



# SIOUX FALLS FIRE RESCUE STRATEGIC PLAN 2013–2017

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.

Sioux Fall Fire Rescue  
2013–2017



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### EXECUTIVE SUMMARY

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The mission of Sioux Falls Fire Rescue (SFFR) is to protect the citizens and visitors of Sioux Falls and their property from fires and other emergencies through education, prevention, and emergency management. The purpose of the 2013–2017 strategic plan is to help us accomplish our mission effectively and efficiently. This plan serves as a guide for future service needs of the community, department, and for future budgets.

#### Services

Sioux Falls Fire Rescue provides a full range of fire prevention services, including public education, inspection, code enforcement, and fire investigation. The department is the primary response agency for fires, hazardous materials incidents, and rescues in Sioux Falls. The department provides first response to medical emergencies. Response times are key in providing good fire, emergency medical, and rescue services to the community. We maintain a goal to respond to 90 percent of emergency calls within 5 minutes and 12 seconds.

#### Fire Statistics

Sioux Falls enjoys fire statistics that compare favorably to national averages. In 2012, Sioux Falls had five deaths caused by fire. Our five-year average is 2.2. The national average is about 2.5 for a city our size. Sioux Falls' five-year average fire loss was \$4,547,918. According to recent national statistics, a city the size of Sioux Falls could have expected a fire loss of approximately \$4.7 million annually.

Low fire insurance costs are important to the residents of Sioux Falls. Insurance Services Office (ISO) rates communities based on the fire department, water delivery system, and emergency communications system. The ISO rating is used by most insurance companies to set rates for property insurance. On a scale of 1–10, with 1 as the best rating, Sioux Falls has a rating of 3.

#### Assumptions

A recent independent scientific survey found that 95 percent of Sioux Falls residents rate the service of SFFR as good or excellent. This plan assumes that the residents of Sioux Falls desire to maintain or improve levels of service from their fire department. It assumes that they desire to maintain fire statistics that are better than national averages. It also assumes they desire an efficient fire service and lower insurance costs.

#### 2013–2017 Strategic Goals

The planning process produced seven primary goals for the department for the next five years.

- Develop additional fire prevention programs to target the needs of the community.
- Improve the city's fire insurance services office rating.
- Maintain status as an accredited fire department.
- Add and improve infrastructure and resources to meet needs of the city.
- Enhance the safety, health, and wellness program.
- Improve the human resource growth and succession plan.
- Enhance the staffing strategy to meet the needs of the community.



## MISSION, PRIORITIES, AND GOALS

### Sioux Falls Fire Rescue Mission Statement

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.

### Strategic Priorities

- Reduce the threat of fire and improve life safety awareness.
- Continue to meet emergency response standards as the city grows.
- Improve firefighter safety, health, and wellness.
- Preparing personnel for growth in the organization.
- Continue exceptional service at a fair value to the community.

### 2013-2017 Strategic Goals

- Develop additional fire prevention programs to target the needs of the community.
- Improve the city's fire insurance services office rating.
- Maintain status as an accredited fire department.
- Add and improve infrastructure and resources to meet needs of the city.
- Enhance the safety, health and wellness program.
- Improve the human resource growth and succession plan.
- Enhance the staffing strategy to meet the needs of the community.

### OVERVIEW OF THE PLANNING PROCESS

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#### Strategic Planning Team

This plan was developed by the strategic planning team with input from others on the department. Members of the planning team were:

Division Chief Pat Warren  
Division Chief Jeff Helm  
Fire Chief Jim Sideras

Division Chief Jon Groen  
Fire Marshal Dean Lanier

#### Planning Considerations

In order to develop an effective strategy, an organization must complete an accurate assessment of the internal resources and capabilities of the organization as well as its external environment.

The committee performed a SWOT (strengths, weaknesses, opportunities, and threats) analysis on all aspects of the organization. This industry and business standard analytical tool offered the committee a consistent method to analyze the organization and chart a course for the future.

