotation. They respond by call of the Incident Commander to any structure fire for the purpose of determining origin and cause.

Secondly, they each specialize in various sections of the code and review and issue permits for these special hazards and systems. In addition, they do annual inspections of special and target hazard occupancies.

Public Fire and Life Safety Education also is directly a portion of the Inspector's job description. Each member has assigned duties in public education ranging from evacuation planning for business occupancies to teaching children about fire safety. Programs developed for the Sioux Falls School System are reviewed by the School System curriculum manager and approved as part of the schools safety education block of instruction.

The two clerks manage the information received through the NFIRS (National Fire Incident Reporting System) along with the inspection programs.

As the City continues to grow, this division will continue to work at protecting the citizens and the visitors from fires and other emergencies through prevention and education.

The Administrative Division oversees budgeting, purchasing, payroll, facility maintenance, and apparatus maintenance. The apparatus maintenance shop is located with Station 7. It is a two-bay facility staffed by two full-time fire equipment mechanics. The chief of administration oversees the accreditation process as the accreditation manager.

The personnel that comprise SFFR have established a statewide reputation of providing outstanding fire protection and rescue services through a meticulous hiring process, education, and training. The Candidate Physical Ability Test will be implemented for 2002 new hires. A partnership with the University of South Dakota provides a college level management program paid for by the City at no cost to employees. Training is certified to NFPA standards through local and state programs. Training competencies include hazardous materials, high angle rescue, water rescue, confined space rescue, basic life support, defibrillation, and trench rescue.

(Add map)

Governance.

A Mayor and eight City Council members govern the City of Sioux Falls. Each is elected to a four-year term and can serve for two consecutive terms. The Mayor is a full-time position and the Council members are part-time. The Mayor is elected from the community at large. The City has five council districts with the remaining three Council members elected at large. Sioux Falls Fire Rescue (SFFR) reports directly to the Mayor and receives policy direction from the Council. The City of Sioux Falls operates under the *Sioux Falls City Charter*. The South Dakota State Constitution, Article IX, Section 2 allows the Home Rule Charter form of government. This was adopted by the voters of Sioux Falls which gives Sioux Falls the right to determine the structure and powers at set forth in the charter.

In 2000, an organizational priority was assigned to achieving accreditation through the Commission on Fire Accreditation International. A self-assessment was started in July 2000. A decision was made to seek accreditation and SFFR became an Applicant Agency in June 2001.

Providing our employees with quality equipment and facilities has been a top priority for the Mayor and Council members. SFFR purchased a 2000 Spartan Advantage 1,500-gallon-per-minute custom fire engine and ordered a 2001 Pierce 2,000-gallon-per-minute aerial platform. A new fire station and the remodel of existing fire stations to provide gender-neutral facilities are 2002 construction projects. The addition of 16 firefighters in 2002 demonstrates the commitment to provide the resources to provide service to a growing community.

The City of Sioux Falls and Local #814 of the International Association of Firefighters reached agreement on a three-year contract for 2001–2003. The local represents all firefighters except for the 12 chief officers. The contract provides improvement in working conditions, wages, and benefits.

Fiscal policy.

The Mayor is charged with presenting the City Council with a balanced budget on or before the 1st day of July each year. The budget establishes the fiscal policy for the City of Sioux Falls. The budget is affected by many factors including community needs, funding mechanisms, and political considerations. The Mayor and Council strive to achieve SFFR's mission at a time when the community's yearly growth is three thousand people each year. The City's fiscal policy is shaped around the following influences:

- Providing quality fire apparatus.
- Having well maintained facilities that accommodate all genders.
- Six engine companies adequately staffed at all times.
- Three quint companies adequately staffed at all times.
- One ladder company adequately staffed at all times.
- Maintain minimum staffing levels by filling vacancies with extra duty.
- A Basic Life Support (BLS) program for every responding apparatus, seven days a week, 24 hours a day.
- Having well trained firefighters.
- A commitment to implement technology to aid in fire protection.
- A fire marshal's office that provides comprehensive fire prevention services, including business inspections, plans review, and public education.
- The V.L. Cruisenberry Regional Fire Training Center, which provides ongoing training for all SFFR firefighters and other area fire organizations.
- Provide facilities for an Emergency Operations Center.
- Provide facilities for a backup 911 center.

