

# Pennington County Search and Rescue



## Strategic Plan 2010

*Pennington County Search and Rescue...  
a non-profit, professional, volunteer  
organization dedicated to training for and  
providing search and rescue services...  
so that others may live.*

140 E. Main North, Rapid City, SD 57701

[www.pc-sar.com](http://www.pc-sar.com)



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## OVERVIEW

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Pennington County Search and Rescue (PCSAR) began the strategic planning process in November 2009. This document is the first formal Strategic Plan the team has completed since formation in 1973. It identifies the goals and objectives for the team and a process for moving forward to achieve proficiency in new skills and maintain current skills. The Strategic Plan also documents weaknesses and strengths of the team as a whole.

Meetings were open to all team members, trainees, and special resources. After each meeting, notes were disseminated to the members and feedback was compiled and discussed at the next meeting. Attendance at the meetings ranged from five to fifteen. After beginning the process, more team members became involved and, over the course of the planning process, everyone had the opportunity to voice their concerns and feelings as to where the team wants to be and contribute to the plan.

The team began the process for strategic planning by creating a general committee to put together the preliminary process. All team members were asked to do a values scan and submit their thoughts to the committee. This list of values was used to create a mission statement. The rest of the planning process encompassed goals and objectives of the team, including an assessment of current and future services provided by PCSAR. This plan is a living document; a reference the team can use in the future while defining budgets, making purchases, and doing training.

Within the planning process, the team indentified several weaknesses and ways to improve in these areas. The team also identified strengths and ways to use these to better the team as a whole. The planning process brought out different ways to approach common situations and better methods to accomplish the goals the team has set. We established common grounds for moving forward and encourage all team members to live by our mission statement.

PENNINGTON COUNTY SEARCH AND RESCUE...

A NON-PROFIT, PROFESSIONAL, VOLUNTEER ORGANIZATION DEDICATED TO TRAINING  
FOR AND PROVIDING SEARCH AND RESCUE SERVICES...

SO THAT OTHERS MAY LIVE.



## DEPARTMENT INFORMATION AND DEMOGRAPHICS

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The Pennington County Search and Rescue (PCSAR) team was formed in October 1973 in response to a deadly flood that swept through the city of Rapid City, with a mission to save lives and protect property. The team is comprised of volunteers from the community who dedicate their time to training for, and responding to, emergency incidents and calls for service. The team assists volunteer fire departments in and surrounding Pennington County, the Rapid City Fire Department, and various other agencies throughout the community, including the Pennington County Sheriff's Office, the South Dakota Highway Patrol, and the South Dakota Civil Air Patrol. We also work with neighboring county search teams. PCSAR is a non-profit, all-volunteer team available 24 hours a day, 365 days a year and responds to an average of 80 calls for service each year. We provide a variety of services including the following:

- ✓ Vehicle extrication
- ✓ High angle rescue
- ✓ Search
- ✓ Mass casualty
- ✓ Trench rescue
- ✓ Building collapse
- ✓ Weather related incidents
- ✓ Fire and dive support
- ✓ Communications and mobile command for natural disasters, search, fire, etc.

PCSAR is based out of Rapid City, SD, in the heart of the Black Hills. The terrain varies from a sandy Badlands formation to forested hills. The Badlands offer the opportunity for people to see beautiful geological formations and lead to open prairie areas for hunting bird and antelope. The Black Hills are a popular place for rock climbing, hiking, game hunting, snowmobiling, snowshoeing, and skiing. There are two large lakes for fishing, water sports, and diving. Pennington County is home to many national landmarks, including the Badlands National Park, Mount Rushmore National Park, Harney Peak (the highest point in North America east of the Rocky Mountains), and the historic Black Hills.

County Population: 88,565 people

Total Area: 2,784 square miles (2,776 square miles of land, 8 square miles of water)

Tallest Point: Harney Peak: 7,242 feet

County Seat: Rapid City (Originally, the county seat was at the mining camp called Sheridan. After becoming a ghost town, a dam was built and the area is now known as Sheridan Lake.)

Time Zone: Mountain

PCSAR Strategic Plan



## VALUES

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Team members were asked to identify the values they felt were important to them personally and to the team as a whole. A common thread of values appeared; showing team members share thoughts on the importance of specific aspects to being a team.



FIGURE 1. THE VALUES OF PCSAR.

Figure 1 shows PCSAR's values. Teamwork, professionalism, community, responsibility, training, cooperation, and innovation are our core values. These define what our team represents and include several additional values associated with the core values.

Teamwork is encouraging each other to succeed and be the best we can be; cooperation while working within our own agency and while working with outside agencies; compassion for being part of the team; cohesion while working together; loyalty to each other; respect for PCSAR members and members of the community; being a team.

The community is the reason PCSAR strives to be the best. Our team members have compassion to help those in need. Through our loyalty and willingness to help, we have earned trust of our team members and of the community.

PCSAR is a professional organization; each team member is expected to act professionally while representing the team and we show this through our fairness and honesty. Our integrity and credibility are upheld on each mission we respond to; each team member shows courage and discipline by answering each call for service.

Responsibility is our commitment to each other and to the community. Our team is reliable – we respond when needed; committed – we provide rescue services to the best of our ability; and dependable – we train and practice to ensure we can help when needed.

Training, cooperation, and innovation are values that hold the team together, ensuring the team has a solid backbone and stands true to the values as a whole.



## VISION STATEMENT AND MISSION STATEMENT

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Our vision statement is the framework of our strategic plan. It identifies where our team wants to go and shows the desire of our team members to move forward and improve our services to the community.

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PCSAR IS COMMITTED TO PROFESSIONAL AND TECHNICAL EXCELLENCE IN PURSUIT OF OUR MISSION OBLIGATIONS. RECOGNIZING THE CRITICAL NATURE OF OUR RESPONSIBILITIES, WE WILL MAINTAIN THE HIGHEST STANDARDS OF TRAINING AND TECHNICAL EXPERTISE TO PROVIDE QUALITY, EFFECTIVE, AND TIMELY SEARCH AND RESCUE SERVICES TO ALL IN NEED. WE WILL EXPAND UPON OUR CURRENT SKILLS THROUGH TRAINING AND MAINTAINING CERTIFICATIONS. WE WILL COOPERATE WITH EMERGENCY AND COMMUNITY SERVICE ORGANIZATIONS, STRIVE TO MAINTAIN THE PUBLIC TRUST AND CONFIDENCE, AND MAKE THE MOST EFFECTIVE USE OF OUR RESOURCES.

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Our mission statement identifies what we are here to do and who we strive to be. We will live by our mission statement, promoting it and reminding ourselves who we are within everything we do. This mission statement is aligned with who we are currently and where we want to be in the future. It shows we are a proactive team, ready to assist and respond. Team members are encouraged to promote our mission statement at every opportunity; it encompasses all team emails and is on photos throughout the search and rescue building.

Portions of our mission statement come from our values – professionalism, dedication, and training. Non-profit and volunteer are included because we hold strong to these identities, showing we are proud to be volunteer and are supported by the community. The last part of the mission statement – “so that others may live” – is the primary reason our team was established; to help others in need.

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## STRATEGIC BUSINESS MODEL, PERFORMANCE AUDIT, AND GAP ANALYSIS

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While creating the strategic business model, the team identified the primary and secondary topics we would focus on throughout the creation of the plan. After choosing the topics, we went through each individual topic and did a performance audit. During this phase, we determined where we are now and where we want to be in the future. The final step in this process was performing a gap analysis to determine what we need to do to get from where we are to where we want to be. In Attachment A, Strategic Business Model, Performance Audit, and Gap Analysis, Table 1 shows this progression.

The training section focuses on what kind of training the team does and how effective we are at achieving our goals. Some areas of interest include certifications and testing and the associated costs with these as well as providing better hands-on training to give our newer team members more opportunities to work together.

Existing services includes the commitments the team currently holds to the community. We evaluated where we are based on what we would like to achieve for each individual service we provide. We found many of our existing services are training-dependent, meaning we need to provide more in-depth and advanced training opportunities to keep up with current technologies and changes in equipment.

Additional and alternative funding affects each category but was broken down into several sections and defined as a stand-alone topic. The PCSAR budget has not been increased over several years, therefore, the team feels alternative funding is important to reach our goals and objectives set forth throughout this plan. Currently, funding is a large limiting factor in moving the team forward.

Additional services are the services our team does not yet have the capacity to perform. Although many of our team members are trained to the awareness level for several of these services, we are not proficient as a whole and/or are lacking equipment needed to perform these types of rescues.

Equipment is dependent partially on funding opportunities. Availability and condition of equipment also affects training. Having the necessary equipment to perform specific tasks allows the team to move forward in achieving goals and performance objectives.

Similar to equipment, our facility is limited by funding. The team addressed the need and impact of a new building or expanding current facilities.

Compensation was identified for reimbursing volunteers for their time. Again, this is limited by funding but has a direct effect on volunteer dedication and the ability to retain personnel.

Leadership development is our ability to train new members to be leaders. Ultimately, in a volunteer organization, it is unknown who will show up for a response; as a result, it is our responsibility to have developing and established leaders in various capacities to be able to effectively and efficiently run any incident.

Public and community relations include our outreach beyond rescue services. By educating the community on our capabilities, we provide them with the knowledge of what we can do to assist

them in their time of need. This is also an opportunity for our team to teach the community how to stay safe and avoid situations where they may need rescuing.

Recruitment and retention identifies our need for personnel. Within this topic area, we addressed ways to maintain volunteers and keep them active as well as providing standards and mentoring programs.

## SWOT ANALYSIS

Identifying the team's strengths, weaknesses, opportunities, and threats was done through a SWOT Analysis, of which 17 team members completed. Of these, 47% of the respondents have been with the team for less than five years. The remaining 53% have been on the team longer than five years. Overall, 69% of the people were satisfied with the team, 19% were very satisfied, and only 12% were unsatisfied (one person did not respond to the question). A complete analysis of the survey can be found in Attachment B.

Reading the responses in the SWOT analysis, the team found the general comments and suggestions have been addressed within the strategic plan. There were some trends in comments, such as providing more hands-on and leadership training. No major issues arose during the SWOT analysis, therefore, the team determined the plan was on track with where people want to steer the team for the future.

### Strengths

- **“Work as a team. Watch out for each other's welfare as well as that of the patient or persons we are helping.”**
- **“Being friendly, being knowledgeable in rescue.”**
- **“Our team has a lot of knowledge and strong-willed individuals.”**
- **“We have a great training program and our teamwork towards both missions and day to day work projects.”**

### Weaknesses

- **“We need to be more active in training and/or working with other departments.”**
- **“...mired in the status quo and do not appear to be very open to new ideas or ways of doing things...”**
- **“Our team is very strong-willed, we have a tendency to take over when we get on scene and we need to work better with other agencies.”**

### Opportunities

- **“Offer classes for the community programs - like adult education and youth education - particularly the NASAR Hug a Tree stuff.”**
- **“Do public education.”**
- **“Communicate with other agencies to balance abilities while reducing duplications and leaving gaps.”**
- **“Promote our team and keep current with changing technology.”**

### Threats

- **“Many of the other emergency response agencies (both full time and volunteer) are gaining additional capabilities (vehicle extrication for example) that may reduce our relevance in those areas.”**
- **“The public perception.”**
- **“Other departments getting their own gear to such as rope rescue and extrication tools.”**
- **“Diminishing funding sources.”**

FIGURE 2. QUOTATIONS FROM SWOT ANALYSIS RESPONSES.



## INTEGRATING ACTION PLANS

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Integrating the actions plans developed by the team will allow us to prioritize our needs and allow for growth and change over the next ten years. Action plans were developed for each category within the strategic business model: training, existing services, additional and alternative funding, equipment, facility, compensation, leadership development, public and community relations, and recruitment and retention. Each category was prioritized and a timeline was created based on the feasibility and complexity of that particular section. Overall, we feel many of these action plans can be implemented within five years with some sections taking up to ten years; long-term planning will ensure the overall strategic plan can be implemented within a reasonable timeframe.

### TRAINING

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Training is one of the highest priorities of PCSAR. In order to function safely and efficiently, our team members dedicate over 4,000 hours to learning new skills and maintaining current levels of proficiency.

Meeting the objectives set forth in each subcategory for training will be complete within two to four years and will be done collaboratively by the Training Officer and the Assistant Team Leaders with a representative from the team assisting.

Priority: High

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### STANDARDS

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PCSAR currently trains and certifies to the level of South Dakota Emergency Rescue Technician and trains to the national Fundamentals of Search and Rescue level but does not offer certification.

#### Goals

- Achieve South Dakota Rescue Technician level training for all incoming personnel.
- Obtain NASAR Fundamentals of Search and Rescue (FUNSAR) certification for all current and incoming personnel.

#### Objectives

- Determine the level of certification necessary for team members through the FUNSAR curriculum and the most feasible way to obtain certification.

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### ADVANCED LEVEL TRAININGS

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Team members are proficient in vehicle extrication and recently completed a CMC Building Shoring class which meets the current needs of the team.

#### Goals

- Be proficient within the response areas of heavy rescue/machinery extrication, advanced rope rescue, swiftwater rescue, cave rescue, and wilderness medicine.

#### Objectives

- Research training programs and identify the need for each response area, identify funding sources, and establish qualified instructors within each response area (either local or national).

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### INTER/INTRA-AGENCY TRAININGS

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The current extent of interagency training consists of working with fire cert classes instructing extrication/rescue and ropes/knots.

#### Goals

- Train with other agencies to become proficient at working together and understanding capabilities.

#### Objectives

- Schedule classes with various agencies where each agency plays a role or has a need, establishing working relationships, and attending training and exercises when invited.

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### PROFICIENCY AND RECERTIFICATION

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Proficiency/recertification requirements are yearly check sheets and CPR, which has an 80% completion rate.

#### Goals

- Achieve a 100% participation and completion rate for yearly check sheets and CPR recertification.

#### Objectives

- Identify recertification protocols for new training and develop these into training programs.
- Identify priorities and timelines for recertification to maintain proficiency.

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### TRAINING PROGRAMS

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New recruit and advanced training are the training programs in place.

#### Goals

- Reinforce basic skill sets through increased participation in basic skills training and more hands-on trainings.
- Establish on-scene leadership and competence/confidence for all team members.

#### Objectives

- Create mapping and GIS classes to meet the needs of PCSAR through in-house training and exercises.
- Schedule make-up classes for new recruit trainings that will accommodate schedules and completion of courses in a timely manner.

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## HANDS-ON TRAINING

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The current hands-on training is composed of yearly practical exercises for extrication and vertical rescue and occasional training on specific items.

### Goals

- Develop on-scene leadership to allow people to gain the experience required to become confident and competent and fill a leadership role through hands-on training.

### Objectives

- To move existing and new squad persons to a level of comfort in which they can lead a mission when needed to perform search and rescue services in the community.

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## EXISTING SERVICES

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PCSAR provides a variety of services for the community, including support for the area fire departments and law enforcement agencies. Maintaining training and equipment is important for the team to provide proficient services to the community during times of need. The overall goals for each subcategory within our existing services are to maintain training and equipment to a high level. By keeping current in technology and methods of execution of services we strive to provide services that have always been important to the community. In addition, we will need to evaluate the needs of the community and strive to have training to meet those specific needs.

Meeting the objectives in this category is the responsibility of the membership as a whole and the Training Officer, Assistant Team Leader – Operations, and Maintenance Officer. This will be an ongoing process and will continue to develop over the next few years. We will need to evaluate our existing services on a periodic basis and see that the equipment and training exist to meet the community's needs.

Priority: Low

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## EXTRICATION

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Currently, each new member is required to complete an extrication classroom and practical before becoming a team member. Subsequent training includes yearly extrication practicals and occasional advanced classes but these opportunities are minimal.

### Goals

- Keep up with advances in vehicle technology.
- Integrate with other agencies.

### Objectives

- Update equipment as needed to stay with current technology.
- Provide advanced level trainings to increase proficiency and abilities.

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## VERTICAL RESCUE

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Currently, each new member is required to complete a vertical rescue classroom and practical before becoming a team member. Subsequent training includes yearly practicals and occasional advanced classes but these opportunities are minimal. Team members participated in a 24-hour rope rescue class in 2010, learning new skills and refining current ones.

### Goals

- Keep up with new methods and equipment/technology.

### Objectives

- Update equipment as needed to stay with current technology.
- Provide advanced level trainings to increase proficiency and abilities.

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## CASCADE/FIRE AND DIVE SUPPORT

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Team members are provided a general concept training and “on-the-job” training for cascade operations. The majority of members can operate the cascade system but are not completely proficient.

### Goals

- For each team member to be able to fill the cascade trailer and cascade truck without assistance.
- Have the ability to identify various types of cylinders to ensure the safety of the members filling SCBA/SCUBA bottles and bystanders.

### Objectives

- Increase training and maintain proficiency in operations.

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## MASS CASUALTY

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PCSAR has adequate equipment for responding to a mass casualty incident. These types of incidents are rare in this area but there is a large potential for them.

### Goals

- Provide opportunities for learning how to operate during a mass casualty exercise.

### Objectives

- Have more training and exercises in mass casualty.
- Coordinate with the local coroner to get necessary training.

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## WEATHER OPERATIONS (SEVERE WEATHER EXCLUDING BLIZZARDS)

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In the past, PCSAR members have been requested to assist during severe weather situations, including thunderstorms with the potential to develop tornadoes and floods. These services are provided on an as-needed basis and we have minimal training in these areas. Identified as a need in the community, team members participated in a Level I Swiftwater Rescue class in May 2010.

### Goals

- Develop command assistance during weather events.

#### Objectives

- Complete spotter training through the National Weather Service.

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### WINTER OPERATIONS

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PCSAR has equipment for responding to winter weather related incidents. Currently, team members have the opportunity to participate in an annual winter campout. Other training opportunities are limited by time and weather.

#### Goals

- Expand abilities to function during severe winter weather/storms and increase knowledge and abilities of members participating in such events.

#### Objectives

- Complete a winter survival class and provide more opportunities for team members to operate equipment
- Create MOU's with local law enforcement agencies and other agencies for providing our services.
- Maintain and update our equipment as needed, including finding additional funding sources to accomplish this.

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### TRENCH RESCUE AND SHORING

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PCSAR has equipment for completing a trench rescue and doing building shoring while working in conjunction with the Rapid City Fire Technical Rescue Team. Team members completed a 24-hour emergency building shoring class in 2009 and a 16-hour trench rescue class in 2010.

#### Goals

- Maintain abilities and equipment to function safely and efficiently at a trench rescue or building shoring incident.

#### Objectives

- Provide opportunities for regular training in these areas.
- Evaluate equipment needs and condition of existing equipment.

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### COMMAND/CONTROL (MOBILE COMMUNICATIONS)

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Few team members are proficient with mobile communications, including usage of the ACU trailer and portable repeater. These are great resources that can expand the capabilities of the team during an incident.

#### Goals

- Establish a working group of team members who are proficient in the use of our communications equipment.
- Establish working relations with agencies who may benefit from this equipment.

#### Objectives

- Provide adequate training within our agency and within other agencies who may benefit from this equipment.
- Evaluate our capabilities and ensure they meet the needs in the area.

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## GENERATORS

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PCSAR provides power supply for a variety of incidents and areas. Although not extremely technical, few team members are aware of our capabilities and operation of the generators and portable power supplies.

### Goals

- Establish a working group of team members who are proficient in the use of portable power supplies and generators.
- Maintain a working inventory of generators that can be quickly deployed and dependable.

### Objectives

- Evaluate existing and needed capabilities and train to these levels.
- Evaluate current capabilities and expected requirements.

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## SEARCH

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Team members have adequate knowledge for field work and presence. We also have a general equipment cache. Most team members can function as part of a ground/field search crew and some team members can function as part of the general staff during a search.

### Goals

- Expand proficiency in mapping and field navigation.
- Provide uniformity amongst team members to be easily identifiable while out on search missions.
- Provide advanced level trainings to provide more team members command level experience.

### Objectives

- Provide more technical mapping and navigation classes through new recruit trainings and advanced trainings.
- Complete the NASAR Managing the Search Function and similar classes.
- Establish a funding source for uniforms and/or identification.
- Provide opportunities for team members to do field navigation with canines.

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## WILDERNESS RESCUE

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PCSAR provides general wilderness rescue, including carry-outs and basic medical assistance. Few team members have advanced training and capabilities for wilderness rescue but the team has equipment and resources necessary to perform these functions.