#### Sioux Falls Fire Rescue Values

Important to the planning process was the development of organizational values. We believe these values are a foundation for the organization. The values that guide personal and professional lives within the organization are:

1. **Focus on Service**
  - a. Respond quickly and appropriately
  - b. Know and practice your job
2. **Integrity**
  - a. Always do your best
  - b. Be honest with compassion
3. **Respect**
  - a. Treat other like you want to be treated
  - b. Listen to understand
4. **Enjoy the Job**
  - a. Don't complain, find solutions
  - b. Have fun at work
5. **Safety**
  - a. Be fit and healthy
  - b. Always improve and think safety



### SUMMARY OF SERVICES BY DIVISION

Sioux Falls Fire Rescue has 194 Authorized Full-Time Positions in Four Divisions

#### Fire Prevention Division

Public Education  
Smoke Alarm Program  
Code Enforcement

Fire Records Management  
Fire Investigation

#### Operations Division

Emergency Fire and Medical Response  
Hazardous Materials Response  
Support of Fire Prevention  
Child Car Seat Program

Specialized Rescue Response  
Local and Regional  
Commercial Building Surveys  
Target Hazard Identification

#### Professional Standards/EMS Division

Public Emergency Medical Education  
Personnel Training Program  
Public Access Defibrillator Program

Quality Assurance Programs, EMS and Fire  
Personnel Development and Validation  
Internal Affairs

#### Administration Division

Fire Accreditation Management  
Recruitment and Hiring  
Fleet and Facilities Maintenance

Budgeting and Purchasing  
Promotional Testing

### PERSONNEL

Firefighting is very labor-intensive. Approximately 90 percent of the SFFR operating costs are for personnel. Of 194 authorized positions, 167 are normally assigned to the Operations Division.

In 1998, the department leadership committed to a deployment strategy to maximize the use of emergency response personnel and meet response time goals. A plan was developed to add new stations and deploy one effective fire crew in each fire station to increase both organizational effectiveness and delivery of services. That original plan has proven to be the right direction for organizational effectiveness. In 2010, only Central Fire Station has more than one fire crew because of the increased demands during the day within the core area of the city.

### MAJOR EQUIPMENT

Major equipment, including response and staff vehicles, is on a replacement schedule. Equipment is on a preventative maintenance program, and this allows for maximum life expectancy from all equipment. In addition, this ensures emergency equipment is at the highest state of readiness for emergencies.

### FACILITIES

Sioux Falls Fire Rescue has ten fire stations located strategically across the city. Fire headquarters and a fire maintenance shop are co-located with fire stations. The department also has a training center with an academic building and a drill tower.

**ADDITIONAL RESOURCES**

Sioux Falls Fire Rescue has in place minimum staffing of 42 personnel and 46 personnel for peak call volume times. This is adequate to handle nominal call types and volume. To help ensure additional resources are available for extraordinarily large or long-term incidents, the department maintains mutual and automatic aid agreement for departments in both Minnehaha and Lincoln Counties. This allows SFFR to get additional resources from up to 15 other fire departments if needed.

**BUDGET HISTORY**

<b>Sioux Falls Fire Rescue Resources</b>							
(Dollars in Millions)							
	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>SF Property Tax Revenue</b>	35.1	37.8	40.9	42.9	44.6	46.3	48.6
<b>SF Sales Tax Revenue</b>	43.9	47.2	55.3	47.9	42.6	46.9	50.5
<b>Fire Operating Budget</b>	17.9	18.5	19.5	20.4	20.9	21.3	21.6
<b>Fire Capital Budget</b>	1.5	2.1	1.4	1.0	1.4	0.4	1.8
<b>Fire Rescue Employees</b>	194	194	194	194	194	194	194
<b>Fire Stations</b>	9	9	10	10	10	10	10

