



# CITY OF RAPID CITY

RAPID CITY, SOUTH DAKOTA 57701-2724

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January 5, 2017

Rapid City Common Council  
300 Sixth Street  
Rapid City, SD 57701

*Re: Request for Authorization to Conduct a Comprehensive Analysis of the RCFD*

Dear Council Member:

As indicated in a previous letter, we are moving ahead with the evaluation phase of the Rapid City Fire Department. There will be various internal evaluation exercises but one specific evaluation process requires your authorization. I intend to have this item placed on the January 17, 2017 City Council agenda.

Attached is a proposal from the Center for Public Safety Management, a partner of the International City/County Management Association (ICMA) for a comprehensive analysis of the Rapid City Fire and EMS services. Also attached is a proposed contract for services.

The proposal is quite detailed, and I encourage you to read through it. In summary, the analysis will include:

- Comprehensive data analysis
  - Incident type workload
  - Response time
  - Unit workload
  - Analysis of busiest hour
- Governance and administration
  - Organizational structure
  - Organizational leadership
  - Staffing and deployment, including a full fire station location analysis
  - External relationships including interaction with Pennington County
- Organizational behavior/management processes
  - Time allocation of staff
  - Organizational communication
  - Strategic planning including public safety delivery options
  - Performance measurement



- Financial resources, operating and capital resources
- Programs, to include fire suppression, EMS, fire prevention, public education, fire investigation, technical rescue, hazardous materials, emergency management and other service delivery programs.
- Risk management/all hazards approach to community protection
- ISO/accreditation benefit analysis
- Consolidation and regional service delivery options

As you can see from the proposal, a team of highly qualified evaluators will work with Rapid City to evaluate our Fire Department with the predicted outcome of finding the best practices that will serve our department, its members and the community.

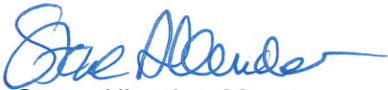
The project schedule time line indicates the total elapsed time of the evaluation will be between 105 and 135 days.

The cost of this evaluation will be \$62,500 plus travel. I have spoken to Fire Department Acting Chief Rod Seals who indicates that this expense can be funded through the RCFD Wildland Fire Budget.

Just as an update, I have now interviewed all of the Fire Department command staff as well as union leadership. There is wide support for this evaluation throughout the ranks of the Fire Department. I firmly believe this evaluation is the proper way to proceed and would urge your support in authorizing the Finance Officer and me to sign the contract for services.

If you have any questions or require further information, please do not hesitate to contact me.

Sincerely,



Steve Allender, Mayor  
Rapid City, South Dakota