### Goals

- Provide more advanced wilderness rescue services.

### Objectives

- Host wilderness first aid courses and “urbanized” wilderness first aid.
- Evaluate the need for additional equipment and the capabilities of our current equipment.

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## ADDITIONAL AND ALTERNATIVE FUNDING

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Funding is a large part of each activity and having secure funding sources allows the team the freedom and ability to purchase needed equipment and expand capabilities. Because our funding is limited, it is important to identify additional funding sources and maintain a working relationship with donors and elected officials. Without actively pursuing fundraising, many of the goals within the strategic plan will not be met; therefore, it is prudent all members be actively involved, engaged, and informed. Additionally, it is important for each member of the team to know how we are funded and the importance of securing funding for future endeavors. In the future, relying solely on city/county funding will limit the ability of the team to progress.

Creating a plan to meet these goals and objectives will be done within five years but it is important to recognize this will be an ongoing process to continue to establish feasible funding sources. This will be done by the team Treasurer and Assistant Team Leader – Administration with oversight from the Team Leader.

Priority: High

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### BUDGET INCREASE

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PCSAR has not had a budget increase in over ten years. Creating a yearly increase will allow the team to meet the changing needs of the community.

#### Goals

- Maintain a workable budget allowing for improvements to equipment and facilities as needed.

#### Objectives

- Complete comparative analysis of other area and similar SAR agency budgets.
- Provide documentation with a needs analysis to justify a “cost-of-living” budget increase each year.

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### TITLE III

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PCSAR qualifies for funding through the Title III Funding Program for search and rescue efforts related to federal lands. This includes, but is not limited to, reimbursement for missions carried out in the Black Hills National Forest and training pertaining to rescues in the Black Hills National Forest.

#### Goals

- Receive continual support through the Title III Funding Program.

#### Objectives

- Review and identify opportunities for funding through the Title III Funding Program.

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### NON-SOLICITED DONATIONS, OTHER FUNDING SOURCES, CHARITABLE TRUST FUNDS

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PCSAR does not currently have a long-term funding source. Creation of this will allow the team security and assistance in creation of long-term goals and equipment replacement.

#### Goals

- Gain support from non-affiliated foundations and funding sources doing yearly donations.
- Maximize funding opportunities and identify long-term funding sources.
- Coordinate with other agencies and departments to identify additional funding sources.
- Identify sources of sustainable funding.

#### Objectives

- Research trust funds and endowments.
- Establish a charitable trust fund to provide additional funding for future needs.
- Work with the Black Hills Area Community Foundation to establish a funding source.

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### FUNDRAISER

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The PCSAR yearly fundraiser receives approximately \$15,000 annually through donations from citizens and businesses within the community. This money is used to purchase and replace equipment. An annual increase will allow the team to meet more goals and continue to meet the needs of the community.

#### Goals

- Create a yearly increase in donations from the yearly fundraiser.

#### Objectives

- Research alternative funding sources and donors.
- Research methods for online donations.

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### GRANT APPLICATIONS AND ENTITLEMENTS

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PCSAR does not qualify for many federal grant programs due to the organization structure. The team has received some grant funds through the Department of Homeland Security and local grant programs.

#### Goals

- Maintain a steady level of grant funding through area foundations and federal sources.

#### Objectives

- Research the organizational structure needed to be eligible for funding through federal grant sources and determine feasibility of PCSAR to be able to receive these grants.

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### CONTRACT AGREEMENTS

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PCSAR signs a yearly contract with the State of South Dakota Division of Agriculture, Wildland Fire. Through this contract, we receive reimbursement for use of our equipment, such as our generators, communications trailer, and light towers. This is dependent on deployment of the Type II Incident Management Team and is not a reliable source of funding.

#### Goals

- Utilize contract agreements as a funding source dependent on usage and need for our equipment.

#### Objectives

- Explore contract opportunities.
- Establish a working relationship with local agencies to ensure our equipment is used when needed and we have the equipment they need to meet their needs.
- Sign contractual agreements through the State of South Dakota and continue to increase contract opportunities when possible, including a reimbursement plan through the Title III Program.

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### ADDITIONAL SERVICES

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PCSAR will do an evaluation of needed emergency services in the county. We shall strive to provide any additional services that both fit into our Constitution and Bylaws and we can provide in a safe and timely manner to the public. Training, equipment and funding will be needed to meet all these goals with funding being the major factor.

This will be a combined effort for all officers working in conjunction with the local fire departments and elected officials and shall be done over the next ten years.

The additional services we have identified are prioritized in the list below. In addition to these specific needs, we have established overall goals and objectives for providing additional services.

#### Goals

- Evaluate the need for additional services to the city, county and surrounding communities we can provide under our Constitution and Bylaws.
- Be responsive to the community in providing additional emergency services that may not be taken care of by other agencies.

#### Objectives

- Evaluate whether we are able to provide additional services to the community under our guidelines.
- Evaluate existing and the need for additional funding for adding these additional services.

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### CAVE RESCUE/SEARCH

---

The team does not currently do any formal cave rescue or search training but has the capabilities and some equipment to complete this service if needed.

#### Goals

- Establish a functional cave rescue/search team.

#### Objectives

- Work with local spelunking groups and resources to establish training and skills.
- Evaluate equipment needs and assess current ability.

---

### ICE RESCUE

---

The team is trained to an awareness level for ice rescue. We have some capabilities but limited equipment to successfully perform an ice rescue.

#### Goals

- Maintain and certify team members to the technician level for ice rescue.

#### Objectives

- Train all team members to the technician level for ice rescue.
- Evaluate equipment needs and assess current ability.

---

### SWIFTWATER RESCUE

---

Some team members are trained as Level I Technician Swiftwater rescuers. We have limited equipment but have the capabilities to perform a swiftwater rescue.

#### Goals

- Maintain and certify team members to the technician level for swiftwater rescue.

#### Objectives

- Train team members to the technician level for swiftwater rescue.
- Evaluate equipment needs and assess current ability.

---

### CONFINED SPACE RESCUE

---

Team members have a very basic confined space awareness classroom session but our primary function is to assist the Rapid City Fire Department (RCFD) during confined space situations.

#### Goals

- Achieve awareness level training in confined space for all team members.

#### Objectives

- Work with the RCFD to achieve an awareness level certification for all team members.
- Evaluate equipment needs and train with the RCFD to maintain skills.

---

### TOWER RESCUE

---

The team has minimal tower rescue capabilities.

#### Goals

- Establish a tower rescue team.

#### Objectives

- Research requirements and guidelines.
- Establish training requirements.
- Evaluate equipment needs and the local need for tower rescue.

---

### SUPPORT SERVICES (RADO, GISS)

---

Currently, the team has one Radio Operator (RADO) and no GIS Specialists (GISS). These support services can be useful during fires and large incidents when the Type II Incident Management Team is called. This is a personal goal for individual team members; having the capability to certify in-house would greatly enhance the ability for team members to achieve this goal.

#### Goals

- Ability to certify in-house for RADO and GISS.

#### Objectives

- Work with State of South Dakota Division of Agriculture Wildland Fire to get team members certified and the experience needed.

---

### DIVE TEAM

---

PCSAR needs to explore the option of merging with the Water Rescue Team. Currently, the Water Rescue Team provides dive rescue, swiftwater rescue, and ice rescue services throughout Pennington County and uses PCSAR as a support service.

#### Goals

- Maintain a working relationship with the Water Rescue Team.

#### Objectives

- Evaluate feasibility of integrating the Water Rescue Team into our functionality.

---

### EQUIPMENT

---

PCSAR must maintain a working inventory of equipment in order to function properly. Given the variety of services we provide and the varying age of our equipment, each subcategory has been individually prioritized. Implementation and creation of plans will be completed within one year and will be updated in the future as needed. This will be done by the Maintenance Officer and Assistant Team Leader – Operations.

---

### HYDRAULIC

---

The team is currently replacing hydraulic extrication tools dating from the mid 1980's with modern equipment. Tools purchased more recently are also being upgraded or replaced as needed to meet the needs of modern vehicle construction.

Priority: High

#### Goals

- Maintain tools to ensure they are in a useable condition and replaced when nearing the end of their useful life.
- Purchase tools meeting the needs of modern vehicle construction and technology.

#### Objectives

- To develop a feasible plan by researching manufacturer recommendations for routine equipment maintenance.
- To create a guideline for cleaning/servicing tools after use to ensure they are always ready for service.
- To develop a replacement plan by researching and implementing a replacement plan based on expected useful life and allowing for budgeting and repair expenses.

---

## VEHICLES

---

Most PCSAR vehicles are around 15 years old and in need of replacement.

Priority: High

### Goals

- Maintain a reliable and dependable fleet of vehicles equipped for our needs.

### Objectives

- To establish a replacement plan so vehicles can be replaced regular, predetermined intervals.
- To establish replacement guidelines and a replacement timeline so not all vehicles are being replaced at the same time.
- To research current and anticipated capabilities, ensuring appropriate replacement vehicles are selected.
- To evaluate future needs for additional equipment.

---

## RESCUE TOOLS

---

The current inventory of rescue tools is a variety of hand tools and other equipment such as come-a-longs, high and low pressure airbags, and Holmatro stabilization struts.

Priority: Medium

### Goals

- Maintain and expand current capabilities to stay current with new technology and rescue techniques.

### Objectives

- To establish a purchasing plan by evaluating needed items and trends.
- Develop a maintenance and replacement plan.

---

## UAV

---

Anticipated uses for a UAV include thermal and conventional imagery on searches, wildland fires, and other disasters as opportunities arise.

Priority: Medium

### Goals

- Work with the UAV team at SDSM&T and establish working relationships with other agencies to utilize the services they offer.

### Objectives

- Evaluate local resources able to support our goals and identify currently available solutions meeting our specifications.
- Identify our requirements and desired capabilities to determine the feasibility of current solutions.

---

## COMMUNICATIONS

---

Mobile and portable radios need to be upgraded to maintain compatibility with the state digital system as upgrades are made.

Priority: Unknown, dependent on the State Communication System

### Goals

- Have a reliable communications system to be able to function with other agencies.

### Objectives

- Establish a replacement plan which takes into consideration the changes made to the state system.
- Stay informed of changes and upgrades made to the state system in order to have a plan that remain viable.

---

## NIGHT VISION EQUIPMENT

---

We would like to work with other agencies to purchase compatible equipment for use on searches and other incidents.

Priority: High

### Goals

- Have a functioning cache of night vision equipment available for multi-agency use.

### Objectives

- Identify expectations and anticipated uses to determine the grade of equipment required.
- Establish working relationships with other agencies to ensure this equipment can be used on a variety of incidents.
- Establish a purchasing plan.

---

## OFF-ROAD EQUIPMENT

---

Current off-road equipment is made up of ATV's, UTV's, and a Gator. Some equipment is owned by PCSAR and some is borrowed from PCSO when needed.

Priority: Medium

### Goals

- Switch from ATV's to UTV's to increase versatility and capability.

### Objectives

- Evaluate equipment needs and establish a replacement plan.
- Develop and implement a maintenance plan.
- Identify and implement an operator training program.

---

## PORTABLE AIRPORT TOWER

---

A portable aircraft control tower can be contracted to fires to provide a revenue source to the team.

Priority: Low

### Goals

- Equip a portable airport tower.

### Objectives

- Identify the need for such a unit, including the cost of obtaining and maintaining it.
- Evaluate required training to set up and operate the tower.
- Perform a cost/benefit analysis to determine if it is feasible for such a tower be purchased and operated.
- Identify the required and desired specifications, predicting complexity and cost associated.

---

## SNOWCAT

---

PCSAR owns two snowcats, a late 1970's Bombardier and a late 1990's UTV International.

Priority: High

### Goals

- Upgrade and replace snowcats with more reliable units requiring less maintenance.

### Objectives

- Identify models capable of adequately performing under the conditions in which we use them.
- Identify funding sources to complete the upgrade and replacement.
- Create a maintenance and replacement plan.

---

## VERTICAL RESCUE EQUIPMENT

---

Ropes and several other items were recently replaced and we have the basic vertical rescue equipment.

Priority: High

### Goals

- Have a working maintenance plan and post-run check for equipment.

### Objectives

- Determine if any additional equipment needs replaced.
- Establish a maintenance plan.

---

## CASCADE SYSTEM

---

The current cascade system is comprised of a mobile, truck based system with a working pressure of 4500 psi and a trailer with a working pressure of 3500 psi. Some departments have switched

from 2216 psi air tanks to 3000 psi and 4500 psi tanks. The current system can adequately handle the lower pressure air tanks but has the capacity to partially fill only a few of the 4500 psi air tanks.

Priority: Low

Goals

- Work with County Fire to establish a replacement plan if needed.

Objectives

- Evaluate the current and anticipated needs of fire departments throughout the county to determine an adequate replacement system.

---

### ADDITIONAL SERVICES

---

PCSAR identified seven additional services the team has considered integrating into our existing services. Equipment needs will be evaluated and considered as part of the feasibility of integrating these services.

Goals

- Identify the equipment needed for each additional service and determine the feasibility and associated cost.

Objectives

- Identify an equipment needs list for each service (cave rescue/search, ice rescue, swiftwater rescue, confined space rescue, tower rescue, support services, and dive team).
- Establish a funding priority for this equipment and identify maintenance plans and needs.

---

### FACILITY

---

It is in the best interest of PCSAR to evaluate facility needs on a regular basis. Completion of a periodic needs-assessment will keep elected officials in the community informed of our needs and future expansion.

PCSAR has been housed in the current facility for 26 years with minimal improvements to the building. We have continued to buy new equipment and are at a point where we have outgrown our current building. In 2010, our team was included in a needs-analysis completed by Pennington County. The full analysis can be found in Attachment C along with the beginnings of a Facilities Action Plan.

A full plan and initial implementation will be completed within two to five years. The Team Leader, Assistant Team Leaders, and Treasurer will work with partnering agencies and the Emergency Management Advisory Board to establish this plan.

Priority: High

Goals

- Upgrade and expand facilities to meet our current and future needs.

#### Objectives

- Explore the options available for building expansion.
- Identify funding sources and agreements for purchase/expansion of a new building.

---

### COMPENSATION

---

It is the desire to evaluate and assist the members of PCSAR with some form of compensation for the time and sacrifices they provide both for the community and the team. The Team Leader will be responsible for proposing a compensation plan to be completed within two to five years.

Priority: Medium

#### Goals

- Provide compensation to the members of PCSAR. Examples include a pay for service compensation, length of service awards, points systems for participation, and clothing.

#### Objectives

- Evaluate and recommend to the governing bodies of PCSAR the need to, in some form, compensate members of PCSAR. This could be some type of retirement account, direct pay for services, or another of many varied ways to compensate persons for their dedication and time.
- Establish a committee to identify an awards program for length of services and contributions to the team.

---

### LEADERSHIP DEVELOPMENT

---

Developing effective and competent leaders, both administrative and strategic, is a continuing goal of PCSAR. Through training, mentorship, and practical application of skills, we can build the necessary foundation for a program that will turn out the leaders we need to continue the mission of the team.

Leadership development will be, in part, done by a committee of senior members and officers. Implementation of the leadership development will be a personal responsibility for each team member. This will be done over the next three to six years.

Priority: Medium

---

### LEADERSHIP CLASSES

---

Providing leadership classes for team members will allow them a fundamental basis for becoming a leader in emergency services.

#### Goals

- Groom future leaders to be competent officers.
- Develop leadership for calls/operations (strategic leadership).
- Guidelines for our administrative leadership.

#### Objectives

- Create a mentorship program for leaders.

- Establish guidelines and in-house criteria for members taking charge of an incident and establish specific training for members to gain this knowledge/experience.
- Create guidelines and minimum requirements for being an administrative leader and create a distinction between on-scene leadership and administrative leadership.

---

### MENTORSHIP PROGRAMS

---

PCSAR encourages team members to assist new recruits with their training and questions but there is no formal program in place. Creation of such a program will increase the communication and comfort level for new recruits to be integrated into the team.

#### Goals

- Develop a mentorship program for new recruits on the team.

#### Objectives

- Identify fully trained team members willing to participate in the program.
- Establish mentoring guidelines and tools mentors can use to answer questions.

---

### EXCEPTIONAL PERFORMANCE CERTIFICATE

---

Creation of an exceptional performance certificate can be a tool used to identify team members who are stepping up and working as a leader, both on calls and during routine business. This will also encourage members to work harder and step into roles they may not normally do.

#### Goals

- Create an exceptional performance certificate.

#### Objectives

- Identify a committee or position (Assistant Team Leader – Admin) to oversee this.
- Create guidelines and establish requirements for receiving the certificate.

---

### DEVELOPMENT POSITIONS/SKILLS SETS

---

We do not currently have requirements for becoming an officer or leader. Creating specific requirements will establish a commonality and give newer members a guideline for what milestones they have to reach to become a leader.

#### Goals

- Create a basis for each officer position.

#### Objectives

- Identify accomplishments and requirements for each position.

---

### INSTRUCTOR DEVELOPMENT

---

PCSAR currently develops instructors through in-house teaching of classes under the supervision of the Training Officer.

#### Goals

- Establish a working group of SD State Certified Instructors.

#### Objectives

- Encourage team members to and provide opportunities for attending advanced level trainings.
- Complete the SD State Certified Instructors course.
- Do after action reviews (AARs) after classes so instructors have feedback on their teaching style.

---

### PUBLIC AND COMMUNITY RELATIONS

---

Public and community relations are a large part of PCSAR. Because the team relies heavily on donations from the community, providing opportunities for PCSAR to show the public what we do and educate them is important. PCSAR should also take opportunities to promote our services and team members.

Public and community relations will be overseen by the Team Leader and Assistant Team Leader of Administration over the next two years. Implementation will be ongoing.

Priority: Medium/Low

---

### DEVELOP PUBLIC EDUCATION PROGRAMS

---

PCSAR participates in the Emergency Management Day held by Rapid City/Pennington County Emergency Management.

#### Goals

- Increase public awareness of safety issues relevant to outdoor activities and the role of PCSAR as a volunteer emergency services provider.

#### Objectives

- Identify programs and topics relevant to the community, select and train a pool of qualified instructors.
- Identify available “pre-canned” programs, such as Hug-A-Tree, and integrate them into our program, make use of Public Service Announcements (PSA’s).
- Develop locally generated presentations to supplement commercially available curriculum and PSA’s.
- Coordinate with other emergency services providers such as fire departments, law enforcement, Game, Fish & Parks, US Forest Service, and other area SAR teams to do joint programs and presentations.
- Establish points of contact within the county school districts, service organization, etc., to schedule events and provide long-term continuity.

---

### MEDIA RELATIONS (LIAISON)

---

The media contact for PCSAR is the Assistant Team Leader – Administration and the Team Leader. On scene, it is typically the Incident Commander. Having an established media relations person will allow the team to create a working relationship and enhance our visibility through the media.

#### Goals

- Provide a point of contact for the media during actual operations, special events, and public education programs.
- Integrate this position into ICS structure to provide control and consistency over the release of information.
- Provide area media with a consistent and identifiable source of information.
- Maintain control of content and timeline of the release or disclosure of information.
- Develop relationships with local media to facilitate production and presentation of PSA's and enhance public education efforts.

#### Objectives

- Identify and train a cadre of designated media relations/Public Information Officers (PIO) within the team.

---

### ANNUAL OPEN HOUSE

---

PCSAR hosts an open house each year to promote our efforts and ask for donations from the community. In order to bring citizens in to meet our team, we have established a chili cook-off/chili feed.

#### Goals

- Increase public awareness of existence, function, and capabilities of team.
- Enhance fundraising.
- Recruitment of potential new team members.

#### Objectives

- Present annual open house at SAR station combined with chili feed.

---

### COMMUNITY OUTREACH

---

PCSAR participates in activities such as the Pet Walk hosted by National American University and in events with the Journey Museum and the Boy Scouts of the Black Hills.

#### Goals

- Increase public awareness and support.
- Long-term recruiting
- Fundraising

#### Objectives

- Prepare, present, and conduct SAR related demonstrations and group participation activities for area service and youth organizations, such as Boy Scouts, Girl Scouts, Club for Boys, Girls Inc., Civil Air Patrol, Optimists, Lions, etc.

---

### RECRUITMENT AND RETENTION

---

Recruitment and retention of members is a large part of any volunteer organization. Because of the amount of time and effort it takes to train members, it is important to make new recruits aware of the time commitments and future goals of the team. Recruiting members who are dedicated and understand the mission of PCSAR is also important.