**FIRE STATISTICS HISTORY**

<b>Sioux Falls Fire Rescue Incident Responses</b>							
	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Structure Fires</b>	160	168	182	170	161	189	170
<b>Other Fires</b>	204	186	171	138	145	229	268
<b>EMS/Rescue</b>	4,359	4,900	5,321	5,236	5,651	5,314	5767
<b>False Alarms</b>	1,484	1,539	1,649	1,478	1,621	1,600	1409
<b>Mutual Aid</b>	37	42	38	34	34	27	32
<b>Hazmat</b>	642	691	686	655	633	737	693
<b>Other Incidents</b>	1,724	1,413	1,497	1,491	1,671	1,714	2234
<b>Total Responses</b>	8,610	8,939	9,544	9,202	9,917	9,810	10573

### **CURRENT AND FUTURE CHALLENGES**

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Some challenges to achieving our strategic goals have been identified. They are financial resources, city growth, future changes in emergency responses, national and industry standard compliance, and human resources.

#### **Financial Resources**

Both economic growth and recession impact city government and the fire service. Periods of growth bring challenges in maintaining service levels and attracting and retaining good employees. Economic expansion also tends to put upward pressure on wages. Since the SFFR budget is 90 percent personnel costs and fire equipment is very expensive, we are highly dependent on the economy. The recent economic downturn has required us to continually reprioritize services and projects. In hard economic times other cities have experienced an increase in the numbers of fires related to arson. We have not experienced that in Sioux Falls.

#### **City Growth**

As the city adds area and development, the fire department must provide additional locations to keep insurance costs low and maintain response times. The ideal service area for a fire station has a driving distance of not more than 1.5 miles.

Communities with a larger population of older residents generally experience a higher rate of emergency medical response. In 2010, 12 percent of Sioux Falls residents are 65 or older. Projections for 2015 and 2020 are 12.25 percent and 12.5 percent respectively. Likewise, 40–64 age group is expected to see a growth of only 0.5 percent by 2020. (*Shape Sioux Falls 2035*, p.16.) These estimates indicate that there will not be a significant increase in percentage of older residents over the next ten years.

#### **Emergency Response Dynamics**

SFFR experienced an average growth in responses of 3.3 percent from 1999–2009. If the response rate continues to grow at the same rate, SFFR will have approximately 11,250 calls by 2015 and 13,300 by 2020. As total emergency responses grow in Sioux Falls, fire responses are decreasing slightly, and emergency medical calls are increasing.

In the ten-year period from 2000–2009, the number of structure fires has remained relatively stable. There were 174 in 2000 and 170 in 2009. The average is 171.7. The average number of total fires over the ten-year period is 361.7. This number has decreased from an average of 377.0 from 2000–2004 to 346.4 from 2005–2009.

Emergency medical calls have become an increasing portion of SFFR's emergency response. In 2000, medical calls accounted for 49.1 percent of responses. In 2012, they accounted for 54.5 percent. Since 2005 the growth in emergency medical calls has outpaced the growth in total responses.

The demand for emergency response has and will continue to be driven primarily by external factors such as population, age, business cycles, economic activities, and natural disasters. Increasing demand for emergency medical service constitutes an integral part of planning and sound decision making.

Additionally, the department will continue to work on ensuring consistency in operations between SFFR and the fire departments it maintains automatic and mutual aid agreements with. This will be accomplished by having a representative at the Minnehaha and Lincoln County Fire Chiefs meetings, and continuing joint training classes and exercises.

### **National and Industry Standards Compliance**

There are several national or industry standards that influence our services. Most home owners and business insurance companies base their rates on Insurance Services Office standards. An improvement or reduction in the rating may result in a change in insurance rates for our residents. Sioux Falls Fire Rescue must consider the effect that improvements or reduction in services may have to Sioux Falls residents.

Fire codes are developed by the International Code Council every three years. Changes to the code may alter costs to residents. Fire and governing officials must consider this when adopting new codes.

The National Fire Protection Administration develops standards that impact fire department operations and equipment costs. The department must carefully evaluate whether or not to adopt NFPA standards.