Our mission, our values, our vision.

Our Mission

The mission of Sioux Falls Fire Rescue is to protect the citizens and visitors of Sioux Falls and their property from fires and other emergencies through education, prevention, and emergency management.

Our Values

Family—We believe that as we provide our service, we will discuss and commit to those things within our power that will enhance our personal families.

Honesty and Integrity—We believe that honesty and integrity are paramount in our service to the community and the trust they have given us. We commit to open and honest communications. We will show honesty, trust, and integrity to:

- Each Other
- City Government
- The Community

Helping Others—We commit to programs and practices to our community that are the best possible through prevention, education, and emergency response.

Teamwork—We believe that our mission can only be accomplished through teamwork. Our team includes each other, community leaders, and those we serve.

Professional Pride—We believe that professional pride is important as we perform our responsibilities. Each of us is proud to be a part of Sioux Falls Fire Rescue and takes pride in all actions on behalf of our department. We believe professional pride is important:

- Personally
- To the team
- To the department
- To the community

Our Vision

We are a service organization. Firefighters have a tradition of providing outstanding service to our community. Our goal is to provide service that is so good it surprises our customers. We value our history and will learn from the past, but not be bound by tradition. We will continue to strive for excellence and continuous improvement in all the services we provide.

GOAL 1: Set a five-year course.

Sioux Falls Fire Rescue (SFFR) strives to provide high-quality fire and emergency medical services to a growing community, the city of Sioux Falls. We must manage the service with an eye on the horizon to include efficient management of resources and staff. A long-term strategic plan is essential and will guide the organization as we seek to add programs and enhance existing services.

The City Council has set policies through visions and planning by adoption of OCEP and CIP. This vision and planning is instrumental in strategic planning and sets long-term priorities. This helps each division within our organization to set goals that support this.

The City Council is committed to making sure that core services, such as fire suppression, rescue services, fire prevention, and emergency medical response, are always at the center of everything we do. We will measure ourselves against other local, state, and national fire organizations and strive to be the best at what we do.

An important goal in 2002 for SFFR is to seek and achieve accreditation from the Commission on Fire Service International (CFAI). This process provides a comprehensive, thorough review and analysis of all SFFR programs and processes to make sure that every aspect of our operation meets established management and legal standards. The International Association of Fire Chiefs and the International City Managers Association developed the accreditation process to provide for a continual improvement of fire department services.

Objective: Set a long-term course of action for Sioux Falls Fire Rescue that will facilitate planning and help to refine operational priorities.

Strategy: Develop and maintain a five-year strategic plan.

Action Plan:

- Implement the policies and legislation of the City of Sioux Falls Council.
- Review all aspects of operations and determine organizational priorities according to Council direction.
- Align budgetary process with organizational priorities.
- Continue self-assessment process to ensure that all operational areas meet national criteria.
- Apply for and obtain accreditation from the Commission on Fire Accreditation International (CFAI) in the year 2002.
- Review, update, and publish the strategic plan annually.

GOAL 2: Plan for growth.

The current city of Sioux Falls population is 123,975 persons. The city is growing by 3,000 people per year and is projected to continue this growth into the foreseeable future. The *Sioux Falls 2015 Growth Management Plan* projects the city population at 156,000 in 2015. The community currently covers 56.5 square miles and is projected to be at 64 square miles in 2015. Growth is expected in all areas.

Included are single-family homes, twin homes, manufactured housing, town homes, apartments, commercial, office, and industrial.

This growth will require new fire stations and additional personnel. New commercial, office, and industrial complexes will increase the number of inspections accomplished and add to the other business services provided. An important priority for the organization is to plan for and locate infrastructure to meet growth in a cost-effective manner.

The growth management plan includes a section on fire protection. This section identifies the response standards and driving times of apparatus to provide adequate response times. The standards are consistent with national standards. The city growth and how it impacts fire protection response planning are analyzed. The plan is undergoing a revision that requests four stations to be relocated and six new stations to be constructed by 2015.

We are planning for growth through code enforcement and the adoption of code. This will be accomplished through the education of the citizens of Sioux Falls to not only reduce fire injuries and deaths, but to also reduce other injuries.

Objective: Provide fire protection, prevention, and emergency medical services for a growing community.