Establishing a working recruitment and retention plan will be done in part by the Assistant Team Leader – Administration and the Training Officer with help from the team members. Although this will be an ongoing process, a functional plan should be in place over the next two to six years.

Priority: Medium

---

### MAINTAIN ROSTER AT 30 ACTIVE MEMBERS

---

PCSAR has a roster with 30 members and several special resources. Of the members, only 15-20 are actively participating in team functions.

#### Goals

- Create larger pool of potential team members to allow for normal anticipated loss of candidates during the training process.
- Avoid loss of potential team members due to delay in activation as active trainees and initiation of training program.
- Maintain interest of all team members, trainees, and recruits becoming or remaining active participants.
- Identify reasons for decline in interest and utilize information to identify trends, consistent causes, etc.

#### Objectives

- Increase size of recruit classes through more active recruiting programs, including PSA's.
- Capitalize on increased exposure of team through public education and outreach programs by including recruiting messages in handout information.
- Enhance recruiting efforts during annual open house.
- Establish a presence at major area events, i.e., Home Show, Central State's Fair, EAFB Open house/Air Show, etc., with an emphasis on recruitment.
- Maintain an active eligibility list of applicants applying "out-of-cycle" or not selected at time of initial application.
- Develop training or contact plan to accommodate "out-of-cycle" recruits.
- Initiate follow-up contact with those recruits, probationary, and active team members not participating in missions or team activities or regularly attending meetings without notification of reason for absence or decline in participation.

---

### RETAIN 50% OF ANNUAL RECRUIT CLASS (ASSUMING THIS NUMBER REPRESENTS A VIABLE POOL OF POTENTIAL TEAM MEMBERS)

---

Typical retention of a recruit class is around 20%. Existing team members are needed to facilitate many hours of training to bring newer members up to an acceptable standard needed for response to calls for services in addition to keeping their personal skills and knowledge current.

#### Goals

- Maintain viable pool of active, qualified team members.
- Increase efficiency of use of training resources.

#### Objectives

- Develop mentorship program pairing trainees with experienced, successful team members.

---

### SET DEFINABLE AND MEASUREABLE TRAINING STANDARDS FOR NEW RECRUITS

---

PCSAR currently requires all trainees to complete the yearly check sheets in order to be voted on as a team member.

#### Goals

- Allow new recruits to understand the level of commitment required and measure progress toward membership objective.
- Allow concrete evaluation criteria to measure performance, commitment, and level of participation of new trainees.
- Allow trainees to pursue training and certification in specialized areas of interest while working to gain full member status with overall goal of maintaining interest, enthusiasm, and retaining a greater number of trainees as team members.

#### Objectives

- Provide new personnel with training standards, requirements, and goals needed to achieve full membership or special resource status.
- Provide trainees with training requirements for certification in specialized skills such as vehicle extrication, vertical rescue, K-9 search, etc.

---

### INCREASE LEVELS OF, AND OPPORTUNITIES FOR, GREATER INVOLVEMENT FOR NEW PERSONNEL

---

PCSAR makes every effort to include trainees who show an interest and participate in activities and events, including open houses, maintenance, and projects.

#### Goals

- Improve retention and assist new members in being integrated into and being accepted by team members.

#### Objectives

- Provide trainees with more avenues to participate as observers, assistants, or support personnel on actual missions and call outs.
- Include trainees in planning, team goals development, public presentations, etc., and apply hours to training requirements or develop other means of recognition for time invested.

---

### MENTORSHIP

---

PCSAR does not have a formal mentorship program. A mentorship program will establish a relationship and a way for newer members to have a connection to the experience and functionality of the team.

#### Goals

- Provide means to pass on experience of veteran team members to new personnel, identify strengths and deficiencies of trainees, prepare existing team members for both

lateral and vertical movement within the organization, and allow for smoother integration of new members into the team.

Objectives

- Develop and implement career mentorship program for current team members and new trainees.

---

### RETENTION OF TEAM MEMBERS AT “MID-POINT” IN THEIR CAREER

---

During the mid-point in careers is where we lose the majority of our team members. This is due to a number of reasons (career goals/changes, family, schooling, etc.) and creates a gap in knowledge and skill level of the team.

Goals

- Retain experienced team members.
- Maintain interest and commitment of senior team members so as not to lose level of expertise, leadership potential, and team’s training investment.
- Allows for movement and progression on the team, the infusion of new ideas and practices, etc.

Objectives

- Identify primary reasons why experienced team members leave team or drastically reduce level of involvement.
- Develop clear paths of progression within the organization toward leadership, training/instructor positions, etc.
- Establish “term limits” on certain designated leadership and support positions within organization.

## ATTACHMENT A

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STRATEGIC BUSINESS MODEL, PERFORMANCE AUDIT, AND GAP ANALYSIS

Table 1: Performance Audit and Gap Analysis

<b>Training</b>	<b>Where we are now (Performance Audit)</b>	<b>Where we want to be</b>	<b>Gap Analysis</b>
<b>Standards</b>	<ul style="list-style-type: none"> <li>• Meeting standard for State Rescue Technician</li> <li>• Training to the national standard for Fundamentals of Search and Rescue (FUNSAR)</li> </ul>	<ul style="list-style-type: none"> <li>• Certification for national (FUNSAR)</li> </ul>	
<b>Certifications/Testing</b>			
<b>Advanced Level Trainings</b>	<ul style="list-style-type: none"> <li>• Completed the CMC Building Shoring class – meets the current need for the team</li> <li>• Proficient in vehicle extrication</li> </ul>	<ul style="list-style-type: none"> <li>• Heavy rescue/machinery extrication</li> <li>• Advanced rope rescue</li> <li>• Swiftwater rescue</li> <li>• Cave rescue</li> <li>• Wilderness medicine</li> </ul>	<ul style="list-style-type: none"> <li>• Bring in certified instructors in the areas of interest for where we want to be</li> </ul>
<b>Further interagency/intra-agency Trainings</b>	<ul style="list-style-type: none"> <li>• Working with fire cert class</li> </ul>	<ul style="list-style-type: none"> <li>• Work and train with agencies to become proficient at working together</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule classes and establishing working relationships</li> </ul>
<b>Proficiency and Recertification</b>	<ul style="list-style-type: none"> <li>• Check sheets and CPR – completing on a yearly basis (80% completion)</li> </ul>	<ul style="list-style-type: none"> <li>• 100% on time completion</li> </ul>	<ul style="list-style-type: none"> <li>• Identify recertification protocols for new trainings</li> <li>• Identify priorities for recertification and timelines</li> </ul>
<b>Training Programs</b>	<ul style="list-style-type: none"> <li>• New recruit</li> <li>• Advanced trainings</li> </ul>	<ul style="list-style-type: none"> <li>• Reinforce basic skill sets</li> </ul>	<ul style="list-style-type: none"> <li>• Need more mapping and GIS classes</li> </ul>

<b>Training</b>	<b>Where we are now (Performance Audit)</b>	<b>Where we want to be</b>	<b>Gap Analysis</b>
			<ul style="list-style-type: none"> <li>• More hands-on trainings</li> <li>• Participation in basic skills trainings</li> <li>• Addressing makeup sessions for recruits and recertifications</li> <li>• Leadership and competence on scene</li> </ul>
<b>Hands-on Trainings</b>		<ul style="list-style-type: none"> <li>• Have increased in-house HOT to help develop leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Need more</li> <li>• Need better focus</li> </ul>

<b>Existing Services</b>	<b>Where we are now (Performance Audit)</b>	<b>Where we want to be</b>	<b>Gap Analysis</b>
<b>Extrication</b>	<ul style="list-style-type: none"> <li>• Maintaining basic skills</li> </ul>	<ul style="list-style-type: none"> <li>• General updating of equipment</li> <li>• Advanced level of training</li> <li>• Integrate with other agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Keep up with advances in vehicle technology</li> </ul>
<b>Vertical Rescue</b>	<ul style="list-style-type: none"> <li>• Maintaining basic skills</li> </ul>	<ul style="list-style-type: none"> <li>• General updating of equipment</li> <li>• Advanced level of training</li> </ul>	<ul style="list-style-type: none"> <li>• Keeping up with new methods and equipment/technology</li> </ul>
<b>Cascade/Fire and Dive Support</b>	<ul style="list-style-type: none"> <li>• Proficient with current skills</li> </ul>	<ul style="list-style-type: none"> <li>• Able to fill trailers and cascade truck without assistance</li> <li>• Able to identify various types of cylinders</li> </ul>	<ul style="list-style-type: none"> <li>• Training proficiency in operations</li> </ul>

<b>Existing Services</b>	<b>Where we are now (Performance Audit)</b>	<b>Where we want to be</b>	<b>Gap Analysis</b>
<b>Mass Casualty</b>	<ul style="list-style-type: none"> <li>• Have adequate equipment (need to inventory supplies)</li> </ul>	<ul style="list-style-type: none"> <li>• More hands-on training (table top exercises)</li> </ul>	<ul style="list-style-type: none"> <li>• Need more training and exercises</li> <li>• Presentation by coroner</li> </ul>
<b>Weather Operations (Severe weather excluding blizzard)</b>		<ul style="list-style-type: none"> <li>• Spotter training</li> <li>• Command assistance during weather events</li> </ul>	<ul style="list-style-type: none"> <li>• More spotter training (advanced level training)</li> <li>• Discussion with Anthony over being used for spotter</li> </ul>
<b>Winter Operations</b>	<ul style="list-style-type: none"> <li>• Currently have equipment to perform rescues</li> </ul>	<ul style="list-style-type: none"> <li>• Winter survival class</li> <li>• Updating equipment</li> <li>• General knowledge advancement</li> </ul>	<ul style="list-style-type: none"> <li>• Funding for new snowcat</li> <li>• In-house training on operations</li> <li>• More MOU's with LE and other agencies</li> </ul>
<b>Trench Rescue/Shoring</b>	<ul style="list-style-type: none"> <li>• Have general equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Need advanced training</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of existing equipment</li> </ul>
<b>Command/Control (mobile communications)</b>		<ul style="list-style-type: none"> <li>• Need to train on portable repeater</li> <li>• Proficient on ACU</li> </ul>	<ul style="list-style-type: none"> <li>• Need to do adequate training within our agency and with other agencies</li> </ul>
<b>Generators (Power supply)</b>			<ul style="list-style-type: none"> <li>• Need to evaluate existing and needed</li> <li>• Need to look at current capabilities and expected requirements</li> </ul>

Existing Services	Where we are now (Performance Audit)	Where we want to be	Gap Analysis
<b>Search</b>	<ul style="list-style-type: none"> <li>• Knowledge for field work and presence</li> <li>• Good general equipment cache</li> </ul>	<ul style="list-style-type: none"> <li>• Proficient with mapping</li> <li>• Managing the Search Function and other search management classes</li> <li>• Establish uniforms</li> </ul>	<ul style="list-style-type: none"> <li>• Need more compass and map work</li> <li>• Navigation skills (with canines)</li> <li>• Search management</li> </ul>
<b>Wilderness Rescue</b>	<ul style="list-style-type: none"> <li>• Basic equipment</li> <li>• General knowledge base</li> </ul>	<ul style="list-style-type: none"> <li>• Wilderness first aid</li> <li>• More equipment</li> </ul>	<ul style="list-style-type: none"> <li>• “Urbanize” wilderness rescue</li> <li>• **Need to elaborate**</li> <li>• Wilderness first aid classes</li> </ul>

Additional & Alternative Funding	Where we are now (Performance Audit)	Where we want to be	Gap Analysis
<b>Budget Increase</b>	<ul style="list-style-type: none"> <li>• No increase yearly</li> </ul>	<ul style="list-style-type: none"> <li>• “Cost of living” increase each budget cycle</li> </ul>	<ul style="list-style-type: none"> <li>• Comparative analysis with other SAR agencies in the area</li> </ul>
<b>Title III</b>	<ul style="list-style-type: none"> <li>• Working on receiving funds through the PC Fire Service Board</li> </ul>	<ul style="list-style-type: none"> <li>• Receiving continual support through Title III program</li> <li>• Research capability of monies</li> </ul>	<ul style="list-style-type: none"> <li>• Review and identify opportunities</li> </ul>
<b>Non-Solicited Donations/ Other Funding Sources/ Charitable Trust Funds</b>		<ul style="list-style-type: none"> <li>• Organizations who do yearly donations; continually explore</li> </ul>	<ul style="list-style-type: none"> <li>• Explore trust funds</li> <li>• Look into Black Hills Area Community Foundation</li> </ul>

<b>Additional &amp; Alternative Funding</b>	<b>Where we are now (Performance Audit)</b>	<b>Where we want to be</b>	<b>Gap Analysis</b>
<b>Fundraiser</b>	<ul style="list-style-type: none"> <li>Yearly mailing (~\$15,000/year)</li> </ul>	<ul style="list-style-type: none"> <li>Increase each year</li> </ul>	<ul style="list-style-type: none"> <li>Research alternative funding sources and methods</li> <li>Research methods for online donations</li> </ul>
<b>Grant Applications and Entitlements</b>	<ul style="list-style-type: none"> <li>2008-January 2010: applied for 19 grants, received 7</li> </ul>	<ul style="list-style-type: none"> <li>Further grant application process</li> </ul>	<ul style="list-style-type: none"> <li>Structure of SAR to be qualified for federal grants</li> </ul>
<b>Contract Agreements</b>	<ul style="list-style-type: none"> <li>Currently have contract with State of SD</li> </ul>	<ul style="list-style-type: none"> <li>Increase contracts where possible; opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Explore other contract possibilities</li> </ul>

<b>Additional Services</b>	<b>Where we are now (Performance Audit)</b>	<b>Where we want to be</b>	<b>Gap Analysis</b>
<b>Swift Water Rescue</b>	<ul style="list-style-type: none"> <li>Minimal skills</li> </ul>	<ul style="list-style-type: none"> <li>Technician level</li> </ul>	<ul style="list-style-type: none"> <li>Training and equipment needed</li> </ul>
<b>Dive Team</b>	<ul style="list-style-type: none"> <li>Dive team works independently from SAR</li> </ul>		<ul style="list-style-type: none"> <li>Need to evaluate feasibility of integrating dive team</li> </ul>
<b>Ice Rescue</b>	<ul style="list-style-type: none"> <li>Minimal skills</li> </ul>	<ul style="list-style-type: none"> <li>Technician level</li> </ul>	<ul style="list-style-type: none"> <li>Training and equipment needed</li> </ul>
<b>Confined Space Rescue</b>	<ul style="list-style-type: none"> <li>Minimal skills</li> </ul>	<ul style="list-style-type: none"> <li>Awareness level</li> </ul>	<ul style="list-style-type: none"> <li>Basic training and equipment needed</li> </ul>
<b>Cave Rescue and Search</b>	<ul style="list-style-type: none"> <li>Very minimal experience</li> </ul>	<ul style="list-style-type: none"> <li>Capability</li> </ul>	<ul style="list-style-type: none"> <li>Work with spelunking groups; research needs and requirements</li> </ul>

<b>Additional Services</b>	<b>Where we are now (Performance Audit)</b>	<b>Where we want to be</b>	<b>Gap Analysis</b>
<b>Tower Rescue</b>	<ul style="list-style-type: none"> <li>Minimal experience</li> </ul>	<ul style="list-style-type: none"> <li>Awareness</li> </ul>	<ul style="list-style-type: none"> <li>Explore necessary training and standards</li> </ul>
<b>Support Services (Comm Tech – RADO; GIS Specialist – GISS; etc.)</b>	<ul style="list-style-type: none"> <li>Have ability to provide services</li> </ul>	<ul style="list-style-type: none"> <li>Need certifications; ability to certify in-house</li> </ul>	<ul style="list-style-type: none"> <li>Need to determine how much of a capability we need and if there is an interest</li> <li>Need to explore fields needing personnel</li> </ul>

<b>Equipment</b>	<b>Where we are now (Performance Audit)</b>	<b>Where we want to be</b>	<b>Gap Analysis</b>
<b>Hydraulic</b>	<ul style="list-style-type: none"> <li>Currently replacing equipment</li> </ul>	<ul style="list-style-type: none"> <li>Have a long term maintenance and replacement plan</li> </ul>	<ul style="list-style-type: none"> <li>Lack of plan</li> </ul>
<b>Vehicles</b>	<ul style="list-style-type: none"> <li>Needing replacement</li> </ul>	<ul style="list-style-type: none"> <li>Replacement program</li> </ul>	<ul style="list-style-type: none"> <li>Establish guidelines for replacement</li> </ul>
<b>Cascade Systems</b>	<ul style="list-style-type: none"> <li>Trailer and mobile system</li> </ul>	<ul style="list-style-type: none"> <li>Increase capability of system</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate needs throughout the county</li> </ul>
<b>Rescue Tools</b>	<ul style="list-style-type: none"> <li>Variety of hand-tools and other equipment</li> </ul>	<ul style="list-style-type: none"> <li>Maintain and expand capabilities to stay current with new technology</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate needed items and trends to be proficient</li> </ul>
<b>UAV</b>	<ul style="list-style-type: none"> <li>Nothing</li> </ul>	<ul style="list-style-type: none"> <li>Work with Tech’s UAV team</li> <li>Establish working relationship with other agencies who can utilize this technology</li> </ul>	<ul style="list-style-type: none"> <li>Explore local resources and current solutions</li> </ul>

<b>Equipment</b>	<b>Where we are now (Performance Audit)</b>	<b>Where we want to be</b>	<b>Gap Analysis</b>
<b>Communications</b>	<ul style="list-style-type: none"> <li>• Need to upgrade mobile/portable radios with the State system</li> </ul>	<ul style="list-style-type: none"> <li>• Replacement program to progress with the State system</li> </ul>	<ul style="list-style-type: none"> <li>• Need to evaluate and establish a plan</li> </ul>
<b>Night Vision Equipment</b>	<ul style="list-style-type: none"> <li>• Nothing</li> </ul>	<ul style="list-style-type: none"> <li>• Work with other agencies to acquire compatible equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Need to acquire equipment</li> </ul>
<b>Off-Road Equipment</b>	<ul style="list-style-type: none"> <li>• Currently have ATV's, UTV's, Gator</li> </ul>	<ul style="list-style-type: none"> <li>• Change capabilities from ATV's to UTV's</li> </ul>	<ul style="list-style-type: none"> <li>• Need to evaluate needed equipment</li> <li>• Need to establish maintenance</li> <li>• Need to provide proper and safe training</li> </ul>
<b>Portable Airport Tower</b>	<ul style="list-style-type: none"> <li>• Nothing</li> </ul>		<ul style="list-style-type: none"> <li>• Evaluate need and cost</li> <li>• Determine necessary training</li> <li>• Cost/benefit analysis</li> <li>• Identify specifications</li> </ul>
<b>Snowcat (upgrade and replace)</b>	<ul style="list-style-type: none"> <li>• Two snowcats</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade and replace</li> </ul>	<ul style="list-style-type: none"> <li>• Funding to complete upgrade and replacement</li> </ul>
<b>Vertical Rescue Equipment</b>	<ul style="list-style-type: none"> <li>• Have basic equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade basic equipment and maintain existing</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a replacement program</li> </ul>

<b>Facilities</b>	<b>Where we are now (Performance Audit)</b>	<b>Where we want to be</b>	<b>Gap Analysis</b>
<b>New Building</b>	<ul style="list-style-type: none"> <li>Inadequate facilities to meet the needs</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade and expand facility to meet current needs</li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> <li>Anticipating future needs and analysis</li> <li>Work with elected officials to address needs and establish funding sources</li> </ul>
<b>Second facility (substation)</b>	<ul style="list-style-type: none"> <li>No second facility</li> </ul>	<ul style="list-style-type: none"> <li>Explore future possibilities</li> </ul>	
<b>Building Improvements</b>	<ul style="list-style-type: none"> <li>Maintain and improve</li> </ul>	<ul style="list-style-type: none"> <li>New building</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate possibilities for expansion and upgrading</li> </ul>
<b>Technology Improvements</b>		<ul style="list-style-type: none"> <li>Working alarm system</li> <li>Computers for classroom</li> </ul>	<ul style="list-style-type: none"> <li>Look at needed equipment and technology</li> </ul>