The Commission for Fire Accreditation International provides “a comprehensive self-assessment and evaluation model that enables fire and emergency service organizations to examine past, current, and future service levels and performance and compare them to industry best practices. This process leads to improved service delivery by helping fire departments determine community risk and safety needs, evaluate the performance of the department, and establish a method for achieving continuous organizational improvement.” (Center for Public Safety Excellence website, accessed March 13, 2013.) Accreditation assures elected officials that their fire department meets rigorous standards.

### **Human Resources**

Several human resource challenges have been identified that may impact our operations. Succession plans for key positions need to be formalized in the organization. SFFR has a large number of applicants each time we test for new hires. We have had limited success in recruiting women and minorities to apply and pass examinations.

Firefighting is one of the most dangerous occupations in the United States. Still, many injuries are preventable, and maintaining a healthy workforce is a priority.

### GOALS

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#### **Goal 1—Develop Additional Fire Prevention Programs to Target the Needs of the Community**

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The Fire Prevention Division leads public fire education efforts. Fire statistics show that the number of fires has been reduced in Sioux Falls. To lower that number further, statistics must be evaluated and new programs developed to target specific fire threats.

1:1 – Identify potential improvements in fire safety, education, and prevention in Sioux Falls.

- Enhance the community risk analysis to improve the public education program, including information from local fire statistics and lessons learned.
- Review successful programs from other jurisdictions.
- Produce new fire safety programs and messages based on identified community needs.

1.2 – Reduce risk associated with fire emergencies through successful implementation of engineering, fire inspection, and code compliance.

- Monitor call for service data to determine the possible need for a nuisance alarm ordinance.
- Promote public awareness of the benefits of systems such as residential fire sprinklers.
- Conduct and maintain pre-fire planning on every target hazard in the city which is reviewed every four years or when changes are made to the structure.

#### **Goal 2—Improve the City’s Fire Insurance Services Office Rating**

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The City of Sioux Falls was last evaluated by the Insurance Services Office (ISO) for a fire protection rating in 2011. SFFR has new stations planned for opening in 2015 and 2018, after which we will request a reevaluation by ISO. Improving the rating has the potential to save residents millions of dollars in insurance premiums.

2:1 – Evaluate fire department, water distribution, and emergency communications services.

2:2 – Where practical, make adjustments to equipment and programs to ISO standards.

- Ensure that resources are strategically placed to minimize response times.
- Ensure records meet the requirements of ISO.

#### **Goal 3—Maintain Status as an Accredited Fire Department**

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The Commission for Fire Accreditation makes recommendations for improvements. Several changes were recommended in 2008. Some have been accomplished. 3:1 lists additional improvements to be made during 2013–2017.

3:1 – Achieve improvements based on the 2008 reaccreditation recommendations.

- Have all Fire Inspectors become ICC certified.
- Train all Captains to be Incident Safety Officers.
- Install building sprinklers in all fire stations.

3.2 – Complete reaccreditation in 2013.

**Goal 4—Add and Improve Infrastructure and Resources to Meet the Needs of the City**

SFFR’s ability to provide adequate response services is largely determined by its infrastructure. Fire station locations are essential to maintain response time standards. Stations should have a service area that includes approximately 1 1/2 mile driving distance with a response time of less than 5 minutes and 12 seconds 90 percent of the time. Stations should be located along major streets for better access. When feasible, stations should be built in conjunction with city park areas or other public neighborhood facilities. Currently the city maintains one fire station for about every 15,000 people.

Land for two additional fire stations (11 and 12) has been secured. In addition, approximate locations have been identified for stations through 2035.

- 4:1 – Add infrastructure, equipment and personnel to meet the growth needs of the city.
- 4:2 – Improve existing infrastructure to maintain service locations and meet other department needs.
- 4:3 – Replace Equipment according to detailed OCEP schedule.