Strategy: Identify all areas of expected community growth.

Deploy staff and equipment to provide adequate coverage efficiently.

Build additional fire stations and staff them efficiently and effectively to accommodate growth.

Action Plan:

Construction

- Work with the architectural firm Koch Hazard Baltzer Ltd. on a modular station design for future fire stations.
- Set a target date for construction of a new fire station at Old Yankton Road and 69th Street.
- Design the northwest station in 2003 and construct in 2005.
- Design in 2003 and remodel in 2004 an existing building for a new fire station at 2001 East Tenth Street.
- Purchase land and design a new Fire Station 1 in 2004 and construct in 2005.
- Design in 2005 and remodel in 2006 Central Fire Station into a office space and a fire museum.
- Design and build a west fire station. Projected date: 2006/2007.
- Design and build an east fire station. Projected date: 2008/2009.
- Design and build a northwest fire station. Projected date: 2010/2011.
- Relocate Station 2 to the area of Highway 11 and Madison Street. Projected date: 2012/2013.

- Design and build a northeast fire station. Projected date: +2015.
- Design and build a south fire station. Projected date: +2015.

Fire Prevention

- Continue to educate and train existing Fire Prevention personnel as plan reviewers to address the growing demand attributed to rapid city growth.
- Provide adequate Fire Prevention staff to ensure adequate levels of service.
- Educate Fire Prevention and Operations staff on life safety issues to result in reduced injuries and deaths at incidents.

GOAL 3: Be good stewards of public resources.

Sioux Falls Fire Rescue has an annual operating budget of \$10,606,646. The budgetary fiscal year starts on January 1 and ends on December 31. A Budget Team, comprised of the Chief of Staff, key Budgeting/Purchasing personnel, and select department directors, recommends a proposed balanced budget to the Mayor. The City Council adopts the final budget.

The public and City administrators expect their tax dollars to be managed efficiently and responsibly. We are challenged to be more efficient and effective as we provide needed services in growing areas at the least cost. This effort is combined with the intent to meet national standards and legal mandates. We strive to meet the optimum number of firefighters to arrive on scene and to provide safe operations.

Objective: At all times, manage Sioux Falls Fire Rescue's financial and material resources responsibly, ethically, and in the manner prescribed in City policy.

Strategy: Employ sound financial management techniques.

Provide the maximum benefit for the least possible cost.

Be accountable to our customers for all financial decisions.

Action Plan:

Other Capital Equipment Program

- Project the service life of equipment ending during the next five years costing \$7,500 or more.
- Project new equipment and apparatus to meet growth during the next five years.

Capital Improvement Program

- Project new and relocated stations for funding during the next five years.
- Identify funding to maintain and upgrade current facilities during the next five years.

2015 Growth Management Plan

- Identify standards of fire protection coverage.
- Project additional fire stations for 5 to 15 years into the future.

Technology

- Integrate with a CAD system that will collect, store, and analyze important statistical information in 2002.

- Upgrade the radio system in 2003 to a state of the art system.

GOAL 4: Improve communications with our internal and external customers.

Mayor Gary Hanson has made customer service an important priority. We strive to make sure that the public knows who provides their fire, emergency medical, and prevention services. We also strive to ensure that these services are associated with quality. Our challenge is to maintain open communications with those we serve and that our performance is meeting their needs.

Sioux Falls Fire Rescue's "customers" include the community at large, neighborhood associations, businesses, schools, other government agencies, community visitors, and our employees. Opportunities for communications are under examination to include increased communications and representation with our customers. Public awareness and public efforts in our schools and community events is receiving an increased emphasis.

In 1998, we implemented job satisfaction surveys to provide feedback from our employees on how things are going. We have conducted two additional surveys since and will seek the opportunity for more surveys in the future.

We support a variety of different community groups. The City of Sioux Falls is a member of the Sioux Falls Chamber of Commerce. The Safe Kids Coalition, Safety Village, Red Cross, Hook & Ladder Association, School System Curriculum Committees, and American Heart Association are other examples of our commitment to the community. We participate in the Minnehaha County Fire Chiefs Association, Lincoln County Fire Chiefs Association, Missouri Valley Fire Chiefs Association, and the International Association of Fire Chiefs.