<b>Compensation</b>	<b>Where we are now (Performance Audit)</b>	<b>Where we want to be</b>	<b>Gap Analysis</b>
<b>Pay or Pay for Service or Retirement Plan</b>	<ul style="list-style-type: none"> <li>No compensation</li> </ul>	<ul style="list-style-type: none"> <li>Paid on call</li> <li>Deferred compensation</li> </ul>	<ul style="list-style-type: none"> <li>Determine feasibility and funding sources</li> </ul>
<b>Length of Service Award</b>	<ul style="list-style-type: none"> <li>Pin for 25 years through the County Firefighters</li> </ul>	<ul style="list-style-type: none"> <li>Step-by-step increasing plan based on LOS</li> </ul>	<ul style="list-style-type: none"> <li>Develop a plan based on feasibility and funding</li> </ul>
<b>Points System (some type of reward)</b>	<ul style="list-style-type: none"> <li>No plan</li> </ul>	<ul style="list-style-type: none"> <li>Established awards program</li> </ul>	<ul style="list-style-type: none"> <li>Develop a plan based on feasibility and funding</li> </ul>
<b>Clothing</b>	<ul style="list-style-type: none"> <li>No plan</li> </ul>	<ul style="list-style-type: none"> <li>Uniformity for response</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate and determine support</li> </ul>

PCSAR Strategic Plan

Attachment A Strategic Business Model, Performance Audit, and Gap Analysis

<b>Leadership Development</b>	<b>Where we are now (Performance Audit)</b>	<b>Where we want to be</b>	<b>Gap Analysis</b>
<b>Leadership Classes</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• “Groom” future leaders</li> <li>• Leaders for calls</li> <li>• Operational/situational leadership</li> <li>• Administrative leadership</li> <li>• Succession planning</li> </ul>	<ul style="list-style-type: none"> <li>• Lacking in formal leadership program</li> </ul>
<b>Mentoring</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Mentorship program</li> <li>• Buddy system</li> <li>• Establish list of contacts based on specialty</li> </ul>	<ul style="list-style-type: none"> <li>• Develop in-house mentorship program</li> <li>• Determine support within the team</li> <li>• Determine needs for the program</li> </ul>
<b>Incentives</b>	<ul style="list-style-type: none"> <li>• Food</li> </ul>	<ul style="list-style-type: none"> <li>• Exceptional performance certificate (if you go above and beyond the call of duty) – someone else nominates a person for the position; recognition for participation</li> </ul>	<ul style="list-style-type: none"> <li>• Determine incentives and identify opportunities</li> </ul>
<b>Development Positions and Skill Sets</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Set criteria for holding a position; Search management, leadership classes through the EMI</li> </ul>	<ul style="list-style-type: none"> <li>• Determine what criteria is needed to successfully hold a leadership position</li> </ul>
<b>Instructor Development</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Establish guidelines for instructor development based on qualifications and standards</li> <li>• Work with public education</li> </ul>	<ul style="list-style-type: none"> <li>• Need to develop program and identify standards</li> </ul>

<b>Public Community Relations</b>	<b>Where we are now (Performance Audit)</b>	<b>Where we want to be</b>	<b>Gap Analysis</b>
<b>Develop Public Education Programs</b>	<ul style="list-style-type: none"> <li>• Display at Emergency Management Day</li> </ul>	<ul style="list-style-type: none"> <li>• Team with other agencies to get information out</li> <li>• Needs assessment (public survey)</li> <li>• Awareness and capabilities of PCSAR</li> <li>• Need to develop and have the media do in-kind PSA's; develop a list of topics</li> </ul>	<ul style="list-style-type: none"> <li>• Look into programs and possibilities for public education</li> </ul>
<b>Media Relations (Liaison)</b>	<ul style="list-style-type: none"> <li>• Currently officers</li> </ul>	<ul style="list-style-type: none"> <li>• Have central contact persons</li> <li>• Create a handbook of media relations guidelines</li> <li>• Have a few people who can do media relations on scene</li> </ul>	<ul style="list-style-type: none"> <li>• Identify people and train to national standard</li> <li>• Develop media contacts</li> </ul>
<b>Open House</b>	<ul style="list-style-type: none"> <li>• Yearly open house associated with fundraiser and chili cook-off</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain current status; change chili cook-off to chili-feed</li> </ul>	
<b>Community Outreach</b>	<ul style="list-style-type: none"> <li>• Boy Scouts; Journey Museum</li> </ul>	<ul style="list-style-type: none"> <li>• “Enhance and expand”; approach other organizations, i.e., Girl Scouts, and continue assisting current organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Develop working relationships</li> </ul>

<b>Recruitment/Retention</b>	<b>Where we are now (Performance Audit)</b>	<b>Where we want to be</b>	<b>Gap Analysis</b>
<b>Maintain Roster at 30 Active Members</b>	<ul style="list-style-type: none"> <li>• 20 active members</li> </ul>	<ul style="list-style-type: none"> <li>• 30 active members</li> </ul>	
<b>Yearly New Recruit Class</b>	<ul style="list-style-type: none"> <li>• “New” system</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain one class and look at developing a plan for “out-of-cycle” recruits</li> </ul>	
<b>Retain 50% of Recruit Class</b>	<ul style="list-style-type: none"> <li>• Retaining 20% of recruit class</li> </ul>	<ul style="list-style-type: none"> <li>• Using mentoring program, try to maintain interest and track retention</li> </ul>	
<b>Retention of Persons during “Middle of Career”</b>	<ul style="list-style-type: none"> <li>• Lose the majority of our folks</li> </ul>	<ul style="list-style-type: none"> <li>• Identify causes as to why we lose people during this time period</li> </ul>	
<b>Set of Training Standards for Recruit Class (Training Level)</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Need to develop</li> </ul>	
<b>Mentorship</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Tie in with mentoring under leadership development; mentoring new recruits</li> </ul>	
<b>Involvement</b>	<ul style="list-style-type: none"> <li>• If they come, they are included</li> </ul>	<ul style="list-style-type: none"> <li>• Establish how to involved and how much to involve new folks</li> </ul>	

<b>Recruitment/Retention</b>	<b>Where we are now (Performance Audit)</b>	<b>Where we want to be</b>	<b>Gap Analysis</b>
<b>Interview Process/Evaluation Period</b>	<ul style="list-style-type: none"> <li>• Everyone gets interviewed during the new recruit period; 3 month probationary period after completion of training</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain</li> </ul>	

## ATTACHMENT B

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## SWOT ANALYSIS

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1. *How long have you been with the team?*
  - 0-4 years: 47.06%
  - 5 or more years: 52.94%
2. *What is the primary function of this organization?*
  - Provide basic and technical search and rescue functions to the Pennington County and western South Dakota area.
  - Train for and respond to the emergency needs of accidents and the lost and stranded.
  - To provide rescue services of all kinds, to help anyone in need, work with other organizations (mutual aide) to that end.
  - To provide search and rescue services to Pennington County and the surrounding area.
  - squad member
  - to help those that can be helped.
  - to save lives
  - To help people who are lost or need rescue, and to save lives.
  - To save lives
  - To provide the community with SAR activities.
  - To provide a professional volunteer service to help out those in distress.
  - To provide rescue services to Pennington county and surrounding areas.
  - Assit team leader
  - To provide rescue services throughout Pennington County - assisting local volunteer and career fire departments.
  - To provide search and rescue response to Pennington County and surrounding areas.
  - prepare, train, and perform tasks such as vehicle extrications, missing persons searches, interstate sweeps during storms and many other duties important to the area
3. *Who else can provide similar services?*
  - Other area emergency response organizations, fire and law enforcement. None have all the capabilities of PCSAR but many can provide some of the same services.
  - Sheriff and police - search. Fire - rescue. Park service - search, vertical rescue
  - Larger organized volunteer fire departments and our local paid fire dept.
  - Most of the local Vol. Fire departments can provide most of our services besides verticle, and search/search management, and winter rescue.
  - other paid and vol. dept's
  - no one in the area can provide IDENTICAL services. Several depts can provide similar serv. especially extrication (Keystone/ Hill City, Piedmont, ... whoever else has tools AND THE TRAINING TO USE THEM PROPERLY!) There are also a few other SAR teams out there.
  - Some vfd's can provide limited extrication.
  - Rapid City Fire Dept and local VFD's, Other county SAR agencies.
  - With the proper training, RCFD. With just tools and equipment, pretty much every VFD who has the money and can get their hands on a set of tools.
  - Our mission is so broad, that not any one group can do everything we take on. Most FD's can handle about half of our calls but then we specialize in other areas that most department do not invest in time and money. RCFD is possible the only agency that comes close to having the similiar services with there PRT team.
  - Fire department, Police, State troopers, vfd, other state and federal services.
  - Various agencies such as Rapid City Department of Fire and Emergency Services, Custer County Search and Rescue, Pennington County Sheriff's Office, and numerous volunteer fire departments provide similar and complementary services but none provide the complete package of rescue services as well as search capabilities.
  - RCFD

- Several of the volunteer fire agencies can provide similar services as well as the City's TRT.
  - Local VFD's, RCFD and the TRT, LC-SAR, CC-SAR, regional FEMA teams in an extreme situation.
  - only place close would be rapid city fire dept but only limited
4. *What unique resources and/or services do we provide?*
- Vertical rescue, K-9 search capability,
  - Training and expertise in a wide variety of skills focused on saving lives including, but not limited to trench rescue, mass casualty response, and extrication.
  - High angle rescue, technical vehicle extrication including heavy, and limited aircraft rescue, winter storm rescue and support with specialized vehicles.
  - Our winter rescue and vertical rescue are pretty unique in this area and for the most part so are our search services.
  - wide range of rescue services with extensive inventory of tools available to us to use.
  - We cover a lot more areas at a much higher skill level than the VFD's do. We specialize in extrication, vertical, SAR ... all the good stuff. Some area departments may have more of an "awareness" level of the specialized rescue side. I think we strive to be proficient in those areas.
  - vertical rescue, mobile cascade, advanced extrication, search, wilderness rescue, winter rescue
  - We serve Pennington County and nearby counties who ask for help. There are no other agencies in this county who do what we do.
  - Search / technical rope rescue / mass casualty / experienced and trained extrication technicians
  - Advance rope rescue, winter operations, such as tracked snow vehicles which are not common around here. We provide additional support to FD's and dive team with air support and any other support requested. We are the only organization that has mass casualty response and trench rescue response trails set up. Also we have searches
  - Rescues-trench, vertical, confined space, oxygen to firefighters, search and rescue.
  - Outside the City of Rapid City, we provide high-angle rescue, search, trench rescue, winter/weather operations
  - snow cats, fire support, vertical rescue back county rescue, trench rescue,
  - PCSAR has a mobile cascade system and is the primary agency for search within the area. Also have trench rescue, building shoring, and mass casualty equipment.
  - Heavy rescue response, trench rescue, technical rope rescue, advanced extrication, winter rescue capabilities, building shoring.
  - CASCADE systems, missing person searching, trench rescue, so on
5. *Do you know how we are funded? Do you feel you need to know this information?*
- I have a basic picture of the funding sources and process, but not a detailed knowledge of it. Everyone involved should have an awareness of how the bills are paid, sources of funds, grants, etc. It allows team members to have a more complete picture of the limitations and possibilities when asking for money for training, equipment, etc.
  - Free will donations and government funding. Knowledge that funding can be scarce and not free flowing from a cash cow can create a different perception of the team and the specialness of what it is able to accomplish.
  - Yes to both, it is important to know, as people in the community need to know if they ask a team member. They need to know that our funds are from our own fund-raisers, City and County. It is probably not necessary to go into other sources such as 2012 or title III monies with the public as they may not understand the funding.
  - I do not know all of it, but the parts that do know I feel that should be apart of. If all team members are involved in the funding aspect, it might help us to raise funds or use them more wisely if we have a better understanding of just how we get our money
  - yes the members do need to know how we are funded from the varied sources
  - Rick won the lottery? Mostly through the county and donations/ grants. Yes I think it's a very good thing for team members to know where funding comes from.
  - Yes. Yes, by knowing this I am able to speak intelligently about the team.
  - Yes. Yes.

- yes....hopes and dreams and the occasional grant and money the county gives us.
  - Yes, yes because people ask and want to know and with today's tight budget it's important for people to be aware how we are funded.
  - I am not sure how we are, I am guessing state and federal grants along with donations.
  - Since everyone represents the organization and is expected to answer any question posed by the public, every team member should know and understand that we are funded through Pennington County and the City of Rapid City in addition to donations and various other opportunities such as grants that arise throughout the year.
  - yes and yes
  - PCSAR is funded through Rapid City/Pennington County Emergency Management and donations. I think it is very important to know how we are funded - due to our limited budget, this puts things into perspective for the team.
  - County/City funds, fund raiser, grant money. I feel all team members should know this. I also believe we need to make this information known to the public as well as the organizations that utilize our resources.
  - yes, and yes,
6. *Do you know what our short-range, mid-range, and long-term goals are? Were you involved in developing these in any way? Are they valid?*
- I'm getting the beginnings of a picture of the goals and direction of the team, but mostly because I chose to become involved with the process. I'm not sure that I've been around long enough to judge the validity of these objectives since I am not aware of why we do some of the things we do, what we have done in the past, and where we should be going in the future. The strategic planning process is very good if we follow through with, and act on the information we get.
  - No.
  - Yes, I have sat in on these planning sessions some and have read the goals. They are valid and necessary for us to grow and thrive.
  - I do know the goals we have for the most part and I was somewhat involved in developing them. I do believe that they are valid
  - not involved much in current goal processes
  - sorta, some what, and mostly. We're headed in the right direction. Works still needs to be done. It will always be an evolving job and goals will always change.
  - We are in the process of developing goals.
  - Somewhat. Yes. Yes.
  - Yes, Yes and Yes
  - Not completely
  - I was not involved (trainee). Our overall goal is continue to provide a professional rescue service.
  - Do not know.
  - no and no
  - I do not know, other than completing a strategic plan.
  - I believe this process is creating most of these goals. I do feel that I am involved.
  - no no and I don't know
7. *How do you rate your experience as a team member or trainee?*
- Very satisfied: 25%
  - Satisfied: 68.75%
  - Unsatisfied: 6.25%
  - Very unsatisfied: 0.00%
8. *How satisfied are you with the organization overall?*
- Very satisfied: 18.75%
  - Satisfied: 68.75%
  - Unsatisfied: 12.50%
  - Very unsatisfied: 0.00%

9. *Do you consider the team strong? Why?*

- Fundamentally, it seems strong, but I guess I would like a better definition of what "strong" actually means. If your talking about technical skills, I think that we do okay...if you mean cohesive as a unit with lots of comeraderie, then no...there seems to be several dfferent factions or cliques within the oraganization...from a new guy's perspective, it seems to be difficult to fit in and be made to feel welcome. I realize that new folks have not "paid their dues" and will not be treated like one of the old hands for awhile, but this group is more difficult than most others I have been involved with to fit in and be accepted. Not alot of folks seem to be willing to help the new people acclimate to the team.
- Yes. Strength is not only in the tools available, but in how the team can work together.
- Yes There are many dedicated individuals that bring many abilities and talents to our organization. We are able to work well together.
- We are a strong team, but just like any thing, we are only as strong as our weekest links. We do have some week links which I believe should be adressed. Some of these are being addressed in the strategic planning, but we need to follow through with them.
- Yes, when we need to preform we do come through pretty easy going undisciplined team most of the time but when it counts we do come through
- depends on the day, call, and people that show up. In many areas; yes, we are strong. I definitely see areas that need to be worked on. Communication amongst team members can be an issue some days. Conflict resolution can be a big issue.
- Yes. We work together well. No major problems.
- Yes, most eveyone gets along and works together well.
- 50/50, need to focus on more hands on training and try to get team members to show up for training.
- Yes, everyone is friendly and helps each other out. Iam also impressed with how involved everyone is.
- Aspects of the team are strong. We are lacking consistent leadership, many characteristics of successful teamwork are missing. We have an exceptional training program which results in a high skill level of those participating and making an effort to retain the information.
- yes , people
- I do consider the team strong. We have a lot of personalities and dedicated folks.
- I think we have a solid group of team members that are making a big contribution to the team's current strength. Our training and foward thinking attitude both serve to keep the team a neccessary part of the emergency response community.
- ohh some parts yes only a few people really care about the team, while others are there to be there.

10. *What values and assets do we have?*

- I think that there is a basic commitment to the mission and that for the most part, people are motivated by the right reasons for being here. You have some very dedicated, bright and dedicated people working hard to make the team successful.
- We have strong values as far as preservation of life and working together to that end. Giving up does not seem to be in our vocabulary.
- Long time member with past mangt. postions and active in city and county as part of my job
- I do see a very strong sense of dedication amongst the team members. I think the team has the right attitude of "service" for the community. We have a pretty strong core group of responders that can pretty much always be counted on.
- We want to help people. We have a lot of equipment, vehicles and resources.
- Good people that want to help others. People with diversity and knowledge.
- Values-knowledgeable in many rescue techniques. Assets-Rescue supplies in the barn, plus help from other organizations.
- PCSAR has good work ethic, dedicated individuals, and an experienced knowledge-base to draw from.

- Our biggest asset is our people. We have a good group that value both teamwork and community service. These are the core values that the team seems to work from.
  - hard working, dedicated, strong training background
11. *What are we criticized for or what weaknesses have been pointed out?*
- Having dealt with other emergency service providers and organizations, I have gotten the impression from them that PCSAR does not "play well with others" and sometimes projects an aura of superiority because we are a big and fairly active team. We also seem to be a bit mired in the status quo and do not appear to be very open to new ideas or ways of doing things. There is, in my opinion, some resistance to change.
  - Sometimes there is a need for more in-depth training in some aspects of our skills. We need to be more active in training and/or working with other departments.
  - The criticism I have heard is unfounded. Most of it being about the services we provide (not professional or proficient) but I believe that we are very professional and we are good at what we do. I think most of this comes from agencies that we threaten with our skills and services.
  - doing things our way but that goes for other dept's also taking control of a scene, some times we have must to accomplish a safe and efficient rescue.
  - I haven't really heard much. I would like to know what areas people think we lack in. (I'm not counting any of the replies on the RC journal site as criticism. I usually don't put any stock in the words of the raving idiots that have no idea what they are talking about)
  - Sometimes for slow response time. Turnover of personnel.
  - Some people feel that we tend to take over a scene after we are requested. I feel that although we do almost all the work when we arrive, simply taking the time to talk to the folks already on scene and get a good idea of what they have done and give them a quick rundown of what we are going to do would ease that issue a lot.
  - Possible showing up on scenes and taking over.
  - Funding
  - Leadership, professionalism, scene control/on-scene organization
  - Our team is very strong-willed, we have a tendency to take over when we get on scene and we need to work better with other agencies.
  - Our most recent public criticism came from an unsuccessful search for a suicidal subject. The resulting fall-out made it apparent that there are some in the community who believe we are not as well trained as we should be. I believe this is mostly due to the way in which the story was covered, but it is the public's perception that can affect our funding and support.
  - equipment readiness is the biggest, if it broke or needs attention, do it then, don't wait
12. *How to we resolve internal conflict?*
- Again, I haven't been around very long, but it appears that there is some reluctance to deal with it directly and openly. It looks like we either hope it goes away all by itself, we tolerate it, ignore it, or just don't talk about it.
  - Usually with discussion.
  - talk it out let the parties cool off
  - ... well ... one of the parties seems to just give up and leave usually. This needs definite work. I sadly have no suggestions as to how to accomplish that though.
  - Argue, bicker, passive aggressive attitudes, then get over it.
  - I haven't seen that much of this. But the little conflict we have, we probably resolve fair to poorly.
  - We have strong leaders who mediate and from what I have seen most folks agree to disagree if the issue cannot be resolved and tend to get over it quickly.
  - Communication, also people need to remember this is a volunteer org and people have other lives and issues.
  - NA
  - Internal conflict is rarely resolved.
  - poorly
  - I think it usually resolves itself.