Year	Major New Resource Requirements for Goal 4	Projected Costs
FY 2013	Fire Station No. 11 Design	\$ 173,250
	Land for Future Fire Stations	\$ 250,000
	Fire Truck Replacement	\$ 451,250
FY 2014	Fire Station No. 11 Construction	\$1,983,000
FY 2015	Fire Sprinkler Systems	\$ 334,000
	Fire Engine Replacement	\$ 469,750
	Ladder Truck Replacement	\$ 870,500
FY 2016	Fire Station No. 12 Design	\$ 173,250
	Ladder Truck Add	\$ 898,650
FY 2017	Fire Station No. 12 Construction	\$1,983,000

**Goal 5—Enhance the Safety, Health, and Wellness Program**

- 5:1 – Continue with the existing safety, health, and wellness programs and monitor their progress.
- 5:2 – Implement NFPA 1500, 1582, 1583 according to the timeline adopted by the 1500 Task Force.
  - Maintain a Peer Fitness Trainer program.
- 5:3 – Continue to evaluate Incumbent Physical Performance Standards for firefighters.
  - Implement training program to meet the standards (2013–2017).
  - Continue annual testing (2013-2017).
- 5:4 – Reduce the number and severity of firefighter injuries.
  - Design training programs to reduce injuries.
  - Publish lessons learned through regular Post Incident Analysis (PIA) of significant incidents.
  - Implement approved recommendations from the department’s Health & Safety Committee.

### **Goal 6—Improve the Human Resource Growth and Succession Plan**

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In 2010 the department implemented a chief officer succession plan. The plan should be expanded to include development of personnel at all levels of the organization. The program will create a pipeline of talent through continuous organizational and personnel development.

6:1 – Develop continuity program for all leadership and specialized positions.

6:2 – Develop future leaders.

- Expand the succession plan for all supervisory ranks.
- Create a leadership academy.
- Institute mentor program.

6:3 – Improve personnel evaluation.

- Provide additional training for supervisors to improve the effectiveness of feedback.
- Revise personnel evaluation system.

6:4 – Improve department communication.

- Deliver a yearly “State of the Department” address by the Fire Chief.
- Revise and continue to publish a monthly performance brief.
- Continue to publish agendas in advance for all formal department meetings.

6:5 – Recruit to attract top performers and a diverse workforce.

- Develop and implement a plan to improve diversity.
- Partner with schools to recruit top students to apply for employment

6:6 – Continue to promote effective labor/management relations.

- Continue with regularly scheduled monthly meetings with labor and management.
- Attend training when practical to enhance relations.

### **Goal 7—Enhance the Staffing Strategy to Meet the Needs of the Community**

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The department implemented a staffing plan based on call volume and other services in 2010. Staffing levels are increased during weekdays and decreased weeknights and weekends. This strategy is less costly and has improved service to the community by adjusting staffing to the needs of the community. It is continually studied and modified as necessary to provide the best service to the community.

7:1 – Evaluate staffing at least semiannually and make modifications as efficiencies or community needs are identified.

- Evaluate for efficiency and effectiveness and modify staffing strategy as indicated.
- Review and update Standards of Cover annually.
- Evaluate response data for various emergencies and modify responses based on calls for service.
- Evaluate and maintain automatic and mutual-aid needs to ensure adequate resources during system overload events.