Objective: Communicate with our customers to ensure that we are providing the high-quality services they need and expect.

Strategy: Develop and maintain effective internal and external communications.

Demonstrate in ownership of our services to our customers.

Promote and reward outstanding customer service.

Action Plan:

Internal Communications

- Face-to-face and telephone calls are preferred over e-mail.
- Respond in a timely manner.
- Seek to base your perceptions on facts.
- Battalion chiefs visit stations once per three-day shift as a minimum.
- Senior management meet with personnel once per quarter as a minimum.
- Hold "State of the Department Addresses" in April and October. Record these meetings.
- Specialty area officers meet once per quarter.

- Suggestions via the chain of command are encouraged. Follow up suggestions with an e-mail to your supervisor.
- The person's supervisor responds to e-mails sent to a group.
- Develop an administrative policy on communications.
- Communicate, communicate, communicate, and then communicate more.

Corporate Communications

- Design and distribute materials that summarize and promote our services to businesses and the community at large.
- Mail a department newsletter to all members at least four times per year.
- Design a web page on the City's home page to provide citizens with information about Sioux Falls Fire Rescue, statistics, services, contacts, etc.
- Improve the internal computer and telephone networking systems to link all Fire Rescue facilities.

Media and Community Relations

- Maintain an excellent working relationship with area media agencies.
- Issue regular, routine, and special press releases in a timely fashion to all area media agencies.
- Explore partnership opportunities with area businesses and agencies.
- Expand and promote community education programs.

Legislative Activities

- Maintain a presence and provide fire service input a local, regional, and state decision making processes.
- Educate and inform elected and appointed officials in local, state, and national government on matters of interest to the fire service.

GOAL 5: Form coalitions and partnerships with businesses and agencies.

We are looking for ways to be more efficient and cost-effective while maximizing our community effort. Prevention is paramount in our business, whether it is in fire or injury prevention. Our resources do not allow us to provide this effort alone. Coalitions and partnerships are critical to share resources, eliminate duplication of services, and to provide a cost-effective alternative.

Examples of coalitions and partnerships include providing hazardous materials response to all areas of Lincoln and Minnehaha counties. We are active with the Safe Kids Coalition and participate in the Car Seat Safety Program. We participate and support the Sioux Empire Safety Village Program. The Sioux Falls Hook and Ladder Association exists to partner businesses to advance fire safety and prevention in the community.

Sioux Falls Fire Rescue will continue to explore ways to develop and improve our relationships with outside businesses and agencies during the next five years. This includes neighboring and state fire organizations, other governmental agencies, and nonprofit agencies.

Objective: Enhance the quality of fire and life safety services in our area and avoid costly duplication of services by pursuing collaborative relationships.

Strategy: Promote cooperative relationships with business, area fire services, emergency services, and other agencies.

Action Plan:

Fire and Life Safety Education

- Participate with agencies that support our mission statement.

Training Programs

- Continue providing CPR training to all City employees.
- Maintain our status as an American Heart Association CPR certification agency.
- Identify and market CPR training, fire training programs, rescue programs, and fire extinguisher training.
- Continue to offer firefighter, fire apparatus operator, and fire officer development courses designed to national standards.

Construction

- Position Sioux Falls Fire Rescue to be a provider of fire and emergency medical services in developing areas.
- Analyze the effects of current and new stations for emergency response coverage.

Technology

- Integrate with the CAD system in 2002 to improve data to evaluate response effectiveness.
- Upgrade the radio system in 2003 to provide greater firefighter safety and interagency coordination.

Emergency Medical Services

- Explore service opportunities between SFFR's basic life support service with the advanced life support service of the ambulance services to see if services can be offered faster, better, or more economically.
- Work with the Regional Emergency Medical Services Authority, the medical director, and the ambulance service to address out-of-hospital services that could enhance the overall health of our community.

Fire Prevention

- Work with local agencies to provide an investigation of origin and cause and, when necessary, pursue arson convictions.
- Maintain a program that ensures timely and accurate plans review of all commercial building projects.
- Maintain a program that ensures code compliance with existing structures.

GOAL 6: Reduce number of fires and reduce consequences of fires.