- For the most part it seems to get referred to one of the officers for resolution. This is ok for small issues, but I think some larger issues need to be brought up and discussed team-wide at business meetings.
- I don't know

13. *What do we do well?*

- Besides the technical skills and capabilities, I think we have a pretty good training program. There seems to be an ongoing effort to secure outside funding, grants, etc.
- Work as a team. Watch out for each other's welfare as well as that of the patient or persons we are helping.
- We do best what we train for most often and do most often. I believe that we are very proficient in extrication.
- what is important when it matters the most
- I feel that when we get on scene of whatever the call is we truly do act as professionals for the most part. When we have a job to do we can usually get it done quickly and efficiently. Whether that be a vertical or an extrication or whatever, that core group of responders will get it done.
- pre-plan
- I think we train well, and we do a good job at what we do.
- We always have people available to respond
- We always have people available to respond
- Provide services to the community, have good equipment
- Being friendly, being knowledgeable in rescue.
- We are good at accomplishing tasks - they may not be done as fast as possible or exactly the same every time, but they are generally accomplished in a timely manner and safely.
- the job done
- Our team has a lot of knowledge and strong-willed individuals.
- We have a great training program and our teamwork towards both missions and day to day work projects.
- almost everything

14. *What do we do poorly? Why? Training, equipment, lack of resources, etc.?*

- Besides what I discussed in questions 9, 11 and 12 it looks like we have somewhat of a lack of accountability in terms of performance and "holding people's feet to the fire" when requirements are not met or resources are lost or damaged through carelessness or misuse. I also think that we could do a better job of using outside resources for training. What we do seems pretty good, but there are some very good sources of information available with expertise in a variety of related or relevant skills and topics that we do not seek out.
- Sometimes when we do a rescue we need to work better with the organization who was either there first or if it is their jurisdiction, welcome their help, or if they are doing ok, step back until needed. We do the best we can with the tools we have. With limited funds we have been able to equip ourselves somewhat, but we need to be on the lookout for new and better tools to do the job better, especially as things in the world change around us. This is especially in the automotive industry.
- This is of course a time issue but I wish we had more opportunities to get out in the field and search, or practice vertical. You do best what you practice most for. The training that we do is very well constructed and provides a good learning experience.
- record keeping keeping the trash taken out
- I think the areas that we lack in are some of the basic things that we kind of forget about. Most of these areas are also areas that we don't do a ton of training in. That training seems to be improving.
- training - we do not do enough advanced training equipment - old/outdated
- Retention of personnel. We have a lot of turnover. It would be nice if we could hang on to people after we train them.

- I cannot really think of anything specific but communications can always be improved on, and I have seen it get better since I have been here.
  - Advance training, we have started to get better with bringing in CMC. Snow operations, we keep breaking snow cats down. Getting team members and new recruits to interact more often.
  - Probably lack of money.
  - Leadership training, integrating new members into the team
  - Communication - sometimes things get lost in translation or everyone does not feel they are informed on everything.
  - Self-initiated activity seems to always be lacking on most scenes. I believe this is in part to a lack of tactical leadership training and a lack of confidence that some have in their abilities.
15. *Are you well supported by the organization in terms of development opportunities, recognition, internal communications, etc.?*
- I really can't say at this point. I need to get more exposure to the team, training and experience.
  - I believe so.
  - I believe we are fairly strong in all of these areas but we could work more in the communication department.
  - I have many training options available to me, so many that I have to make decisions which ones to take to balance work, family, team.
  - There have been instances where I feel I've been left out of training opportunities because other people weren't happy with me. As far as recognition I don't think any of us are here for pats on the back and gold stars. Internal comm is an issue sometimes.
  - There isn't much for development opportunities.
  - Yes, there are lots of opportunities for training. We could do a better job of recognizing people for their contributions and for length of service.
  - Yes
  - 50/50
  - NA
  - Yes - the team is very willing and open to allow team members and trainees to move forward.
  - There are plenty of opportunities for development whether it is in leading a scene or training event or teaching a class. Recognition is something that is lacking across all parts of the Emergency Services, perhaps a Team Member of the year and Officer of the year presentations at the Christmas dinner would alleviate some of that. Internal communication doesn't seem to go team-wide. Often times there are decisions involving equipment purchases or future projects that are made without consensus or discussion from the team.
  - could be better but then again all organizations are like that
16. *Are members and team leaders held accountable for their performance and/or actions?*
- See question 14.
  - To a point. We have been fortunate and have not had many issues as far as our actions. For the most part we take care of performance and actions issues "in house".
  - yes
  - I don't think there has really been anything MAJOR done that has gone unaddressed. I know actions are usually swift and brutal (and usually deserving). The issues that come to mind are a certain Myspace page and the other trainee having continual issues with safety and authority.
  - Yes
  - Pretty much, we could do better at this.
  - Yes
  - Yes
  - NA
  - There is no accountability or repercussions for anyone. We need to start following the bylaws and SOPs to ensure everyone is treated fairly and liability is reduced.
  - NO

- For the most part - I do think some people are treated differently and some of the officers do not get the respect they should.
  - There has been a large improvement in accountability in the last couple of years. The checksheet program and training hours requirements hold team members accountable for training. The few disciplinary issues we have had were handled quickly by the team leadership.
  - for the most part yes
17. *Have you read and are you familiar with the organizational policies and procedures?*
- Yes, I have read them, but I would not say that I am familiar with them at this point. As a new person, I would suggest that we spend more time going over some of the critical policies, procedures and by-laws with the new people and periodically do some refresher with the experienced team members. I do like the fact that comments and input from the entire team seem to be sought out and group discussions are held. Too bad more people don't speak up more and take advantage of this opportunity.
  - No.
  - Yes
  - Yes I am familiar with the SOP's
  - yes have not read cover to cover all sop in awhile
  - yes and yes
  - Yes
  - Yes
  - Yes
  - Yes
  - Yes
  - Yes
  - Yes
  - Yes
  - Yes
  - Yes
  - Yes, and we have been made aware of the recent changes and updates to the policies and procedures.
  - yes
18. *Are expectations of performance, behavior, and participation made clear to you?*
- I have a basic idea of what is expected, but would like more on this. I would also like some clarification on the Special Resource association with the team. This concept appears to be a little vague.
  - Yes
  - The expectations are clear, however they are not always followed up when they are not met.
  - yes
  - yes
  - yes
  - yes
  - yes
  - yes
  - yes
  - yes
  - Expectations are clear however there are no systems in place to handle situations in which these expectations are breached.
  - NO`
  - Yes - some of the trainings it is a little difficult to know what expectations are supposed to be met.
  - Yes, the policies and procedures do a good job of laying out the basic expectations.
  - yes

19. *Has the organization demonstrated the ability to adapt and change? What are we doing differently than we did:*

- *1-2 years ago?*
  - ?
  - Training recruits quicker.
  - willing to change ways we do things as new ways come out and are tested and adopted
  - This has been the most drastic change in training. It's gotten much better
  - No, but it might be getting better.
  - faster spin up for new people
  - better training by getting CMC classes
  - Na
  - Increased and improved training.
  - Recruitment
  - More advanced training, more accountability for team members, different training program for new recruits.
- *3-5 years ago?*
  - ?
  - Upgrading equipment more often.
  - We have always been evolving and adapting to the changing needs.
  - NA
  - Increased capabilities and better equipment.
  - Organization and the calls have changed
- *5-10 years ago?*
  - ?
  - Replacing equipment with new rather than rebuilding "junk"
  - check sheets
  - Our call volume has dropped a lot especially with extrications.
  - we have more equipment and resources
  - new equipment,
  - NA
  - Members and knowledge-base
- *10-15 years ago?*
  - ?
  - Better communications equipment and capabilities.
  - NA
  - N/A

20. *What are the unmet needs of the team?*

- Staffing – 9.09%
- Equipment – 21.21 %
- Training – 15.15%
- Outside support – 33.33%
- Recruitment – 15.15%
- Other – 6.06%

21. *Are you satisfied with and do you have confidence in team leadership? What is done well? What needs to be improved upon?*

- I think that we have a core group of fairly experienced people in leadership positions and that their experience is well used. It is not clear to me exactly what each leadership position does and what they are responsible for. There does appear to be a lack of teamwork and cohesion between the organizations leaders and sometimes it looks like they are not talking to each other or are actively excluding members of the leadership cadre. It also feels like clear boundaries have not

been established between areas of responsibility and authority. Much of the leadership influence seems to be personality based.

- Yes. Meetings are an open forum. Training is a high focus with supportive team members.
  - Our team leadership has experience making me more confident in their decision making and in the job I am given to do.
  - I have a lot of confidence and respect in and for most of the leadership.
  - yes
  - yea i guess we can keep him around for awhile. I don't really see anything that needs lots of improvement.
  - Overall, yes. We pre-plan well, but it seems like we don't go out and get support from other organizations. Training could be improved with more advanced training.
  - Yes. I think we do most things well.
  - Yes.
  - satisfied, we have good leadership with experience.
  - Yes.
  - The leadership of the team is severely lacking. Very few people are capable of providing on-scene leadership. Assistant team leaders either do not allow anyone the freedom to accomplish tasks with autonomy and without criticism or lack the self confidence to make decisions in a timely manner. The other side of this is very few people are willing to take direction from others. Decisions and directions are constantly questioned and criticised by those that lack the experience and knowledge to be making critical decisions. We need to get to more of an ICS model of leadership. Our on-scene IC should be hands-off providing direction to those working on the incident.
  - I am satisfied - i think the leadership does a good job at keeping everything in check and keeping things moving forward. I think the leadership needs to provide more mentoring opportunities and allow newer folks the opportunity to run a scene.
  - I do have confidence in the team leadership as it stands now. There is a clear direction being set now for the team. Internal communication between the leadership and the team members could be improved on. The entire team doesn't need to vote on each and every decision that is made, but they should be made aware of what is being discussed at officer's meetings. There should also be a chance for team member concerns to be brought up at the officer's meetings as it may be something they are not comfortable bringing up in a business meeting setting. The members holding officer positions should be held accountable for their requirements per the bylaws. It seems that most of the officer work is not being distributed the way it is supposed to be.
  - some could be better but like I said earlier, not a whole lot of people take it serious
22. *How do we recruit and retain qualified team members? Currently and/or how should we?*
- One of the things I think we need to improve on is marketing the team, i.e., increasing public awareness of our existence and mission. There should be a waiting list to get on this team in a county this size. Aside from not being very welcoming to new people, a mentor program linking "old hands" with the newbies would be very helpful. Also, a little more flexibility in new person training schedules would be helpful. I know that most of this training is very labor and manpower intensive, but quite a few of the new recruits have heavy outside commitments (school, work, family) which limits their ability to participate. Sorry, no good suggestions at this point to remedy some of this.
  - Recruitment drives & word of mouth. Retention gets better when we can train quicker and show enthusiasm as team members both in training & our attitude. Let's try the mentoring or 1 on 1 contact with our trainees.
  - they come and go year after year I can not come close to remembering all the faces in the last 20 years. I wish I had an answer but I do not every other vol program is facing the same question.
  - open house/ recruitment drives. its been tough because it was pretty tedious in the beginning of the training and it seemed like it took awhile for some of the trainees to be able to make calls. i think the faster training schedule will help a lot with that.

- That is the question isn't it. We do the best we can I guess. I think there needs to be rewards early on for new people. We have a very high dropout rate. People have to feel like there are some rewards for all the hard work and commitment required to finish training.
- I don't know. I think the biggest thing is once they have shown interest, get them involved ASAP.
- word of mouth, flyers, and open house. Retain is hard because there is no incentive and either like it or not. I believe the team has its cliques which possibly hurts the team. Another issue is that people expect the the big rescue calls all of the time and when they don't get it they leave.
- Being friendly and having extensive training.
- We should be more involved in the community to increase awareness of the team. Getting involved with the PCFFA would also benefit us as many firefighters are interested in the team but do not know how to get involved. We can also use the advertising of the PCFFA to recruit new members as many people are interested in getting involved but may not want to join a fire department. Numerous media outlets have offered to run PSAs and we should take advantage of this opportunity to increase awareness and provide information.
- We currently just use word of mouth and minimal advertising. We should be doing recruitment drives and PSA's.
- We usually do a recruitment night where we invite community members down to see what it is we do. This didn't seem to work out as well, we would only get 1 or 2 members out of the 15 or 20 who came to the meeting. I think we should try targeting some of the local hiking or climbing organizations, these seem to be the sort of activities that most of our team is interested in and that apply to what we do. There really isn't a retention program in place. Some ideas that have come up during this strategic planning process may address this issue.
- I don't know

23. *What do you see as external challenges to the team?*

- Funding is always a problem and people aren't really concerned about how well the team is funded until they need us or there is a failure of some kind. Additionally, many of the other emergency response agencies (both full time and volunteer) are gaining additional capabilities (vehicle extrication for example) that may reduce our relevance in those areas. This, in turn, could have a direct impact on our ability to get funding. In a difficult economy, we may have some difficulties with recruitment as potential team members may have less discretionary time for volunteer activities and less financial resources available to buy personal equipment. Additionally, as technology such as GPS becomes more widely available and more affordable to the public, the number of search missions may be reduced which may also impact us in terms of viability and financial resources allocated to us.
- Maintaining and or increasing our services to adapt to the growth and development of other agencies in the area able to offer similar.
- Funding Public opinion
- The public perception
- funding staying away from any law suit
- The VFDs getting their own tools and becoming more self sufficient. I feel that we should help train them to the standards that we are at. We should still be called to extrications even if that dept has tools. Stuff happens, if something breaks we can be right there, or if it is an extensive extrication we can all jump in and work. Funding is also a big problem.
- Getting the funding from government, grants and public fundraising. Getting cooperation from other agencies we work with.
- The appearance that our technical rescue capability is no longer needed when all of the other emergency services orgs in the county are attempting to get the same capability but not necessarily the same training as us.
- Other departments getting their own gear to such as rope rescue and extrication tools. Also the budget and some person not liking SAR and think that they can cut it out of the budget, ie sheriff deputies performing the searches, FD's performing rope rescue, extrication winter ops in their areas, and supporting each other with the cascade system.
- Funds

- Diminishing funding sources, increased volunteer fire department service offerings
- Changing technology and other agencies cropping in on our territory (extrication).
- Local VFD's gaining more equipment and training, the TRT taking funding from sources we may have been able to draw on, low call volume not justifying some of our equipment purchase requests, poor working relationships with some local agencies.
- location

24. *What do you see as internal challenges to the team?*

- I think that recruitment and retention of qualified team members is a big issue. As always leadership, and especially identifying and developing new leaders is critical. Policy review and adaptation to new environments and the integration of new technologies in terms of gaining the internal expertise to manage and utilize them are also important. One of the more difficult internal challenges faced by any organization is developing an internal "culture" that allows for open and honest assessment of capabilities, deficiencies and performance.
- getting along with each other
- The cliques are what will turn people away. If people don't feel accepted and welcomed they're going to stop showing up. Even if they're a stubborn ass like me ... eventually people will say enough is enough. It has gotten better. I hope it will continue to get better.
- Staying up to date on training. Getting along with each other as a team. Staying committed, coming to meetings and calls.
- Getting more than the core group of people to stay involved. Just about every run you see the same people respond and worse yet those are the same people who consistently show up to help out.
- Retaining good team members, keeping up with up to date training, and keeping up with new equipment and technology. Also being able to up date the vehicles.
- NA
- Training, inability to trust other team members, unwillingness to participate in calls and training, ability to balance spending on needed items versus superfluous items, ability to retain qualified team members, ability and willingness to remove sub-standard and unsafe team members
- Newer team members with less experience and experienced team members leaving.
- Lack of team members willing to take a leadership role, training requirements driving some long-term members away, low call volume.
- leadership

25. *Do you have training concerns? What are they?*

- As a recruit, I have some difficulty keeping up with the required training schedule and there is not many opportunities for making up missed sessions. As I said, I know this is difficult due to man hours and time required to repeat this training. I would also like to see more defined training objectives and performance standards in certain specialty areas, especially the K-9 program.
- Inability to make training sometimes frustrates me because it may be quite relevant. Training is getting better for the team as a whole, more and better courses are offered.
- no I feel we do a good job at training
- I can't really think of much other than continually hitting the basics. Training has improved dramatically over the past few years. I only see it getting better and better. I am VERY excited to see more of these hands on classes coming up (I.E. the CMC classes, surface water, ropes, all the good stuff) I checked the water rescue below hoping that we will get more into the swift water stuff. I know we don't really do it yet so its hard to say its a "concern"
- There is not enough advanced training.
- Staying up to date. Keeping up with recurrent training.
- We do a really good job for the initial training of new folks. However, there is not a lot for the rest of us on a Teusday night. Especialy with the nights getting longer I feel that we need to start doing advanced training separate from the trainees, and once we get the new folks spun up it

will get better, but during those months where the training focus is on them there needs to be something else besides clean-up every week for us.

- Yes, keeping people current and trying to do more advanced training. Getting the older team members active and to show up for training.
- NA
- Balancing basic and advanced training to keep everyone interested and involved, providing advanced training opportunities while occasionally providing a basic skills refresher, more and more realistic practicals
- Yes - people who only participate in what they want to or folks who do not participate at all.
- Our training program has been improving steadily the last few years. My only concern now is if we require too much we may drive some members away that are unable to commit the necessary time. Instead of trying to train in each area of our operations once a year we should focus on noted deficiencies and areas where we just don't get a large number of calls.
- no

26. *Check up to your top three concerns within the following functions:*

- General ground search – 18.6%
- Vertical/technical rescue – 23.26%
- Vehicle extrication – 16.28%
- Winter/Severe weather operations – 2.33%
- K-9 abilities – 4.65%
- Fire suppression operational support – 4.65%
- Confined space/trench rescue – 13.95%
- Water rescue/recovery operations – 13.95%
- Other – 2.33%

27. *What is our organizational structure and how can it be improved upon?*

- On the organizational chart, it appears pretty well defined, but for those of us new to the team, it is somewhat confusing. See question 21. I have been directly involved in one actual search since coming on to the team and peripherally involved in some others in the past with my prior job. I was somewhat confused by the way you depolyed the team on the McNabb search and the communications difficulties that resulted from that. The confusion on my part may be due to the fact that this was my first operational experience with PCSAR. Deployment and staging protocols and procedures should be discussed in general terms with new recruits to help minimize potential problems.
- It is working well in its present form.
- exec board so to speak with county oversight and insurance
- I think its pretty good the way it stands
- I guess you could call it a benevolent dictatorship. But I think on a team like this you do need strong leadership. The question is, on calls or situations when the BD isn't around, you need to have other strong leaders. Thus the need for more leadership training.
- We have an ops side and an admin side. I think there needs to be more leadership on the ops side so that we are not always looking to the same people to lead on scene when they are not there. That those people be given the authority to lead with confidence on scene and not second guess themselves or be second guessed later on. Granted this creates more of a hierarchy but we need to be able to move right down the line to the next ranking person if our normal ops leaders are not present and that person needs to be selected based off of experience and the ability to do the job appointed by the ops assistant team leader.
- N/A
- NA
- Install qualified, capable, and willing people into the positions. Team members need to support these people as well in order to have complete buy-in and participation in projects and ideas.

- We follow the ICS - I think team leaders need to step up and make sure tasks are getting done and the overhead stuff is being taken care of - most of the things on the "to-do" list can be done with minimal supervision by the team members.
  - We are structured along the lines of many VFD's in the area. I think the way it is set up now is working well. We don't have enough team members to require any further officer positions.
  - nothing can be
28. *How can we better prepare team members for leadership positions?*
- We have talked about a mentor program for new people. Perhaps we should consider something similar for experienced team members who are considering (or who we are considering for) leadership positions. A leader should always be grooming his/her replacement. Once these people are identified, we could give them additional training in areas of incident management, organizational dynamics, etc. and give them opportunities to assume leadership roles on "less critical" operations. We need to clearly define the responsibilities of each leadership position and develop a viable set of required skills and training. We also need to be prepared to give each team member seeking to move up the "food chain" an honest assessment of their ability to fill these positions;
  - Mentoring, allowing people to grow in their abilities, and encouragement.
  - Possibly mentoring, definitely not just throwing them into the position and then training them.
  - push them to take NFPA , ICS courses, possibly sponsor the right person in leadership Rapid City or something like that
  - more leadership classes/ opportunities
  - Give them a chance to lead.
  - Training in leadership. Mentoring people in leadership. Identifying people who have leadership ability, and putting them on the right track. Not all team members have leadership abilities nor do they desire a leadership position. Some people are born followers.
  - Start putting those who we want to groom for leadership in charge on training events. (IC kinda stuff)
  - Classes and mentorship
  - NA
  - Provide mentoring for each position, don't exclude team members, don't treat it as a 'sink or swim' training event but as a guided learning experience
  - Mentoring
  - Continue to have team members run training missions instead of the current officers. Ensure that we do a good After Action Review that focuses on the strengths and weaknesses of whoever was working as IC. Do a better job of recognizing team members that step up and take charge, whether it be on scene or during training events.
  - more training
29. *How can we improve public education regarding the mission of the team and/or public service announcements?*
- We should be more aggressive in getting the team in front of the public in terms of PSAs, public education programs in the schools and community, and perhaps designating a Public Information Officer position who not only acts as a media contact during actual events, but spearheads a public awareness program. This doesn't have to be a big, involved, labor intensive, or expensive undertaking, but someone has to be made responsible or it will not happen. It's one of those things that gets talked about, but never seems to get any action because it isn't biting anyone on the ass to make it a priority.
  - Demonstrations at schools and fairs. Floats in parades. Participate in community events.
  - Use the public service education devices already in place.
  - PSAs about what to carry for a day hike or winter travel kits.
  - Actually have psa's and do public education.
  - I think we should make more of an effort to educate the public about the team. We might want to look at having a public relations officer, or add that task to an existing officer. We used to have

press releases about members completing training - so team members got some public recognition. We need more stuff like that. And we might look at putting out public service ads like not driving on closed interstate, etc. Let people know the consequences of some of their dumb decisions and how it affects what we have to do.