# SIOUX FALLS FIRE RESCUE STRATEGIC PLAN

2013-2017

## 2013-2017 Plan: Implementation Schedule

<b>Goal #1. Develop Additional Fire Prevention Programs to Target the Needs of the Community</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Leader</b>
Enhance the community risk analysis to enhance the public education program including information from lessons learned.	January 1, 2013	Semi-Annual	Fire Marshal
Review successful programs from other jurisdictions.	July 1, 2013	Annual	Fire Marshal
Produce new fire safety programs and messages based on identified community needs.	July 1, 2013	Continuous	Fire Marshal
Monitor calls for service to determine the possible need for a nuisance alarm ordinance.	July 1, 2013	Annual	Fire Marshal
Promote public awareness of the benefits of systems such as residential fire sprinklers.	July 1, 2013	Continuous	Fire Marshal
Conduct and maintain pre-fire planning on every target hazard in the city which is reviewed every 4 years or when changes are made to those structures.	July 1, 2013	Annual	Target Hazard BC
<b>Goal #2. Improve the City's Fire Insurance Office Rating</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Leader</b>
Evaluate fire department, water distribution, and emergency communications services.	July 1, 2013	Annual	Operations DC
Ensure that resources are strategically placed to minimize response times.	July 1, 2013	Semi-Annual	Operations DC
Ensure records meet the requirements of ISO.	July 1, 2013	Annual	Administration DC
<b>Goal #3. Maintain Status as an Accredited Fire Department</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Leader</b>
Have all Fire Inspectors become ICC certified.	January 1, 2013	Annual	Fire Marshal
Train all captains to be Incident Safety Officers.	January 1, 2013	Annual	Prof. Standards DC
Install building sprinklers in all fire stations.	July 1, 2013	December 31, 2015	Administration DC
<b>Goal #4. Add and Improve Infrastructure Resources to Meet the Needs of the City</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Leader</b>
Add infrastructure equipment, and personnel to meet the growth needs of the city.	January 1, 2013	Annual	Administration DC
Improve existing infrastructure to meet other department needs.	January 1, 2013	Annual	Administration DC
Replace equipment according to detailed OCEP schedule.	January 1, 2013	Annual	Administration DC
<b>Goal #5. Enhance the Safety, Health, and Wellness Program</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Leader</b>
Continue with the existing safety, health, and wellness programs and monitor progress.	January 1, 2013	Annual	Health & Safety BC
Maintain the Peer Fitness Trainer program.	January 1, 2013	Annual	Health & Safety BC
Continue to evaluate the physical training program to ensure standard compliance.	January 1, 2013	Annual	Health & Safety BC
Continue annual physical performance requirement testing.	January 1, 2013	Annual	Health & Safety BC
Design training programs to reduce injuries.	January 1, 2013	Annual	Health & Safety BC
Publish lessons- learned from PIA's.	January 1, 2013	Semi-Annual	Prof. Standards DC
<b>Goal #6. Improve the Human Resource Growth and Succession Plan</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Leader</b>
Develop continuity program for all leadership and specialized positions.	January 1, 2013	Annual	Prof. Standards DC
Expand the succession plan for all supervisory ranks.	January 1, 2013	Annual	Prof. Standards DC
Create a leadership academy.	July 1, 2013	Annual	Prof. Standards DC
Institute a mentor program.	July 1, 2013	Annual	Prof. Standards DC
Provide additional training for supervisors to improve the effectiveness of feedback.	July 1, 2013	Annual	Prof. Standards DC
Revise personnel evaluation system.	July 1, 2013	Annual	Administration DC
Deliver a yearly "State of the Department" address by the Fire Chief.	June 1, 2013	Annual	Fire Chief
Revise and continue to publish a monthly performance brief.	January 1, 2013	Annual	Operations DC
Continue to publish agendas in advance for all formal department meetings.	January 1, 2013	Annual	All Chief Officers
Develop and implement a plan to improve diversity.	January 1, 2013	Annual	Prof. Standards DC
Partner with schools to recruit top students to apply for employment.	January 1, 2013	Annual	Administration DC
Continue with regularly scheduled monthly meetings with labor and management.			
Attend training when practical to enhance relations.	January 1, 2013	Annual	Fire Chief
<b>Goal #7. Enhance the Staffing Strategy to Meet the needs of the Community</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Leader</b>
Evaluate for efficiency and effectiveness and modify staffing strategy as indicated.	January 1, 2013	Semi-Annual	Operations DC
Review and update Standards of Cover annually.	January 1, 2013	Annual	Operations DC
Evaluate response data for various emergencies & modify responses based on calls for service.	January 1, 2013	Annual	Operations DC
Evaluate and maintain automatic and mutual aid needs to maintain adequate resources for system overload incidents.	January 1, 2013	Annual	Operations DC