Our mission statement includes protecting the citizens and visitors of Sioux Falls and their property through prevention. We are in the business of saving lives and preventing property loss. The challenge is how to count the lives and property saved from the fires that did not happen?

Fires and dramatic rescues make headlines, but we have a responsibility that provides much less attention. That responsibility is to prevent fires from occurring in the first place and when a fire occurs, to have systems in place to minimize the damage and prevent the loss of life.

Nationally, the fire service has dedicated a significant amount of time and energy in the area of fire prevention. This includes efforts for mandatory sprinkler systems in commercial buildings and smoke detectors in single- and multi-family housing. These efforts have reduced the fire related emergencies by one-third.

Sioux Falls Fire Rescue is dedicated to its mission of preventing fires. We have expanded sprinkler system requirements to include all multi-family housing units that have more than two stories. Dual battery and AC powered smoke detectors are required in all new family housing units that fall outside of the sprinkler system requirements. We realize that sprinkler systems and smoke detectors increase building costs. The question is many lives can be saved and property damage prevented from fire starting in the first place or by a sprinkler system that put out a fire almost as soon as it starts?

Objective: Prevent fires from starting.

Detect and suppress fires early.

Strategy: Identify and eliminate causes of fires in homes and businesses.

Target at-risk groups and educate them on fire safety basics.

Align programs to national prevention guidance.

Support the objectives of the United States Fire Administration (USFA)

Action Plan:

Fire Prevention

- Support legislation that encourages fire-safe consumer products, promotes early fire detection, and prevention of fires.
- Continue company-level smoke detection installation, battery replacement, and testing program.
- Adopt the International Fire Code.
- Inspect all businesses every 23 months with an emphasis on education and awareness for owners and employees.
- Require engine and ladder crews to conduct business inspections in their primary response area.
- Continue to train personnel and develop guidelines for company inspections to incorporate the mission of Sioux Falls Fire Rescue.
- Maintain efficiency and effectiveness in fire-cause investigations through a qualified inspector 24 hours a day, seven days a week.
- Continue counseling and follow-up with juvenile fire setters.

USFA Objectives

- Reduce the loss of life from fire by 15 percent.

—By reducing by 25 percent the loss of life of the age group 14 years old and below.

—By reducing by 25 percent the loss of life of the age group 65 years old and above.

—By reducing by 25 percent the loss of life to firefighters.

- Have a comprehensive multi-hazard risk reduction plan led by or including the local fire service.
- To appropriately respond in a timely manner to emergent issues.

Pre-Fire Planning

- Continue improvement of the Technical Information Bulletin program to provide a panoramic interior video capability.
- Install mobile data computers in apparatus to improve information available for emergency decision-making.

Public Education

- Maintain and enhance the fire safety programs in all elementary schools.
- Establish a newsletter to educate residents about fire and accident prevention and safety.
- Analyze and publicize fire-cause data to alert the public to the common causes of fire.

GOAL 7: Establish response performance benchmarks.

Our ability to provide a quality fire and EMS delivery system is based on providing adequate resources for fire and medical emergencies. Response capability must be able to arrive on scene and attack the fire or provide medical intervention within specified time standards.

An effective response force is defined as the minimum amount of staffing and equipment required to meet a specific emergency within a targeted travel or driving time. Our goal is to respond to 90 percent of emergency calls within five minutes of alarm. The effective service area of each fire station is the area that is accessible by fire units within three and one-half minutes driving time. Street patterns, terrain, and traffic arrangement of fire stations are factors that impact response.

Firefighters encounter different situations that require different levels of staffing and response. The number and type of resources required will vary. The higher the risk, the more resources are needed. We will seek to maintain national fire and safety standards to provide adequate staffing.

Benchmarks for fire prevention are also important. Areas to be considered are code enforcement, investigation, fire, and life safety education.

Objective: Establish performance benchmarks for response coverage to assist Sioux Falls Fire Rescue in determining how to most effectively distribute and concentrate resources.

Strategy: Monitor dispatch service performance and establish performance level objectives.

Improve technology to tract performance-level objectives.

Measure the results based on the established performance level standards.