- We need to become more involved in community events. Thus far we only participate in our open house, and maybe one other public edu event throughout the year. I think anytime that there is a public safety event in the county we need to support it.
  - PSA's
  - NA
  - Increase community involvement, invite media to training events, take advantage of existing PSA offers, attend events such as the home show and central states fair
  - Offer classes for the community programs - like adult education and youth education - particularly the NASAR Hug a Tree stuff.
  - Offer to do presentations for local civic groups, try to get involved with school events, continue to work with the Boy Scouts, talk to the local agencies we work with (LE, VFD's, etc) and ensure they know our capabilities and limitations. I think that PIO duties fall under the Admin Asst. Team Leader. We should develop good contacts with the local news media and invite them out to our practical training events. This is a good opportunity for both recruitment and to get our name in the public's mind.
  - better locations, more PR
30. *In your own words, what does our mission statement mean to you? "Pennington County Search and Rescue...a non-profit, professional, volunteer organization dedicated to training for and providing search and rescue services...so that others may live."*
- It sounds nice, but I don't think that we take it too seriously; especially the "so that others may live" part of it. Often times personal agendas, the quest for new equipment, egos, and the never ending search for the next adrenaline "fix" get in the way of what we are trying to do...and that should be to field the best, most qualified resources possible at any time for any situation. We have asked the public for their trust and support and in turn, we must meet their expectations. They call us when they are in trouble and things are bad, not when life is going well.
  - By our efforts in training and practice, we hope to save lives.
  - That PCSAR is a well trained, capable TEAM that can do the job well when called upon.
  - basically what it says we train and perform rescues to assist people that are in need of help in all conditions.
  - its hard to put it in my own words ... its pretty much means what it says.
  - It means helping people who are in a tough situation. And maybe saving some lives. Doing a good job of it for little reward other than the satisfaction of a job well done.
  - To be honest, not a lot, I have never been one for company slogans for the sake of having a company slogan. I liked the last one we had better. It was short, simple and I feel conveyed more of what we are about.
  - Sounds good straight to the point
  - It is our job, even though we are volunteer, to help out others in need.
  - That our team offers services not available through many other resources and does it on our time.
  - Our mission statement reaffirms our responsibility to the community to prepare for and respond to any number of emergency situations that fall outside the realm or capability of other emergency responders in and around Pennington County.
31. *How do we interact with other agencies and area search and rescue teams? How can we approve upon this? Law enforcement, Fire, Other Search and Rescue, Park Service, Other...*
- See question 11. Since we are one of the biggest and most active team in SD, we may be viewed in a somewhat informal leadership role. As such, we should be reaching out to other similar teams and emergency responders to make the whole system better. The emergency response community is too small for us not to work together. One of the best ways to get others on board

is to ask them for assistance, seek their advice and ask them for training. Almost nobody does everything well, but almost everybody does something well and can contribute. This includes teams and groups from around the entire state. Since there are no state standards for search & rescue teams perhaps we could "spearhead" an effort to develop some...even on an informal basis???? This might be an opportunity to get a dialog and relationship going with others in a non-crisis setting.

- Law enforcement - quite well Fire - We need to open more communications with other departments that we do not see often, to both know their abilities and to help them understand ours. Other Search and Rescue - we do ok, but do not have a lot of interaction at this point. Park Service - Seems to be getting better.
- Unfortunately we don't interact with them that well or that much. I believe the only way to improve this is have large scale drills where everyone is involved and also on the smaller scale, meetings to discuss each others roles and responsibilities.
- fairly well
- I think we work good with everyone except the obvious. We need to work on communication with Box Elder so we have a better idea of what we're heading into before we get on scene. If they only want us to stand by we need to know that. Is there a need to run hot to a call if we're only the backup?
- I think we get along with LE fairly well. It would be nice if they knew more about us so that they could utilize us more. We get along with fire, mostly because most of our members are in the fire service. We haven't really worked with other SAR teams, or the park service.
- I think we interact well with other agencies. It seems like some of them have more of a problem with us than the other way around. I think we probably should set up situations so that we can train and work with other agencies so we can get to know each other better and have good working relationships with them. And I certainly do approve upon that.
- Again, I feel it goes back to public edu. Most of these entities are present at those events. The groups that we interact with a lot we tend to work well with and the ones that we don't interact with a lot we don't work as well with. What better way to get to know these other groups and share ideas than at public edu events that showcases what we bring to the fight and how we can work better together.
- Need to educate others and network to see what each group has to offer and equipment. Need more joint exercises everyone. Also provide training opportunities for the other agencies, ie rope rescue and searches with the Park Service.
- Good.
- We interact very well as a team but individual team members act in a very unprofessional manner when dealing with most other agencies. Numerous members exhibit an elitist attitude that other agencies cannot provide the same level of service despite having similar equipment and training. We can improve upon this by having interagency training events and exercises to showcase the capabilities of mutual aid agencies.
- Primarily well - we have strong working relationships with most of the other local agencies but could develop stronger relationships with the park service by training with them.
- LE - We work well with most of the agencies, but I do not think they have an accurate understanding of our capabilities or when we need to get involved with a situation. We should try to work in some joint training or put together a presentation we can do for their leadership. Fire - The only two agencies we don't seem to work well with are Box Elder and Hill City. In both cases it seems to be an issue where the departments would like to work independently. Other SAR - There always seems to be a major communication issue when we work with the other SAR teams. Attempts have been made with LC-SAR to work together on some of our campouts with minimal success. Again - joint training opportunities may be the key. Perhaps offer two spots of our advanced training classes each to CC-SAR and LC-SAR. Park Service - We work well with them during the limited chances we have had. Joint training.....

- all pretty good, rapid city fire and SAR seem to have some tension, in order to make this organization better, in my opinion, that tension needs to be gone, fire dept, and SAR need to go hand in hand
32. *What do we need to do to remain relevant and viable in the future?*
- Establish relationships with local and state government and other similar organizations. Do realistic needs assessments based on actual needs that reflect a changing environment. Adopt a philosophy of complimenting the capabilities other service providers rather than competing with them. Formalize the needs assessment process. The fire service did a brilliant job of this when they shifted some of their emphasis from strict fire fighting to providing emergency medical services in an environment where changes in building codes, increased use alarm and sprinkler systems, the common use of less flammable materials, etc. reduced the number, size and intensity of fires. They needed to adapt or loose much of their relevance...and they did it very successfully. We need to do the same.
  - Communicate with other agencies to balance abilities while reducing duplications and leaving gaps.
  - Change when and where needed.
  - We need to continue to update our equipment. Let's face it, R-1 isn't going to cut it for much longer. This is of course a funding issue however. We need to figure out our funding issue so that we may continue to remain relevant and viable. With that equipment must also come training. The best equipment in the world doesnt do any good if no one knows how to use it
  - stay current with changeing times
  - continue to evolve to meet the needs of the VFD's as they grow. I think we are currently doing just that.
  - Keep up with new technology and training.
  - I guess continue to do our job and do it well. If there are other needs that develop or some needs that become less important, we would have to watch for that and change with it. We also have to look at those very rare events that might happen and stay on top of those.
  - To continue to stay updated on the latest tech/news in our areas of expertise and continue to train and hold ourselves to those standards.
  - Keep up on advsnce training, gear and technology. and net work and get a good working relationship with all department. Possible spread out the work load and get team members to partner up and be a liason to other agancies and every so often touch bases.
  - Continue to keep ourselves trained in future rescue techniques.
  - Offer superior and unique services. We must increase our capabilities and excel both at the services other agencies offer and those they do not offer.
  - Promote our team and keep current with changing technology.
  - Continue to work on advanced training to stay ahead of current trends in the resuce world, recruit and retain dedicated team members who are willing to invest the time and effort that is neccesary for us to be successful. Work on developing better relationships with the other emergency responders so they know when to call us and what we can be used for. Get our team mission and successes out to the public.
  - keep our presence known, work closer to area emergency services
33. *How do we adapt to growing capabilities of other search and rescue teams and emergency response agencies?*
- Establish open communications with them, avoid duplication of services and capabilities, work with their new capabilities and determine how we can best work with them. Provide services no one else is offering (verticle rescue, K-9, etc.) and work to identify more of these, seek to assume responsibilities being handled by other agencies that may not quite fit their primary mission (dive rescue or water rescue for example) and perhaps integrate ourselves into these or take them over entirely.
  - Determine what skills other agencies are unlikely to be able to reasonably train for and execute and focus on strengthening these.

- Respect their capabilities - but remain available and willing when called to work "with" them. We must not assume that we are superior to them.
- stay more current better trained and have better equipment
- my biggest issue with VFDs getting tools for extrication is their lack of training. I would like to see us in a bigger role in helping train their people to be proficient at it. When we roll up i'd like to know that the vehicle is stabilized and dead and safe. If they've got their own I'd like to know that we can keep them cutting on whatever they're doing and jump in at another spot. i would like to see a lot more training with the area VFDs.
- Keep up with technology and training.
- We adapt along with them. And it means we improve our ability to work with other agencies and cooperate with them. It might mean we help with their training. The more people that come to an extrication with the right tools, the faster we can get the people out. It shouldn't be a competition, it should be a cooperation.
- When was the last time we held a joint event or talked to Custer or Lawrence Co? How do we know how they have grown and how we adapt.
- We do try to keep up with new gear and technology. and just lately started some good joint training, ie building collapse class
- NA
- Exceed their level of training and service they are capable of providing, obtain qualifications and certifications to instill confidence.
- Try to work with them.
- Instead of trying to compete we should work with them in terms of purchasing similar equipment and working on training together. The public doesn't care who is going to save them, they just want the best help they can get. If we can improve services county wide by being a source of knowledge and training for the other teams and agencies then we are still fulfilling our mission statement.
- We train to their level, its hard because the equipment is out of date and there is no funding to update it

34. *What are your goals for the team?*

- (1) Increase membership & recruit retention (2) Increase public awareness of team and mission (3) Develop K-9 capabilities and establish performance standards (4) Improve or develop relationships with other similar service providers (5) Lead an effort to establish state S&R team standards (6) Work to establish a statewide or regional S&R organization for the purpose of promoting the exchange of ideas, training, etc.
- To remain a trained, capable individual that can work with the team when called upon. To help the team grow and get more and better trained. To acquire updated equipment that is relevant to our needs.
- get along with each other and the agencies we work with stay well staffed perform safely stay well trained I do think we do these fairly well now
- i would like to see us be fully certified in swift water. I would like to see us continue to improve in vertical skills. I would LOVE to see us as FEMA team that could be called out for USAR stuff in major disasters but I think that's probably a lot more trouble than its worth.
- I think we do a pretty good job. I want us to continue doing a good job. I would like us to recruit good people and retain them after we have trained them. I would like us to keep the people we have now. I think our training program is good - I hope we can maintain it. I think we need to have a better reward system for showing we appreciate team members' work and commitment. We should try to get better at what we do, continuing with advanced types of training.
- To continue to provide our services and through training and professionalism, prove that we are the experts in our field that we really are.
- Try to make calls and training
- NA
- To move forward, get new equipment and possibly work towards national certifications.

- Work on developing not just team leaders, but community leaders. Continue to train and become proficient in all areas of rescue. Improve our retention so we do not lose team members in the "middle" part of their career.
- to be the best I can be to help support the team in its mission, learn as much as I can, and give back to the community

35. *General Comments?*

- I'm tired of writing...and I bet you're tired of reading by now... Thanks
- This took way longer than 5 to 10 minutes.
- I have enjoyed my experience so far.
- I love being a member of PCSAR, keep up all the hard work.



## ATTACHMENT C

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PCSAR Strategic Plan

Attachment C Space Needs Analysis  
and Integrated Action Plan



## SPACE NEEDS ANALYSIS

Pennington County FINAL PROGRAM		SPACE ANALYSIS FORM								SUMMARY TOTALS	
SPACE NEEDS ASSESSMENT										Q:\PROJ\1797-01\PRO\1797-01-PROGRAM-final	
DATE: February 10, 2010										COMM.#: 1797.01	
										BOARMAN KROOS VOGEL GROUP	
SPACE SHEET CODE	DEPARTMENT: <b>SAR/EMERGENCY MANAGEMENT</b>	TOTAL PERSONNEL SPACES REQ'D				PROG. SF UNIT	USABLE AREA REQUIRED				COMMENTS
		2010	5-YR.	10-YR.	15-YR.		2010 PROPOSED	5-YR. PROJECTED	10-YR. PROJECTED	15-YR. PROJECTED	
<b>Personnel Spaces</b>											
O-168	Shared Office	2	2	2	2	168	336	336	336	336	meeting space for 4-5 people, average filing storage average filing/ storage
W-64	Shared workstation	2	2	2	2	64	128	128	128	128	
	Team Leader- Richard Lehmann	1	1	1	1	-	-	-	-	-	
	Assistant Team Leader- Kirsten Stauffacher	1	1	1	1	-	-	-	-	-	
	Training Officer- Tamara Stadel	1	1	1	1	-	-	-	-	-	
	Maintenance Officer- Andy Tate	1	1	1	1	-	-	-	-	-	
	Administrative Assistant- Kathy Brussuea	1	1	1	1	-	-	-	-	-	
	Mike Rossman	1	1	1	1	-	-	-	-	-	
	Treasurer- Wendy Rossman	1	1	1	1	-	-	-	-	-	
	Justin Taylor	1	1	1	1	-	-	-	-	-	
	Lee Damuth	1	1	1	1	-	-	-	-	-	
	JD Dannenebring	1	1	1	1	-	-	-	-	-	
	Matt Buchko	1	1	1	1	-	-	-	-	-	
	Future- Vehicle Maintenance Person	-	1	1	1	-	-	-	-	-	
<b>Subtotal, Personnel Spaces</b>		<b>15</b>	<b>16</b>	<b>16</b>	<b>16</b>		<b>464</b>	<b>464</b>	<b>464</b>	<b>464</b>	
<b>Departmental Spaces</b>											
R-80	File/Supply/Work Room	1	1	1	1	80	80	80	80	80	(3) 5 dr verts, office supplies, copy/printer /work includes male/ female
R-484	Restrooms with shower	1	1	1	1	484	484	484	484	484	
R-64	Maintenance Closet	1	1	1	1	64	64	64	64	64	
R-500	Storage Room- vehicle parts	1	1	1	1	500	500	500	500	500	
R-750	Search and Rescue Cold storage	1	1	1	1	750	750	750	750	750	
C-792	Training Room	1	1	1	1	792	792	792	792	792	
R-120	Training Room Storage	1	1	1	1	120	120	120	120	120	
R-720	Gear Storage	1	1	1	1	720	720	720	720	720	
A-9600	Vehicle Storage/Bays	1	1	1	1	9,600	9,600	9,600	9,600	9,600	
	Future Vehicle Storage Bay	0	0	1	1	1,640	-	-	1,640	1,640	
	4 Suburban										
	3 1 ton truck										

PCSAR Strategic Plan

Attachment C Space Needs Analysis  
and Integrated Action Plan

Pennington County FINAL PROGRAM		SPACE ANALYSIS FORM								SUMMARY TOTALS	
SPACE NEEDS ASSESSMENT										Q:\PROJ\1797-01\PRO\1797-01-PROGRAM-final	
DATE: February 10, 2010										COMM.#: 1797.01	
										BOARMAN KROOS VOGEL GROUP	
SPACE SHEET CODE	DEPARTMENT:	TOTAL PERSONNEL SPACES REQ'D				PROG. SF UNIT	USABLE AREA REQUIRED				COMMENTS
		2010	5-YR.	10-YR.	15-YR.		2010 PROPOSED	5-YR. PROJECTED	10-YR. PROJECTED	15-YR. PROJECTED	
	SAR/EMERGENCY MANAGEMENT										
	F-550   Large Command Trailer   Travel Trailer   7 Utility Trailers   2 Snowcat   2 ATV   Gator   2 Rhino   Crew cab Polaris  Outdoor Secured Storage										4000 sf outdoor storage, secured and fenced
	<b>Subtotal, Departmental Spaces</b>	10	10	11	11		13,110	13,110	14,750	14,750	
	TOTAL SPACES:	25	26	27	27						
	Total Net SF						13,574	13,574	15,214	15,214	
	Efficiency Factor					15%	2,395	2,395	2,685	2,685	
	<b>TOTAL PROPOSED USABLE SF</b>						<b>15,969</b>	<b>15,969</b>	<b>17,899</b>	<b>17,899</b>	
	<b>TOTAL EXISTING USABLE SF</b>						<b>7,400</b>	<b>7,400</b>	<b>7,400</b>	<b>7,400</b>	
	<b>DIFFERENCE</b>						<b>(8,569)</b>	<b>(8,569)</b>	<b>(10,499)</b>	<b>(10,499)</b>	

(O)Office (W)Workstation (R)Room (A)Area (L)Lobby (SW)Shared Workstation (M)Millwork

PCSAR Strategic Plan

Attachment C Space Needs Analysis  
and Integrated Action Plan

# INDIVIDUAL WORKSPACE PROGRAMMING FORM

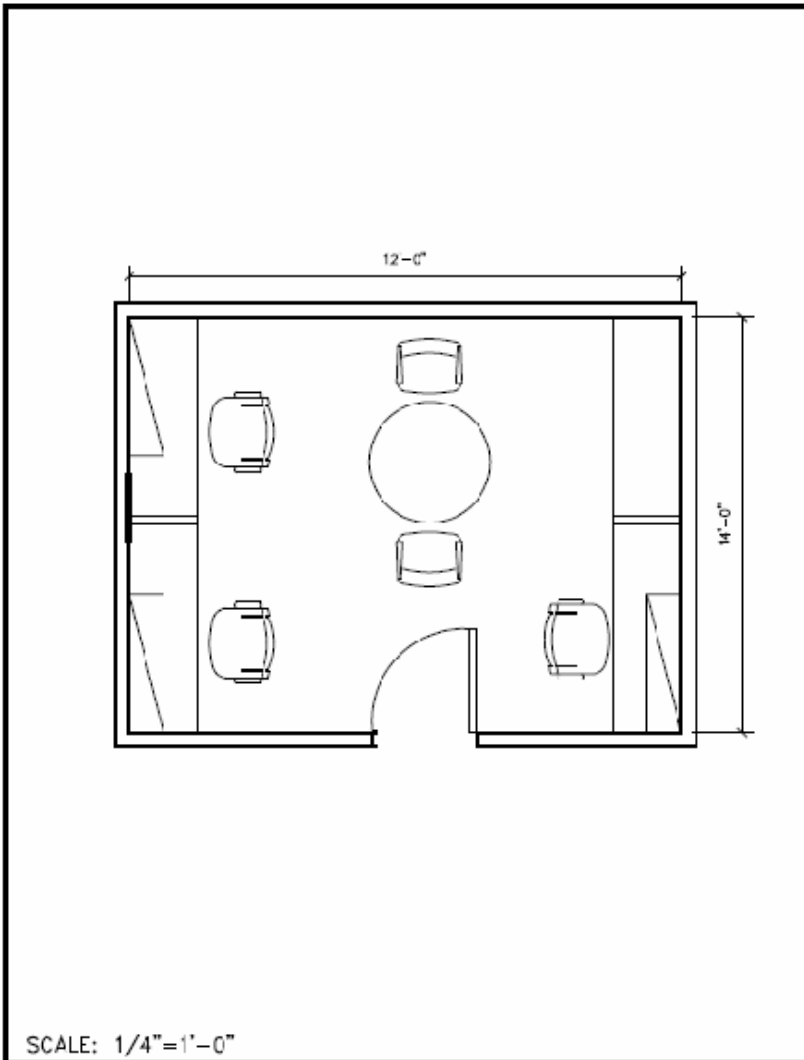
**BKV**  
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Interior Design  
Engineering

**Boaman  
Kraos  
Vogel**  
Group  
Inc.

222 North Second Street  
Minneapolis, MN 55401  
Telephone: 612.339.3752  
Facsimile: 612.339.6212  
www.bkvgroup.com

PROJECT TITLE



## WORKSPACE TYPE:

- PRIVATE OFFICE
- WORKSTATION
- SHARED WORKSPACE

## FURNITURE REQUIREMENTS:

- HEIGHT ADJUSTABLE WORKSURFACE
- OPEN SHELVING
- CLOSED SHELVING
- TASK LIGHT
- TACKBOARD
- PAPER MANAGEMENT
- KEYBOARD TRAY
- MONITOR ARM
- DRY ERASE MARKER BOARD
- STORAGE TOWER
- LATERAL FILE
- BOX/BOX/FILING: QTY
- FILE/FILE: QTY
- CONFERENCE TABLE
- GUEST SEATING: QTY
- OTHER
- 
- 

## EQUIPMENT REQUIREMENTS:

- STANDARD COMPUTER MONITOR
- FLAT PANEL MONITOR
- LAPTOP
- SCANNER
- FAX
- PHONE
- PRINTER
- OTHER:
- 
- 

## PRIVACY REQUIREMENTS:

- ACOUSTICAL PRIVACY NEEDS:  
HIGH / MEDIUM / LOW
- VISUAL PRIVACY NEEDS:  
HIGH / MEDIUM / LOW

COMMENTS	
DEPARTMENT	XXXX
EMPLOYEE NAME	XXXX
AREA REQUIRED	168 SF
SHEET TITLE	0-168

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PCSAR Strategic Plan

Attachment C Space Needs Analysis  
and Integrated Action Plan

# INDIVIDUAL WORKSPACE PROGRAMMING FORM

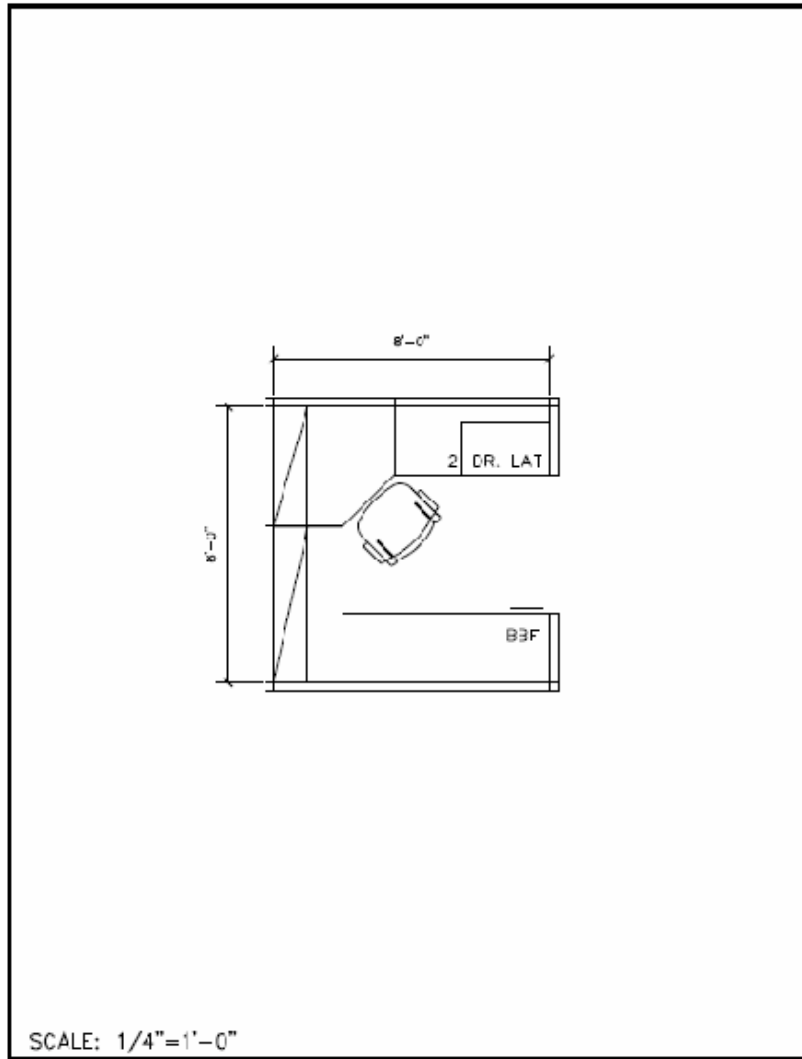
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222 North Second Street  
Minneapolis, MN 55401  
Telephone: 612.359.3752  
Facsimile: 612.359.6212  
www.bkvgroup.com

PROJECT #



SCALE: 1/4"=1'-0"

**WORKSPACE TYPE:**

- PRIVATE OFFICE
- WORKSTATION
- SHARED WORKSPACE

**FURNITURE REQUIREMENTS:**

- HEIGHT ADJUSTABLE WORKSURFACE
- OPEN SHELVING
- CLOSED SHELVING
- TASK LIGHT
- TACKBOARD
- PAPER MANAGEMENT
- KEYBOARD TRAY
- MONITOR ARM
- DRY ERASE MARKER BOARD
- STORAGE TOWER
- LATERAL FILE
- BOX/BOX FILE: QTY
- FILE/FILE: QTY
- CONFERENCE TABLE
- GUEST SEATING: QTY
- OTHER
- 
- 

**EQUIPMENT REQUIREMENTS:**

- STANDARD COMPUTER MONITOR
- FLAT PANEL MONITOR
- LAPTOP
- SCANNER
- FAX
- PHONE
- PRINTER
- OTHER:
- 
- 
- 

**PRIVACY REQUIREMENTS:**

- ACOUSTICAL PRIVACY NEEDS:  
HIGH / MEDIUM / LOW
- VISUAL PRIVACY NEEDS:  
HIGH / MEDIUM / LOW

CLIENT/EMPLOYEE #

DEPARTMENT	XXXX	AREA REQUIRED	64	\$F
EMPLOYEE NAME	XXXX	SHEET TITLE	W-54	

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# SUPPORT SPACE PROGRAMMING FORM

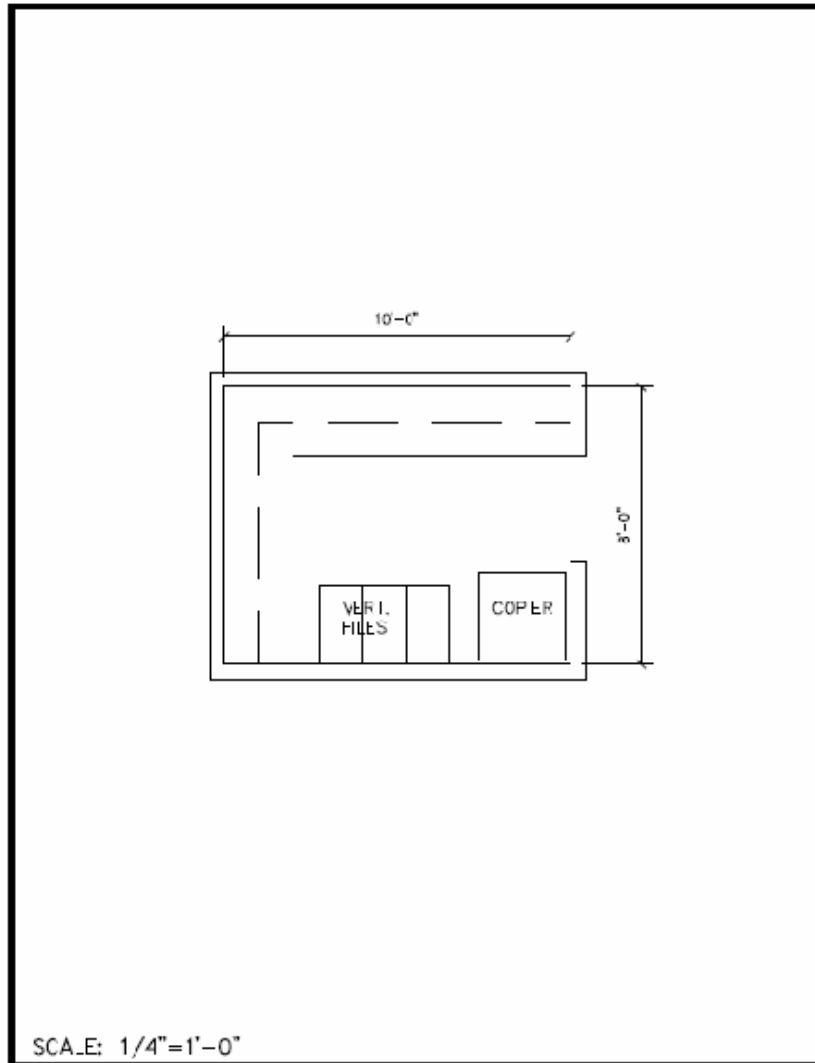
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Group  
Inc.

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Minneapolis, MN 55401  
Telephone: 612.339.3752  
Facsimile: 612.339.6212  
www.bkvgroup.com

PROJECT TITLE



## MILLWORK REQUIREMENTS:

- UPPER CABINETS: OPEN / CLOSED
- BASE CABINETS: OPEN / CLOSED
- UNDER COUNTER LIGHTING
- SPECIAL WORKSURFACE MATERIAL:
- MAILBOXES
- LOCKABLE: YES / NO

## EQUIPMENT REQUIREMENTS:

- PHONE
- COPIER: DESKTOP / MEDIUM / LARGE
- LASER PRINTER
- COLOR PRINTER
- FAX
- SCANNER
- PROJECTION SCREEN
- PROJECTOR:
- CEILING MOUNTED / FREESTANDING
- MARKER BOARD: QTY
- SINK
- REFRIGERATOR:
- w/ICE MAKER w/o ICE MAKER
- COFFEE MAKER:
- w/WATERLINE w/o WATERLINE
- MICROWAVE
- RANGE
- DISHWASHER
- VENTILATION HOOD
- OTHER
- 
- 
- 
- 

## SECURITY REQUIREMENTS:

- NONE
- LOCKABLE CABINETS
- LOCKABLE ROOM

## PRIVACY REQUIREMENTS:

- ACOUSTICAL PRIVACY NEEDS: HIGH / MEDIUM / LOW
- VISUAL PRIVACY NEEDS: HIGH / MEDIUM / LOW

## COMMENTS

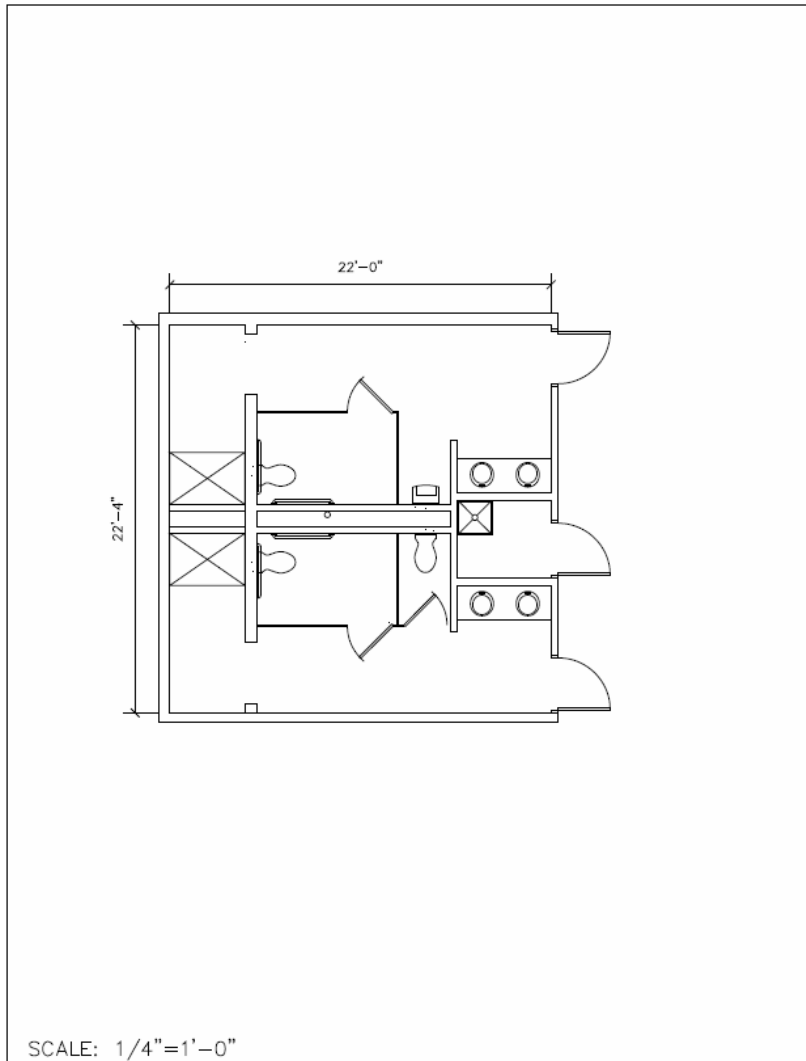
DEPARTMENT	XXXX
SPACE TYPE	WORKROOM/FILEROOM
AREA REQUIRED	80 SF
SHEET TITLE	P-80

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PCSAR Strategic Plan

Attachment C Space Needs Analysis  
and Integrated Action Plan

# SUPPORT SPACE PROGRAMMING FORM



## MILLWORK REQUIREMENTS:

- UPPER CABINETS: OPEN / CLOSED
- BASE CABINETS: OPEN / CLOSED
- UNDER COUNTER LIGHTING
- SPECIAL WORKSURFACE MATERIAL:
- MAILBOXES
- LOCKABLE: YES / NO

## EQUIPMENT REQUIREMENTS:

- PHONE
- COPIER: DESKTOP / MEDIUM / LARGE
- LASER PRINTER
- COLOR PRINTER
- FAX
- SCANNER
- PROJECTION SCREEN
- PROJECTOR:
- CEILING MOUNTED / FREESTANDING
- MARKER BOARD: QTY
- SINK
- REFRIGERATOR:
- w/ICEMAKER w/o ICEMAKER
- COFFEE MAKER:
- w/WATERLINE w/o WATERLINE
- MICROWAVE
- RANGE
- DISHWASHER
- VENTILATION HOOD
- OTHER
- 
- 
- 
- 

## SECURITY REQUIREMENTS:

- NONE
- LOCKABLE CABINETS
- LOCKABLE ROOM

## PRIVACY REQUIREMENTS:

- ACCOUSTICAL PRIVACY NEEDS: HIGH / MEDIUM / LOW
- VISUAL PRIVACY NEEDS: HIGH / MEDIUM / LOW

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Architecture  
Interior Design  
Engineering

**Boorman  
Kroos  
Vogel**  
Group  
Inc.

222 North Second Street  
Minneapolis, MN 55401  
Telephone: 612.339.3752  
Facsimile: 612.339.6212  
www.bkvgroup.com

PROJECT TITLE

COMMISSION NO.

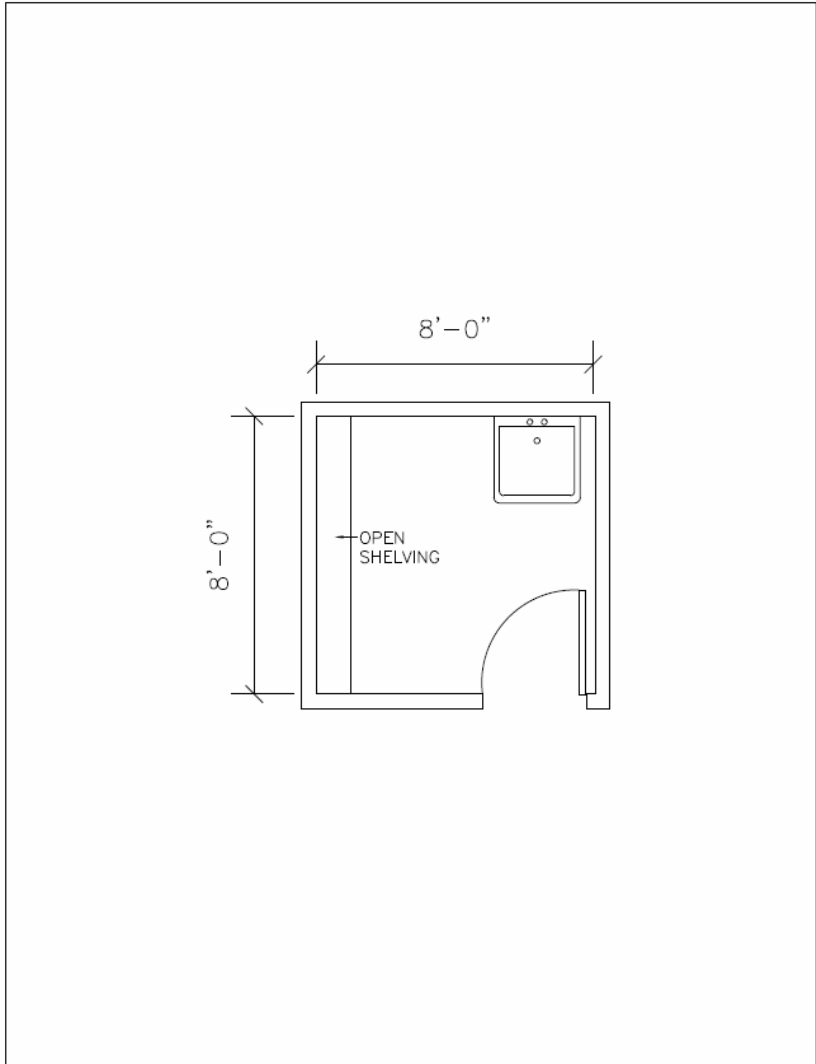
DEPARTMENT	BULD. SYSTEMS	AREA REQUIRED	484
SPACE TYPE	RESTROOMS/SHOWER	SHEET TITLE	R-484
AREA REQUIRED	484	SF	

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PCSAR Strategic Plan

Attachment C Space Needs Analysis  
and Integrated Action Plan

# SUPPORT SPACE PROGRAMMING FORM



**MILLWORK REQUIREMENTS:**

- UPPER CABINETS: OPEN / CLOSED
- BASE CABINETS: OPEN / CLOSED
- UNDER COUNTER LIGHTING
- SPECIAL WORKSURFACE MATERIAL:
- MAILBOXES
- LOCKABLE: YES / NO

**EQUIPMENT REQUIREMENTS:**

- PHONE
- COPIER: DESKTOP / MEDIUM / LARGE
- LASER PRINTER
- COLOR PRINTER
- FAX
- SCANNER
- PROJECTION SCREEN
- PROJECTOR:
- CEILING MOUNTED / FREESTANDING
- MARKER BOARD: QTY
- SINK
- REFRIGERATOR:
- w/ICEMAKER w/o ICEMAKER
- COFFEE MAKER:
- w/WATERLINE w/o WATERLINE
- MICROWAVE
- RANGE
- DISHWASHER
- VENTILATION HOOD
- OTHER
- 
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**SECURITY REQUIREMENTS:**

- NONE
- LOCKABLE CABINETS
- LOCKABLE ROOM

**PRIVACY REQUIREMENTS:**

- ACCOUSTICAL PRIVACY NEEDS:
- HIGH / MEDIUM / LOW
- VISUAL PRIVACY NEEDS:
- HIGH / MEDIUM / LOW

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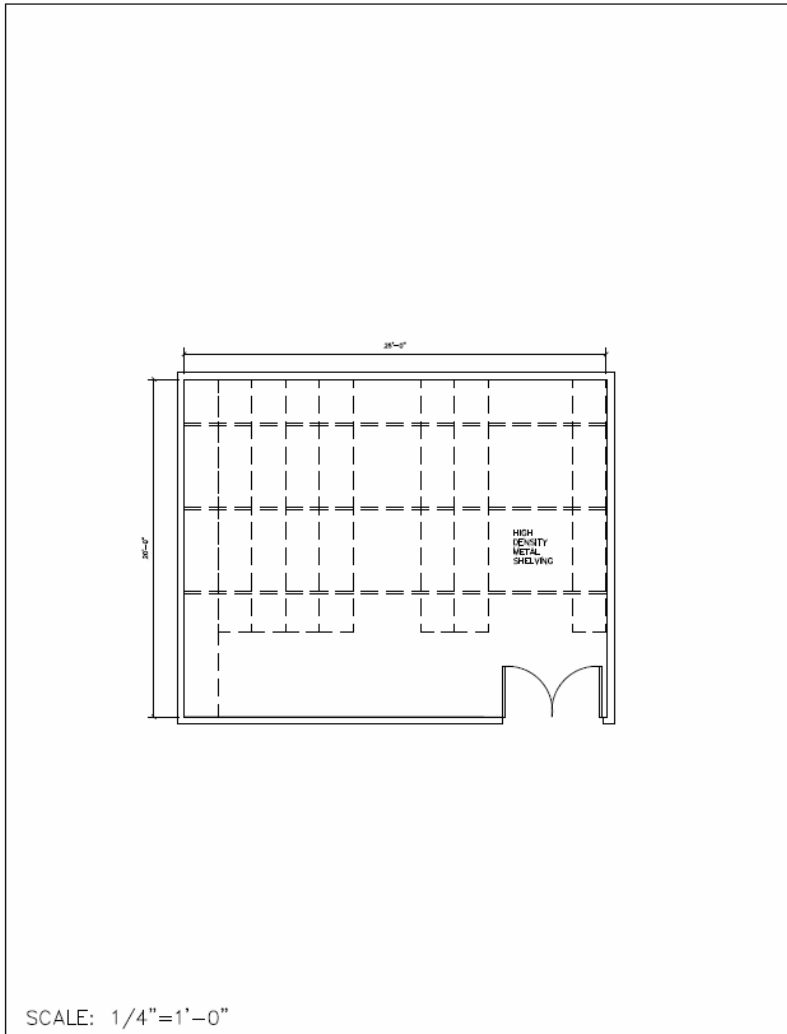
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PROJECT TITLE

DEPARTMENT	BUILDING SUPPORT
SPACE TYPE	JANITORS CLOSET
AREA REQUIRED	64
SHEET TITLE	R-64 SF

COMMISSION NO.

# SUPPORT SPACE PROGRAMMING FORM



## MILLWORK REQUIREMENTS:

- UPPER CABINETS: OPEN / CLOSED
- BASE CABINETS: OPEN / CLOSED
- UNDER COUNTER LIGHTING
- SPECIAL WORKSURFACE MATERIAL:
- MAILBOXES
- LOCKABLE: YES / NO

## EQUIPMENT REQUIREMENTS:

- PHONE
- COPIER: DESKTOP / MEDIUM / LARGE
- LASER PRINTER
- COLOR PRINTER
- FAX
- SCANNER
- PROJECTION SCREEN
- PROJECTOR: CEILING MOUNTED / FREESTANDING
- MARKER BOARD: QTY
- SINK
- REFRIGERATOR: w/ICEMAKER w/o ICEMAKER
- COFFEE MAKER: w/WATERLINE w/o WATERLINE
- MICROWAVE
- RANGE
- DISHWASHER
- VENTILATION HOOD
- OTHER
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## SECURITY REQUIREMENTS:

- NONE
- LOCKABLE CABINETS
- LOCKABLE ROOM

## PRIVACY REQUIREMENTS:

- ACCOUSTICAL PRIVACY NEEDS: HIGH / MEDIUM / LOW
- VISUAL PRIVACY NEEDS: HIGH / MEDIUM / LOW

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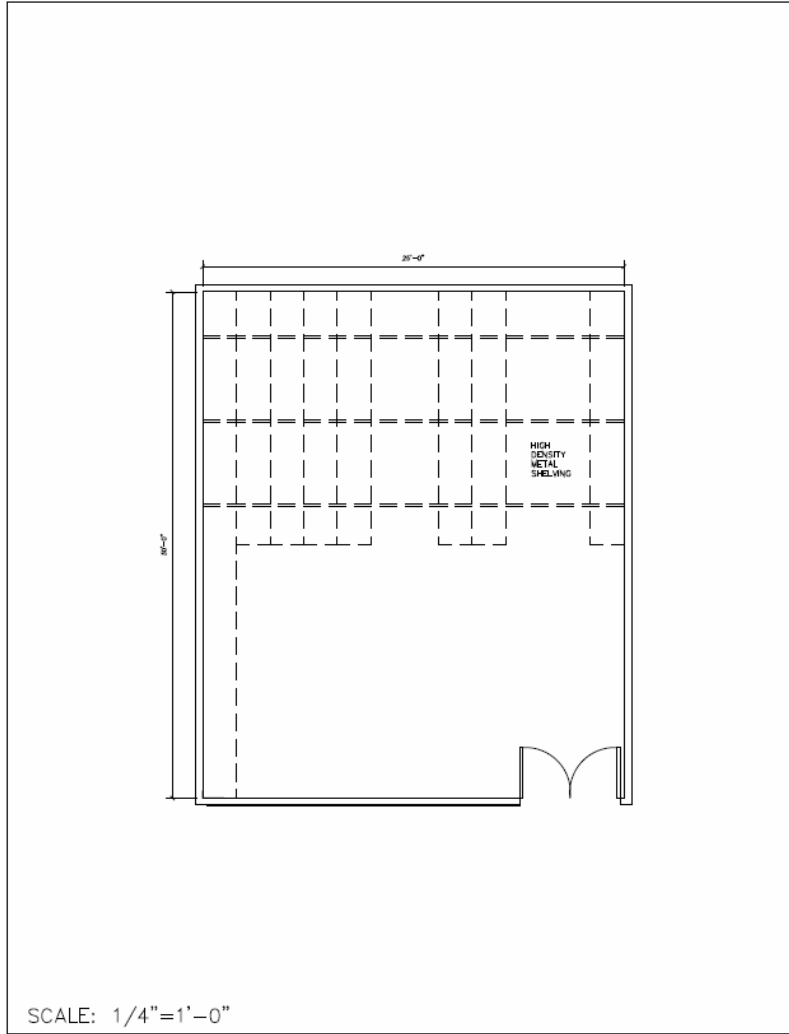
PROJECT TITLE

COMMISSION NO.

DEPARTMENT	XXXX
SPACE TYPE	VEHICLE PART STORAGE
AREA REQUIRED	500 SF
SHEET TITLE	R-500

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# SUPPORT SPACE PROGRAMMING FORM



**MILLWORK REQUIREMENTS:**

- UPPER CABINETS: OPEN / CLOSED
- BASE CABINETS: OPEN / CLOSED
- UNDER COUNTER LIGHTING
- SPECIAL WORKSURFACE MATERIAL:
- MAILBOXES
- LOCKABLE: YES / NO

**EQUIPMENT REQUIREMENTS:**

- PHONE
- COPIER: DESKTOP / MEDIUM / LARGE
- LASER PRINTER
- COLOR PRINTER
- FAX
- SCANNER
- PROJECTION SCREEN
- PROJECTOR:
- CEILING MOUNTED / FREESTANDING
- MARKER BOARD: QTY
- SINK
- REFRIGERATOR:
- w/ICEMAKER w/o ICEMAKER
- COFFEE MAKER:
- w/WATERLINE w/o WATERLINE
- MICROWAVE
- RANGE
- DISHWASHER
- VENTILATION HOOD
- OTHER
- 
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**SECURITY REQUIREMENTS:**

- NONE
- LOCKABLE CABINETS
- LOCKABLE ROOM

**PRIVACY REQUIREMENTS:**

- ACCOUSTICAL PRIVACY NEEDS: HIGH / MEDIUM / LOW
- VISUAL PRIVACY NEEDS: HIGH / MEDIUM / LOW

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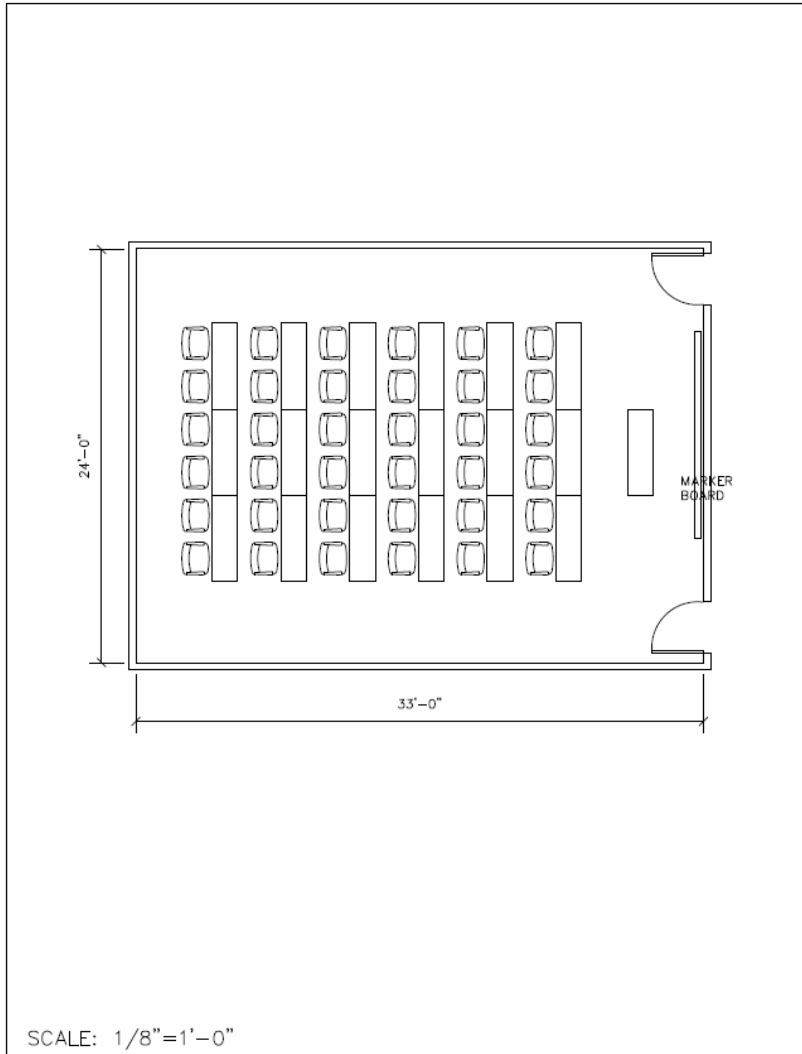
PROJECT TITLE

COMMISSION NO.

DEPARTMENT	XXXX	SPACE TYPE	SAR COLD STORAGE	AREA REQUIRED	750	SHEET TITLE	R-750
				SF			

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# SUPPORT SPACE PROGRAMMING FORM



## MILLWORK REQUIREMENTS:

- UPPER CABINETS: OPEN / CLOSED
- BASE CABINETS: OPEN / CLOSED
- UNDER COUNTER LIGHTING
- SPECIAL WORKSURFACE MATERIAL:
- MAILBOXES
- LOCKABLE: YES / NO

## EQUIPMENT REQUIREMENTS:

- PHONE
- COPIER: DESKTOP / MEDIUM / LARGE
- LASER PRINTER
- COLOR PRINTER
- FAX
- SCANNER
- PROJECTION SCREEN
- PROJECTOR:
- CEILING MOUNTED / FREESTANDING
- MARKER BOARD: QTY
- SINK
- REFRIGERATOR:
- w/ICEMAKER w/o ICEMAKER
- COFFEE MAKER:
- w/WATERLINE w/o WATERLINE
- MICROWAVE
- RANGE
- DISHWASHER
- VENTILATION HOOD
- OTHER
- 
- 
- 

## SECURITY REQUIREMENTS:

- NONE
- LOCKABLE CABINETS
- LOCKABLE ROOM

## PRIVACY REQUIREMENTS:

- ACCOUSTICAL PRIVACY NEEDS: HIGH / MEDIUM / LOW
- VISUAL PRIVACY NEEDS: HIGH / MEDIUM / LOW

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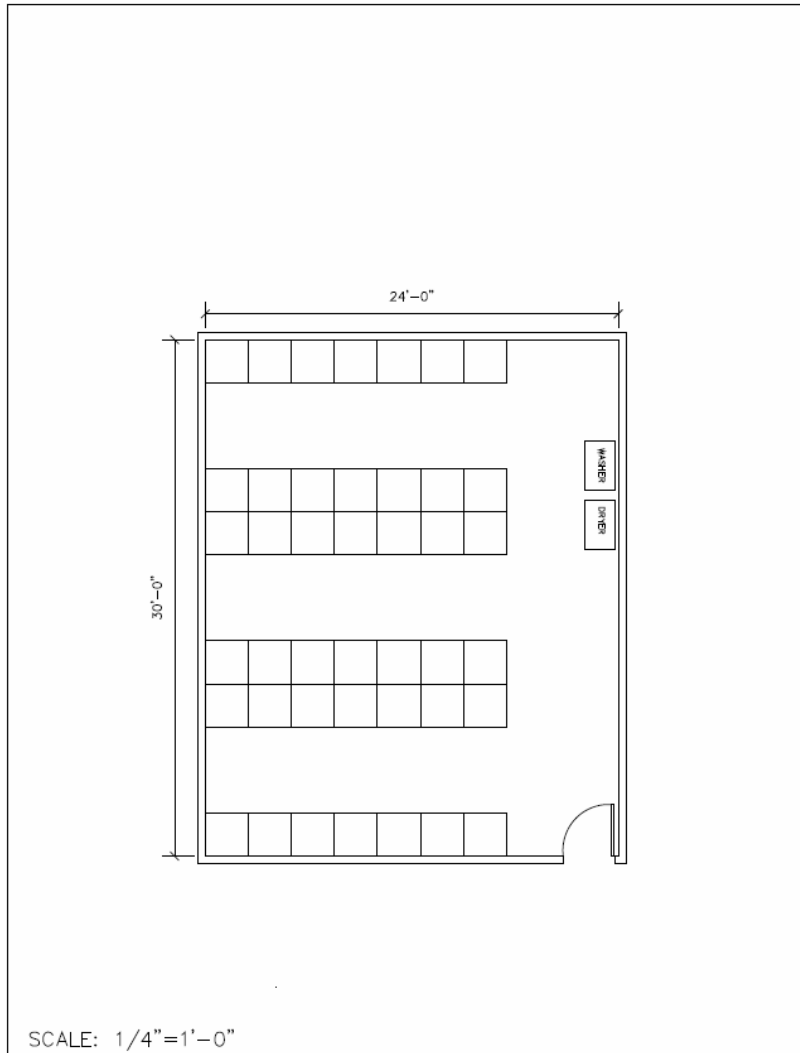
PROJECT TITLE

COMMISSION NO.

DEPARTMENT	XXXX
SPACE TYPE	TRAINING ROOM
AREA REQUIRED	792 SF
SHEET TITLE	C-792

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# SUPPORT SPACE PROGRAMMING FORM



## MILLWORK REQUIREMENTS:

- UPPER CABINETS: OPEN / CLOSED
- BASE CABINETS: OPEN / CLOSED
- UNDER COUNTER LIGHTING
- SPECIAL WORKSURFACE MATERIAL:
- MAILBOXES
- LOCKABLE: YES / NO

## EQUIPMENT REQUIREMENTS:

- PHONE
- COPIER: DESKTOP / MEDIUM / LARGE
- LASER PRINTER
- COLOR PRINTER
- FAX
- SCANNER
- PROJECTION SCREEN
- PROJECTOR:
  - CEILING MOUNTED / FREESTANDING
- MARKER BOARD: QTY
- SINK
- REFRIGERATOR:
  - w/ICEMAKER w/o ICEMAKER
- COFFEE MAKER:
  - w/WATERLINE w/o WATERLINE
- MICROWAVE
- RANGE
- DISHWASHER
- VENTILATION HOOD
- OTHER
- 
- 
- 

## SECURITY REQUIREMENTS:

- NONE
- LOCKABLE CABINETS
- LOCKABLE ROOM

## PRIVACY REQUIREMENTS:

- ACCOUSTICAL PRIVACY NEEDS: HIGH / MEDIUM / LOW
- VISUAL PRIVACY NEEDS: HIGH / MEDIUM / LOW

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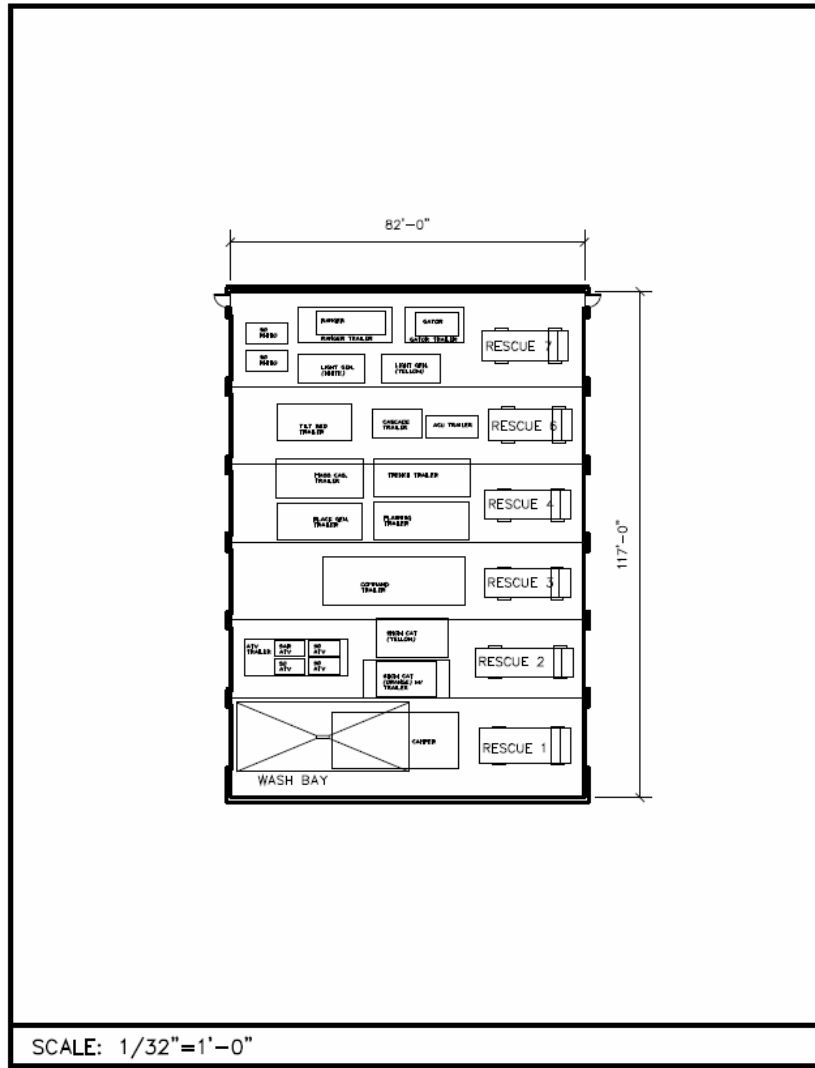
PROJECT TITLE

COMMISSION NO.

DEPARTMENT	XXXX	TURNOUT GEAR	SF
SPACE TYPE			720
AREA REQUIRED			R-720
SHEET TITLE			

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# SUPPORT SPACE PROGRAMMING FORM



## MILLWORK REQUIREMENTS:

- UPPER CABINETS: OPEN / CLOSED
- BASE CABINETS: OPEN / CLOSED
- UNDER COUNTER LIGHTING
- SPECIAL WORKSURFACE MATERIAL:
- MAILBOXES
- LOCKABLE: YES / NO

## EQUIPMENT REQUIREMENTS:

- PHONE
- COPIER: DESKTOP / MEDIUM / LARGE
- LASER PRINTER
- COLOR PRINTER
- FAX
- SCANNER
- PROJECTION SCREEN
- PROJECTOR:
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- COFFEE MAKER:
- w/WATERLINE w/o WATERLINE
- MICROWAVE
- RANGE
- DISHWASHER
- VENTILATION HOOD
- OTHER

## SECURITY REQUIREMENTS:

- NONE
- LOCKABLE CABINETS
- LOCKABLE ROOM

## PRIVACY REQUIREMENTS:

- ACCOUSTICAL PRIVACY NEEDS: HIGH / MEDIUM / LOW
- VISUAL PRIVACY NEEDS: HIGH / MEDIUM / LOW

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PROJECT TITLE

**ST. LOUIS PARK, FIRE  
STATION**

COMMISSION NO. 1183.09

DEPARTMENT	VEHICLE STORAGE AREA	SF
SPACE TYPE	(6) BAYS	9600
AREA REQUIRED		A-9600
SHEET TITLE		

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