Action Plan:

- Dispatch times—Work with the communications center to have the alarm processing or dispatch time of 60 seconds or less.
- Turnout Times—The apparatus is out of the station within 60 seconds or less of alarm receipt.
- Emergency Response Travel Times—Four minutes or less for the arrival of the first engine company at a fire suppression incident or emergency medical incident and eight minutes or less for the deployment of a full first alarm assignment at a fire suppression incident.
- Staffing—Our staffing is based on an established acceptable level of risk. We staff our trucks' fire responses and deploy them for emergency medical responses. Our established level of risk requires 36 people on duty.

—Structure fire # 1	13 people
—Structure fire # 2	13 people
—Aerial Ladder Platform	2 people
—Single Company Emergency #1	4 people
—Single Company Emergency #2	<u>4 people</u>
	36 people
- Review staffing policy based on NFPA 1710.
- Per Capita Cost—The per capita cost in 2000 was 21 cents a day per person in the City of Sioux Falls for fire protection.
- Per Capita Life and Fire Loss—Our 2000 per capita life loss due to fires is .008 deaths per 1,000 population, and our fire loss per capita is \$18,357.70 per 1,000 population.

GOAL 8: Fight fires.

Surveys from the Council and public rate our response to fire emergencies as extremely important. Fighting fires is the primary reason for our existence. The frequency of fires has remained at approximately 400 fires per year over the last 20 years. This demonstrates the effect of safer construction methods and materials, effective fire-safety education, and widespread use of early-detection devices such as smoke detectors have. Limiting the loss of life and property due to fire has always been the foundation of the services we provide. At Sioux Falls Fire Rescue, we are committed to remembering this.

During the next five years, we will continue to dedicate resources to maintaining a trained and ready force to respond to and suppress fire that occur in our community and provide assistance to neighboring fire departments. In addition, we will increase our efforts and resources to assist with wild land fires that occur in the city of Sioux Falls and the state of South Dakota.

Maintaining readiness means a commitment to training, not only to keep skills sharp and promote teamwork, but to ensure maximum safety for our personnel on the fire ground. It also means an investment in firefighting apparatus and equipment and personal protective gear for

individual firefighters. Also required in a continual review of the placement of stations, equipment, and personnel to provide coverage to the community at an efficient cost.

Objective: Maintain a response force of personnel who are trained, staffed, placed, and equipped to meet the community's fire suppression needs.

Strategy: Perform and expand upon fire suppression training programs and opportunities.

Continually review strategic placement of equipment and personnel to provide the most effective deployment of available resources.

Action Plan:

Training

- Provide the best training facilities and props to create a realistic training environment.
- Provide realistic fire conditions and equipment for training.
- Provide cost-effective fire training.
- Reduce the number of firefighter injuries.
- Conduct annual Fire Apparatus Operator training.
- Conduct annual Fire Officer training.
- Provide trained and experienced instructors.

Self Contained Breathing Apparatus (SCBA)

- Maintain SCBA to national standards.
- Continue to provide the best SCBA maintenance program in the area.
- Assist other City departments with SCBA maintenance when possible.
- Assist other area fire departments with SCBA maintenance when possible.
- Maintain the disbursement of refill capabilities at selected fire stations.
- Maintain our Air Light Ventilation unit to maintain mobile refill capabilities as emergency scenes.

Response Mapping

- Continue the use of GIS for analyzing response criteria.
- Maintain station territories as the community grows and fire stations are added.
- Take advantage of technology developments to improve our processes and products.
- Maintain response map books for Sioux Falls Fire Rescue and other emergency responders in the community.
- Install mobile data terminals in our apparatus to provide response mapping to replace map books.

Apparatus Maintenance

- Review fire apparatus maintenance program and adjust to comply with the intent of NFPA 1915 by 2003.
- Review Fire Equipment Mechanic job description to incorporate the emergency vehicle technician professional qualifications identified by NFPA 1071.

Wild Land Urban Interface Fire Protection

- Maintain an agreement with the State of South Dakota Department of Forestry to contract our services for wild land fires.
- Maintain the required equipment for response to a wild land fire incident.
- Maintain training to certify select individuals to hold red cards and to maintain financial records.
- To equip selected apparatus with Class A foam capabilities.

GOAL 9: Be the best Basic Life Support (BLS) agency in the United States.

People often ask, "I called '911' for an ambulance. Why did this huge fire truck show up?"

In medical emergency response in the city of Sioux Falls, we respond as a Basic Life Support (BLS) service provider including defibrillation with Emergency Medical Technician (EMT) certified personnel. A private company provides Advanced Life Support (ALS) with paramedic service. The closest fire station and ambulance is dispatched for all Code 3 and Code 4 calls. Code 3 calls involve a serious emergency medical situation that involves an altered level of consciousness, uncontrolled bleeding, etc. Code 4 calls are life-threatening situations such as where the breathing function has ceased. Code 4 calls signal a general dispatch and any unit closer than the closest fire station with a defibrillator responds also. Emergency medical dispatches are determined by our 911 center through the use of the Emergency Medical Priority Dispatch (EMPD) system.

In 2000, Sioux Falls Fire Rescue firefighter/EMTs responded to 3,338 calls for emergency medical assistance. Rescue and emergency medical services comprised 50 percent of our total responses. This level of response will continue with increases due to projected community population growth. We will invest a considerable effort over the next five years in time and resources to deal with emergency response system issues.

Objective: Maintain and explore opportunities for expanding our BLS emergency medical services.

Strategy: Continually improve methods for measuring EMS performance in the field through research and evidence based treatment.

Aggressively enforce competencies through ongoing training, testing, and certifications.

Explore feasibility of enhancements to BLS program.

Seek technology advancements to measure and improve BLS services.

Action Plan:

- Provide the highest quality medical care to the community.
- Be seen as an aggressive EMS provider nationally.
- Maintain a quality assurance program to ensure our performance is to standards determined by the medical director.
- Establish service based on research and evidence-based treatments.
- To change and grow as Emergency Medical Services does.
- To develop an apparatus adjustment program to deal with vacant areas of the city to maintain medical response.
- Participate in Grand Round sessions at local hospital to review significant emergency medical responses.
- Increase our BLS responsibilities as the medical director authorizes but remain noninvasive.
- Support a CAD upgrade to improve the ability to analyze and determine appropriate response levels.
- Change defibrillators in 2002 to create standardization within our medical response system.
- Continue support of EMS injury prevention and prevention education programs.

GOAL 10: Build upon and promote specialty rescue services.

Sioux Falls Fire Rescue has used its specialty rescue services to assist our community and region with responses requiring specialized skills to safely and efficiently handle significant emergency incidents. Included are water emergencies, structural collapse, high angle rescue, confined space rescue, and trench rescue services. Our recent response to Plankinton, South Dakota, for a structural collapse with persons trapped due to an explosion demonstrates our ability to provide high quality services.

Our community leaders and area businesses support our programs by providing us with quality vehicles and equipment. A recent upgrade to our rescue boats and motors allows our capabilities in water rescue to remain the best in the area. The donation of a truck by an area business to be used as USAR 8 demonstrates the business commitment to help us serve. The dedication of our personnel is evident as converting this truck to carry rescue equipment required many hours of effort to bring it into service.

Our firefighter team provides the highest level of service possible in specialty rescue. We are recognized as the region's source of expertise in performing this responsibility. We are committed to dedicating resources to support our specialty programs. Our goal is to have a team of well-trained professionals to provide rescue under a broad range of conditions.

Objective: Maintain and enhance specialty rescue programs to ensure availability of emergency response specialists for those we serve.

Strategy: Provide ongoing specialty training in water rescue, collapse rescue, confined space rescue, high angle rescue, and trench rescue.

Action Plan:

- Provide quality instructional materials for all specialty rescue training.

- Provide trained and qualified specialty instructors.
- Provide realistic training props that are in a safe and controlled environment.
- Support in station training and provide training opportunities to maintain specialty rescue skills.
- Provide the best specialty rescue services in the state.
- Develop our programs to compliment FEMA USAR team response and equipment.
- Continue partnerships with local businesses for confined space and natural gas emergency training.

GOAL 11: Help prepare for community emergency preparedness.

Our community has the potential for disasters including flooding, tornados, and blizzards. The fire service is looked upon for leadership, rescue, medical assistance, and recovery actions during times of disaster. A look at response to disasters nationally confirms that fire departments play a critical role in disaster response.

We are dedicated to provide leadership to prepare for significant events. A reality is that we can't be everywhere at once in a widespread emergency. We have developed a Community Emergency Response Team (CERT) program and provided training to members of our community. This program teaches short-term survival skills that will enable citizens to help themselves and their neighbors until professional help arrives. The city has been divided into ten CERT districts.

Sioux Falls Fire Rescue provides facilities and manages the City Emergency Operations Center (EOC). Facilities are also provided for a backup 911 center. A unified command system determines response priorities and resource allocation during an EOC activation. The Fire Chief, Police Chief, Public Works Director, school superintendent, Minnehaha County sheriff, and Lincoln County sheriff comprise the Unified Command.

The City of Sioux Falls has been selected as a FEMA Project Impact community to mitigate the potential for disasters. We support this process through representation on all committees and lending our resources to help achieve programs.

Objective: To assist in planning to quickly and effectively provide leadership and facilities in the event of a significant natural or man-made emergency.

Strategy: Prepare personnel to respond to a significant natural or man-made emergencies.

Prepare individuals within the community to help themselves in the event of disaster.

Mitigate the potential for injury, death, or disease during a disaster.

Action Plan:

Emergency Management

- Provide a UPS system for the computers in the EOC in 2002.
- Remodel the EOC to expand facilities in 2006.

- Move the backup 911 center to a dedicated room, update technology, and duplicate the primary 911 center functions in 2005.
- Continue providing support for Planning, Operations, Logistics, and Finance sections of the EOC.
- Upgrade capability and technology for the EOC.

Community Emergency Response Teams (CERT)

- Promote the availability of CERT training in the community.
- Continue training efforts to increase the number of team members.
- Through Project Impact, provide a notification system, radio capabilities, and dispersed equipment at schools by 2003.

GOAL 12: Improve employee services.

Our employees are the most valuable resource to Sioux Falls Fire Rescue. The department has a reputation for recruiting, hiring, and promoting the best educated, best trained, and highest performing individuals to work for the community. Every firefighter is state certified, as a minimum, to Emergency Medical Technician (EMT), except for one member. Entry-level firefighters attend an eight-week recruit training class that results in meeting national standards of Firefighter I and Hazardous Materials Operations.

Our city leadership is committed to taking care of our employees. Each firefighter is required to participate in hundreds of hours of training every year. This represents a significant investment on the part of the City. In order to get and keep the best, all of our employees receive competitive wages, medical and dental plans, vacation, sick leave, and life insurance benefits. The City administration negotiates wages, benefits, and working conditions with Local 814 of the International Association of Firefighters.

Objective: Hire, retain, and promote the best employees.

Establish effective, affordable programs for employee management and staffing.

Strategy: Continuously strive to improve employee programs.

Balance the need for comprehensive staffing and staff services with the reality of budgetary constraints.

Action Plan:

- Maintain a Candidate Physical Ability Test (CPAT) in accordance with the Joint Wellness Fitness Initiative for new hires.
- Maintain a Cooperation Committee representing management and Local 814 to coordinate the needs of our people with the mission of our organization.
- Provide gender-neutral facilities in our fire stations in 2002.
- Review and maintain all job descriptions.
- Explore and implement strategies for increasing workplace diversity.

GOAL 13: Service above all else.

The City leadership is committed to maintaining an effective and efficient firefighting force to meet the needs of the community. Each firefighter is required to meet stringent national and state standards and must participate in regular training sessions to keep skills sharp.

Our service to the community is the cornerstone of our organization. In addition to services provided in our mission statement, we assist with many local events and projects to help serve mankind. Included are participating in car seat safety inspections, providing medical services to nonprofit and community events, free blood pressure checks at every fire station, and Local 814's toys for hospitalized children at Christmas. Each member and every action is representative of what we are.

Objective: Provide assistance wherever it is needed within our scope of service.

Strategy: Promote organizational commitment to outstanding customer service.

Empower our members to identify and address individual and community needs as they arise.

Action Plan:

- Recognize and reward outstanding customer service.
- Partner with local businesses willing to provide needed goods and services.
- Build upon relationships with social service organizations within the city of Sioux Falls.
- Form coalitions with other government and social service for community and humanitarian services agencies as appropriate.
- Continue to seek the opportunity to fill our department fire chaplain vacancy.

GOAL 14:

Objective:

Strategy:

Action Plan:

GOAL 15:

Objective:

Strategy:

Action Plan: