



*Saint Paul Fire Department
Five-Year Strategic Plan
April 17, 2019*

Executive Summary

This strategic plan is the output of a planning process undertaken by Saint Paul Fire Department (SPFD) administration with input from members at all levels, and in all areas, of the department. It is respectfully submitted to the City of Saint Paul's elected and appointed officials with the belief that it establishes a roadmap for SPFD's continuous improvement and continued service.

Situation summary

The Saint Paul Fire Department is a highly capable organization that has earned a reputation for excellent public service over decades of dedicated work for and with the people of Saint Paul. This strategic plan aims to solidify the strengths of this department, while addressing limitations and risk factors. Our aim is to deliver outstanding service to the public while being a sound steward of public resources, consistent with the City's core values of Equity, Innovation, and Resilience. This strategic plan is likewise aligned with City's Three Pillars of Community-First Public Safety, Lifelong Learning, and Economic Justice and Inclusion.

The greatest strengths of the SPFD include broad and deep emergency response capabilities and a commitment to service exhibited by its personnel every day. The department provides advanced life support and basic life support emergency medical services, fire suppression, and a full complement of technical rescue capabilities. Fire prevention and public education also represent strong and growing contributions to community safety and vitality.

Key areas for development include leadership capacity, demographic and cultural inclusivity, and facilities. Leadership capacity at headquarters has not been adequate to support operations in some instances, nor to build the culture that is consistent with City values and with the best traditions of the department. Demographically, the department is not nearly as reflective of the community it serves. Multiple physical facilities pose challenges or barriers to optimal staffing and service delivery; years of neglect have created gaps that must be addressed.

Strategic Objectives and Initiatives

The over-arching objective of this strategic plan is to ensure that the SPFD, as a department of the City of Saint Paul, remains capable of delivering excellent public service while remaining a sound steward of public resources and an organization that operates consistent with the highest principles of fairness, equity, and social justice. The following strategic initiatives are framed to achieve that goal, with a defined scope of five years, and some efforts and implications that will extend well beyond that timeline.

1. Leadership and Inclusion

Expand leadership capacity in the administration and on shift. Develop leaders at all levels and clarify career paths for employees. Re-vamp recruiting and hiring processes. Focus on inclusive culture development.

2. Facilities Restoration

Replace Stations 7 and 20. Begin update of many stations to support worker wellness and an inclusive culture. Re-establish a highly functional training facility. Replace Public Safety Garage facilities.

(Executive Summary Strategic Initiatives, continued)

3. Operational Excellence

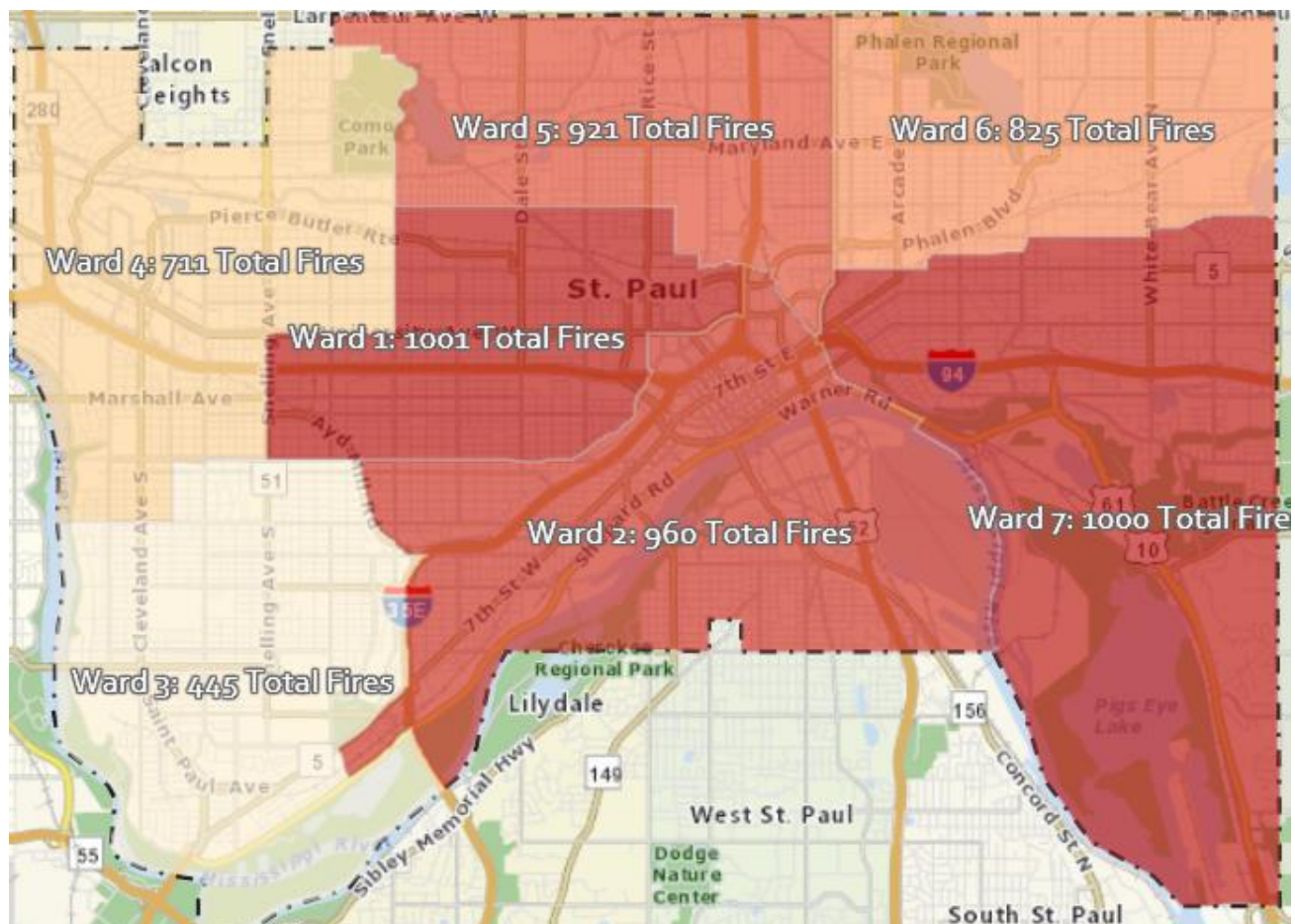
Drive continuous improvement in all emergency response. Establish sustainable funding for programs and equipment. Add response resources to assure timely response citywide.

4. Partner and Stakeholder Relationships

Continue to strengthen labor-management relationships. Refine EMS dispatch processes. Partner (e.g., with schools, health care, etc.) to recruit staff, expand education, and optimize utilization of response services.

The department's strategic situation, objectives, and initiatives are presented in detail in the full strategic plan.

Structure Fires (2014-2018) By Wards



Introduction

The Saint Paul Fire Department (SPFD) protects the people of Saint Paul and their property with emergency medical services, emergency response capabilities to address and mitigate all hazards, and community-oriented public education and prevention services. The SPFD works in concert with other city departments, always striving to lead in providing outstanding services efficiently and cost-effectively, while upholding the highest standards of professionalism, equity, and social justice.

Departmental leadership recently engaged personnel across the agency in a strategic planning process to guide both strategic investment and some day-to-day operating decisions over the next 5 years. This document is the result of those efforts. Our strategy was framed in terms of the following principles:

1. As a department of the City that directly serves the people of Saint Paul every day, the SPFD explicitly embraces the City's values of **Equity, Innovation, and Resilience**. We will focus our investments in ways that also strengthen the City's three Pillars of **Community-First Public Safety, Lifelong Learning, and Economic Justice and Inclusion**.
2. The strategic initiatives are based on a thoughtful, internal assessment of the strategic status of the SPFD, as articulated in the plan. Each initiative and all efforts are to be focused on achieving meaningful improvement in one or more of the following respects.
 - a. **Excellence in Service Delivery**. This value includes the SPFD's readiness and capacity and is intended to include all aspects of service delivery, from risk prevention and public education through emergency medical services and fire/rescue responses.
 - b. **Sound Stewardship of Public Resources**. Investments are to be aligned with real benefits to the community, and made in ways that manage costs and benefits, short and long-term. The SPFD will seek cost-saving collaboration with other Saint Paul departments, as well.
 - c. **Fairness**. This includes advancing principles of justice and equity with respect to all stakeholders. Fairness also requires appropriate transparency and accountability in leadership at all levels of the department. Finally, the strategic plan recognizes firefighter safety and wellness and critical values.
3. **We are focused on feasible initiatives with a sharp focus on the next 5 years and a much longer-range view of the department, as well**. The SPFD recognizes that its departmental priorities must be considered within the broader context of the City's needs and plans. This plan contemplates longer-range implications for all initiatives, but projections are limited to a more foreseeable time horizon. Necessary, strategic investments such as facilities replacement and upgrades will have both immediate and long-lasting budgetary and operational implications.
4. **The final strategy must reflect the perspectives of departmental leaders at all levels (including union leadership and internal subject matter experts)**. The Office of the Fire Chief is ultimately accountable for the content of this plan, and for leading in its implementation. At the same time, effective implementation requires cooperation from multiple stakeholders and, in some instances, from every member of the department. Therefore, the plan itself is informed by broad departmental input.

This report consists of the following sections:

1. The above **Executive Summary**, providing a high-level overview of the entire strategic plan.
2. This **Introduction**, including the Table of Contents, below.
3. A statement of the SPFD's newly revised **Mission and Organizational Values**
4. **Strategic Situation Summary** and SLOT Analysis
5. **Strategic Objectives and Initiatives**, including tasks, timelines, and budgetary implications
6. **Conclusion**

An appendix to this report describes the strategic planning process that led to its creation.

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Key to Abbreviations and Acronyms

The Following Abbreviations and Acronyms are Used in This Report	
ALS	Advanced Life Support
AAR	After Action Review
BLS	Basic Life Support
CATs	Minnesota State Chemical Assessment Teams
EMS	Emergency Medical Services
ERTs	Minnesota Emergency Response Teams
FTO	Field Training Officer
IAFF	International Association of Firefighters
MART	Minnesota Aviation Rescue Team
MN TF-1	Minnesota Task Force One Urban Search and Rescue (US&R) Team
QA/QI	Quality Assurance/Quality Improvement
RCECC	Ramsey County Emergency Communications Center
SAFER	Staffing Adequate Fire and Emergency Response federal grant program
SCBA	Self-Contained Breathing Apparatus
SPFD	Saint Paul Fire Department
SPPD	Saint Paul Police Department

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Saint Paul Fire Department Mission and Values

The strategic planning committee and senior chief officers identified this strategic planning process as an opportunity to also simultaneously refresh the Saint Paul Fire Department Mission and Values. Because these documents are intended to guide the actions of all members of the department, an effective statement of departmental mission and values should benefit from broad input from the department. Initial input was gathered prior to the strategic planning process by members of the departmental equity and inclusion committee. The following draft will be circulated for comment department-wide in the second quarter of 2019 and finalized in June of 2019.

Saint Paul Fire Department Mission Statement

We protect the people of Saint Paul with public education, fire suppression, rescue, and emergency medical services. We partner with the community to mitigate risks, and respond to all calls for service with skill, dedication, and compassion.

Core Values:

Professionalism leads us to continuously improve our knowledge and skills, always striving to be “first in” with excellent service.

Respect guides every interaction, honoring the dignity of all persons.

Integrity demands that we do the right thing, no matter what. We are accountable for our commitments and our actions.

Duty calls us to selfless service in all our communities.

Equity is our call to uphold principles of fairness and justice, building a Saint Paul that works for everyone.



Strategic Situation Summary and SLOT Analysis

Overview

The Saint Paul Fire Department protects the people of Saint Paul with many capabilities and services:

- Fire prevention and risk mitigation through public education (the City of Saint Paul Department of Safety and Inspections is responsible for code enforcement)
- Emergency medical services (EMS), both advanced life support (ALS) and basic life support (BLS)
- Fire suppression
- Hazardous materials-related rescue and mitigation
- Technical rescue, including high- and low-angle rope rescue; trench, below-grade, and confined space; and air-deployed rescue through the Minnesota Air Rescue Team (MART)
- Water and ice rescue and fire suppression
- Fire and incident investigation
- Tactical EMS

The department works closely with many partner agencies and organizations to deliver services, including other units of the City of Saint Paul and of Ramsey County. These relationships range from day-to-day operational interactions (such as Regions EMS medical direction, dispatch through Ramsey County Emergency Communications Center, and shared responses with the Saint Paul Police Department) to project-based collaboration with other agencies (the Department's EMS Academy, for example, depends on partners such as the Saint Paul Department of Human Rights and Equal Economic Opportunity (HREEO) and Inver Hills Community College).

The department currently operates with an authorized strength of 447 sworn (including 12 Basic Life Support EMTs) and 49 non-sworn personnel. We operate out of 15 stations plus administrative, maintenance, and training facilities. The department responds to more than 46,000 calls for service each year (47,464 calls in 2018); the majority of these are calls for emergency medical services, and the full spectrum of calls includes responses to all kinds of hazards and problems. SPFD personnel aim help countless people on their worst days; we use expertise, persistence, compassion, and teamwork to solve problems and to improve whatever circumstances we encounter.



Photo Courtesy of MN Task Force 1

The vigor and commitment of the department's personnel are clearly among its greatest strengths. Leaders seek assignments as "added duties" that include delivering and managing a wide range of emergency response capabilities, as well as connecting with community members through the department's Project Safe Haven and other community outreach programs. Initiatives in this strategic plan include building on this strong workforce while addressing a key limitation: the extent to which the SPFD does not yet reflect or resemble the communities it serves. We will develop an organization with a workforce and culture that reflect the department's proud heritage, its current strengths, and a future that is more inclusive and continuously improving. Our aim is to lead drive departmental change over time, to assure that the culture grows to integrate the perspectives of all its members, reflecting both the unity and the diversity of the department.

The physical assets of the organization reflect both strengths and limitations. The vehicle fleet has benefitted from recent investments and sound management practices; it is generally capable and well-suited for SPFD emergency response. Most of the department's station facilities, by contrast, have not kept pace with the modern fire service, do not promote firefighter wellness, and are especially ill-suited for a gender-inclusive workforce. Other key shortages include durable medical equipment inventories sufficient to maintain fully equipped ambulances during planned and unplanned maintenance and repairs. Further, key equipment such as medical devices, radios, and self-contained breathing apparatus (SCBA) has been purchased using outside grant money, which has not included follow-up funding for maintenance or upgrades, and which is not reflected in the department's municipal budget. The strategic plan includes measures to improve the physical plant and to maintain and acquire equipment required to maintain an appropriate level of readiness.



Photo Courtesy of MN Task Force 1

Each of the above topics is described in more detail in the following factor analysis.

SLOT Analysis

Input from SPFD Leaders directly informed the following SLOT analysis, which describes the status of department relative to the above strategic mission and scope. (A more common acronym is SWOT, where "limitations" is replaced by "weaknesses.")

- **Strengths** – Factors internal to SPFD that contribute to its ability to succeed.
- **Limitations** – Factors internal to SPFD that inhibit, limit, or threaten its ability to succeed. Traditionally called "weaknesses."
- **Opportunities** - Factors primarily outside SPFD that promote or contribute to success. These function as "tailwinds."
- **Threats** - Factors primarily outside SPFD that tend to inhibit success. These function as "headwinds."

In a very meaningful sense, this SLOT analysis represents a consensus of how SPFD leaders at all levels see the organization. As such, it is intended to serve as a baseline for discussion of strategic priorities, and to inform operational decisions, as well. Department is a useful technique for focusing all participants on a shared perspective of the department.

Strengths

The following factors are features of the Saint Paul Fire Department that contribute to its capacity to achieve its mission in service to the community.

- **Excellent Emergency Response Capabilities**

The SPFD is an exceedingly capable organization, measured in terms of both the depth and scope of its expertise and resources to respond to all emergencies.

- 15 ALS ambulances currently respond to all calls for service with crews that exceed industry standards, from locations throughout the city. Measuring EMS patient medical outcomes is hampered both by the complexity of post-transportation circumstances, and perhaps more importantly by patient privacy laws. However, our close collaboration with medical directors at Regions EMS lends high confidence to the quality of our EMS. In a 2017 study of SPFD service delivery by Tri-Data Corporation, EMS intubation success rates, for example, were measured as significantly above comparable organizations nationwide.
- EMS research partnerships provide access to equipment and early adoption of lifesaving practices. These have included technologies for safer and more effective patient intubation, improved medication protocols, and more reliable and efficient transitions to hospital care.
- Most fires occurring in Saint Paul buildings are confined to room and contents, resulting in an average of over \$205 million saved each year, 2009-2018, compared with an average annual fire loss of just over \$8 million over the same period. See Figure 1 for more detail.

Figure 1: SPFD Structure Fire Suppression: Property Losses and Properties Saved by Year										
Year	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
Active Structure Fires	963	895	902	934	819	796	826	794	799	886
Property loss (\$1K)	7,974	8,191	6,956	14,091	10,620	5,140	7,316	6,421	6,932	8,517
Property saved (\$1K)*	1,468,486	520,078	233,955	143,252	174,038	176,243	163,022	139,831	171,761	128,091

* Includes exposed structures, i.e., adjacent structures exposed to fire risk without suppression action.

- SPFD is prepared to address a full range of emergencies, from hazardous materials spills to technical rescues in the natural or built environment. The department is fully capable in water and ice rescue, and all disciplines of technical rescue. Indeed, we can literally deploy rescuers by land, water, or air, and respond to incidents across the state. SPFD is a key participant in:
 - Minnesota Task Force One Urban Search and Rescue Team (MN-TF1)
 - Minnesota Aviation Rescue Team (MART)
 - Minnesota State Chemical Assessment Teams (CATs)
 - Minnesota Emergency Response Teams (ERTs)
 - Saint Paul Police SWAT Team as tactical paramedics

Figure 2: "All Hazard" Responses by Year*										
Year	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
Number of Calls	52	69	72	77	51	51	42	35	30	49

* Includes vehicle extrication and other technical rescue, water and ice rescue, trench and below grade rescue, high-angle and low-angle rope rescue, rescue from confined space (e.g., in industrial spaces), Project Lifesaver searches (for individuals with tracking devices), and MART (e.g., helicopter-deployed rescuer) responses.

(SLOT Analysis, Strengths, continued)

- **Committed Staff Supports Critical Capabilities, Continuous Improvement, and Community Service**
 - Many of the above capabilities could only be possible with committed personnel who take **on additional training and administrative responsibilities** alongside regular assignments.
 - The Fire Chief has recently convened a **department-wide Innovation Committee**, which garnered over 30 volunteers to participate on a recurring basis. This is in addition to standing and ad hoc committees to consider aspects of EMS services, vehicles, special operations, etc.
 - Firefighters generously **volunteer and give back to the community**. Community partners that benefit from firefighter volunteers include: Salvation Army, Muscular Dystrophy Association, Operation Warm, Toys for Tots, Cystic Fibrosis Foundation, Climb for a Cure, Habitat for Humanity, and Operation Santa.

- **Vehicle Fleet is Aligned for the Job**

Due to investments over the past several years, the current state of the fleet of ambulances, fire apparatus, command and utility vehicles is in good shape. Vehicles are, on average, relatively early in their service lives and are well-selected for protecting the people of Saint Paul.

- All three front-line heavy rescue vehicles (squads) were put in service in the past three years.
- Six of seven front-line ladder trucks have under ten years in service; three have under five years.
- Seven of fifteen front-line engines have under ten years in service; two have under five years.
- Ten of fifteen front-line ambulances have under five years in service (all have less than ten).



- **Successful Programs in Fire Prevention and Public Education**

The SPFD demonstrates a commitment to community-oriented public safety through direct engagement with community members in their homes, in schools, and in our firehouses. We act on our belief that fire suppression is a failure of fire prevention. Current programs include:

- The City's **Project Safe Haven** program conducts safety assessments and installs smoke and carbon monoxide alarms and stovetop firestops as needed for homeowners on a voluntary basis. (See Figure 4, below, for more details)
- Responding fire apparatus and ambulances carry **"Opportunity Bags,"** containing safety items that may not be functioning in the homes to which they are called: smoke and carbon monoxide alarms, batteries, reflective stickers to mark children's rooms, etc. These are provided to residents free of charge.



(Fire Prevention and Public Education, continued)

- **Crews visit schools district-wide during Fire Prevention Week.** The curriculum includes fire survival, fire prevention, and familiarity with firefighters as members of their communities dedicated to serving those communities.
- Stations hold **scheduled open houses** for neighbors and are available for tours upon request.

Figure 3: 2018 Public Education Events

- 124 Public Education Visits (often with multiple presentations)
- 58 Events with Cooking Fire Safety Trailer
- 4 Station Open Houses
- 4 car seat clinics (all with over 20 installations per clinic)
- 96 one-on-one car seat consultations

- The new **Adopt-a-School Program** is currently rolling out. Crews on shift will adopt a school and visit on a periodic (e.g., monthly or quarterly) basis, presenting a curriculum that includes fire drills, as well as life skills and respectful and self-respectful conduct. Students will also have positive interactions with firefighters and will learn about careers in firefighting and emergency medical services. SPFD personnel participate in community engagement events promoting health

and safety: Summer Safety Fair, Safe Summer Nights (in coordination with SPPD), block parties, cooking trailer demonstrations, car seat installations, and blood pressure checks.

Figure 4: Project Safe Haven at a Glance:

Firefighters visit homeowners for voluntary safety audits; educational discussions; and installation of needed smoke alarms, CO alarms, and stovetop firestops.

- Launched in 2009, with 40 visits that year
- Average of 201 visits/year over the past five years
- In 2018 alone, Project Safe Haven:
 - Visited 244 homes
 - Installed 514 smoke alarms
 - Installed 257 CO alarms
 - Installed 117 stovetop firestops
- More than 1650 visits conducted since 2009, to date.



- **The EMS Academy educates and empowers Saint Paul's emerging workforce**

The program is in its tenth year and has graduated more than 250 individuals. Graduates earn an Emergency Medical Technician certification. Since graduation:

- Ten alumni are currently serving as SPFD Firefighter/paramedics.
- Two are police officers
- Multiple graduates currently work in the SPFD BLS Unit or as fire cadets; others serve as EMTs with North Memorial, Allina, HealthEast, and Hennepin Health.
- Several have gone on to nursing school.
- One graduate is currently attending the University of Minnesota Medical School



- **EMS responses generate general fund revenue for the City of Saint Paul**

Through process improvements in partnership with a leading service provider, SPFD has optimized its collection of fees (generally from Medicare, Medicaid, and other insurers). Ten-year revenue history is shown in Figure 5, at right.



Figure 5: City EMS Revenue Contributions	
2018	\$13,440,260
2017	\$13,209,033
2016	\$12,227,614
2015	\$11,686,052
2014	\$11,453,906
2013	\$11,336,049
2012	\$11,682,268
2011	\$11,221,032
2010	\$ 9,721,179
2009	\$10,278,995



Limitations

The following factors are aspects of the Saint Paul Fire Department that may inhibit the achievement of mission and/or limit the department's ability to serve the community.

- **Capacity Limitations**

While outcomes remain strong, the SPFD staffing has not kept pace with the demand for services. Fire suppression calls have remained very stable over the past decade, at between 800-950 calls per year. All-hazard rescue responses have likewise been stable; these are infrequent calls that nevertheless require extensive ongoing training to offset their high complexity and sometimes relatively high risk to rescuers, subjects and/or bystanders. The major increase has come through medical response calls. Between 2009 and 2018, EMS call volumes increased 33.4%. Authorized sworn staffing increased 4.5% over that same 10-year period.

Figure 6: Call Volumes and Authorized Sworn Staffing Levels, by Year										
Year	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
EMS	37,120	36,116	34,618	32,634	30,911	29,748	28,080	26,624	24,956	24,956
Fire/Rescue	10,344	10,543	10,465	10,234	9,244	8,821	8,678	8,323	8,712	8,318
Total Calls	47,464	46,659	45,083	42,868	40,155	38,596	36,758	34,947	33,668	33,274
Auth. Sworn Staff	435	435	435	435	433	433	433	433	433	416.6

Currently, the department regularly experiences call volumes that put lives and property at a higher level of risk than is necessary. This is especially true during response to even small structure fires.

- **Facilities Shortcomings**

The department has both urgent and longer-range needs for building replacements and renovations.

- The condition and location of facilities at **Station 7** (1038 Ross Avenue on the East Side) and **Station 20** (2179 University Avenue West in the Midway neighborhood) necessitate replacement of these stations.
- The age and variation among the remaining station facilities poses challenges for necessary and desired updates. A needs assessment and consultation with architects with subject-matter expertise should inform a staged plan for station upgrades city-wide.



Station 7. Photo Courtesy IAFF Local 21



Station 20. Photo Courtesy of IAFF Local 21

- Many stations lack facilities that would be conducive to gender equity and to general employee wellness (e.g., shower facilities for men and women, adequate locker room space, appropriately private sleeping quarters, etc.).
- Many stations cannot readily be fitted for measures that would otherwise reduce exposure to carcinogens, such as spaces for decontamination and storage of personal protective equipment (PPE) separate from living quarters and apparatus bays (where firefighters spend considerable time maintaining the apparatus and equipment). Some improvements are no doubt feasible and should be undertaken within the scope of an overall facilities plan.

(Facilities Shortcomings, continued)

- The Training Facility on Energy Park Drive has long made do with less than ideal hands-on and classroom training facilities; the situation is becoming worse as land is being reallocated from training to an adjacent commercial landowner.
- The Public Safety Garage currently lacks facilities to repair the department's larger apparatus and is not equipped to function safely for workers (for example, bay ceiling restrictions do not allow for proper bracing of the tilt hoods of larger apparatus during maintenance). The current design makes relevant upgrades to the existing structure not cost-effective (e.g., all utilities run through the roofs that would have to be removed and raised, and many bearing walls would need to be moved).

- **Past Reliance on Grants for Core Needs**

The Saint Paul Fire Department has been proactive and at times innovative in securing outside grants to fund a wide range of departmental training, equipment, and other capabilities. In fact, grants have funded a significant percentage of core equipment acquisitions, such as: radios, durable medical equipment, self-contained breathing apparatus (SCBA), special equipment required to remove carcinogens from firefighter protective gear, etc.

This funding strategy has resulted in strategic risks to department readiness:

- City funds have not been allocated for ongoing maintenance and routine replacement of grant-funded items.
- The Department's budget has not reflected the actual cost of acquiring new equipment of the types purchased with grant money, nor for keeping up with training requirements that are currently met through grant funding.

- **Workforce Composition**

Our workforce does not adequately reflect the communities we serve and protect, nor is the status quo consistent with the City or the Department's values of equity and inclusion. The department is committed to being more inclusive in all respects:

- Hiring, supporting, and retaining more diverse classes of new employees
- Fostering a culture of true inclusion, where the overall culture reflects the diversity of its membership, rather than asking all members of the department to conform with historical cultural norms. The department will be stronger by virtue of the diversity of perspectives it will comprise.

At this point these statements remain largely (but not entirely) aspirational.

- In 2009 the sworn workforce included 18% persons of color; in 2019 that number is 22%.
- In 2009 the sworn workforce included 3.8% women; in 2019 that number is 4.5%.

These figures illustrate the importance of this strategic focus for SPFD. Department leaders have also identified challenges that likely contribute to the current staffing composition. Specifically, the hiring process itself imposes barriers to all applicants and makes it difficult to recruit qualified candidates. Applications for employment are only open for one month every five years. During that period, all hiring takes place off the list of candidates derived from that hiring pool. Also during that

(Workforce Composition, continued)

period, both prospective applicants and those on the list to be hired at SPFD continue to seek (and often find) employment in other departments. Testing processes must also be examined and revised, in partnership with City Human Resources, to optimize the likelihood of attracting and selecting the best candidates, in all respects.

- **Senior leadership capacity is not adequate** for highly effective and coordinated leadership, nor for pursuing the strategic initiatives set forth in this plan.
 - In order to address an emergent need to create capacity among senior chief officers in 2018, three district chief officers were reassigned to new positions within the administration. District chiefs work on each of the three shifts, supervising captains and commanding major incidents. This move reduced the number of district chiefs on each shift from three to two.
 - Interviews and working sessions conducted as part of the strategic planning process reinforced the need to create that administrative leadership capacity, in order to support internal communication as well as to complete numerous tasks and efforts that required attention. Department members also articulated a need to restore the leadership and incident command capacity on shift.
 - Given the scope of changes recommended by this strategic plan, capacity must be expanded within the administration, which is underway, while simultaneously bolstering leadership capacity on shift. The restoration of a chief officer on shift will improve the depth of response and average response time to major incidents. The right definition of this role also has the potential to advance some of the professional development, safety, and wellness objectives set forth in this strategic plan.



Opportunities

The following factors exist outside the SPFD and are likely to contribute to the department's ability to achieve its mission and serve the community.

- **Engaged and progressive City leadership**

The SPFD strategic plan is informed by and aligned with the City Administration's three values of:

- Equity
- Innovation
- Resilience

The SPFD's strategic objectives and initiatives (set forth in the next section of this plan) seek to transform our organizational culture and to update both our facilities and our ways of working together. We will build on our already-excellent capabilities, committed and capable workforce, and proud history of service; we will move forward toward greater economic sustainability, a more inclusive workforce and culture, and new practices that improve operational and fiscal performance over time.

The objectives of this plan are likewise aligned to strengthen the three Pillars of the City's plan and to advance the underlying strategy that informs that plan. The SPFD strategic plan contributes to:

- **Community-first Public Safety**, by continuously improving community risk reduction efforts, and by working with stakeholders to optimize service delivery for all residents and visitors.
- **Lifelong Learning**, by expanding fire safety and related education efforts, and by supporting the ongoing professional development of our members.
- **Economic Justice and Inclusion**, by assuring that all residents are protected with excellent emergency response and by recruiting a more diverse population into a more inclusive culture.

The leadership demonstrated by the City's elected and appointed officials and the plans currently being executed city-wide make the success of the SPFD's strategic efforts both highly likely and highly relevant for the broader community.

- **Service delivery partnerships**

The SPFD depends on partnerships with other City departments and a myriad of other organizations in order to deliver services. A small number of examples illustrate the centrality of these relationships:

- City professionals manage or are involved in nearly all aspects of department administration, from Human Resources to Finance and beyond.
- Our risk reduction efforts are delivered in concert with Safety and Inspections.
- Dispatch is provided through Ramsey County Emergency Communications Center.
- Medical direction is provided through Regions EMS.
- We respond with the Saint Paul Police Department to numerous calls, day and night.

Our capacity to leverage these and many other relationships will extend our capacity to drive the improvements sought by our strategic plan.

- **National awareness of need for firefighter wellness**

Among our strategic objectives are improved measures to reduce cancer and cardiac risks that are endemic to fire suppression in particular, and to shift work in emergency response in general. We are likewise concerned about the mental health and well-being of our personnel. These concerns echo a growing nationwide awareness of these risks and the need to mitigate them. The International Association of Firefighters (IAFF) formed the Fire Service Joint Labor Management Wellness-Fitness Task Force, which in turn has produced the Wellness-Fitness Initiative (WFI). In Minnesota, multiple fire service organizations joined together to create the Minnesota Firefighter Initiative, to provide resources with regard to cancer, cardiac, and emotional wellness. The SPFD already provides many of these resources internally, but will also benefit from the research, experiences, and availability of assistance from other allied organizations.

Threats

The following factors exist outside the SPFD and may inhibit the department's achievement of mission or limit its ability to serve the community.

- **Aging populations, nationwide and locally, demand more EMS Services**

Figure 6 in the above section outlines the increase in calls for emergency medical services in particular. Tri-Data Corporation's 2017 analysis of the SPFD service delivery also noted that these calls for service are increasing at a rate might higher than could attributed to population growth alone. In other words, the number of calls for service per capital is also rising markedly, from 2.68 calls per 10,000 in population in 2007 to 3.46 calls per 10,000 population in 2016. In each of the past five years, annual population growth has been between 1% and 2%, while calls for EMS services have increased 4%-5% annually.

- **New, higher-density development will drive demand for services**

The SPFD is committed to being an asset to community vitality. Toward that end, the department recognizes the need to project and plan for increased service demands driven by planned development city-wide. Specific areas to watch include the former Ford Plant site, the former Hillcrest Country Club site, and many areas along the Green Line. In addition to fire risks (which are greatly mitigated by sprinklers), multi-unit housing can increase the complexity and time required for patient access and transportation. These are factors that must be considered in future staffing and resource location decisions.

The strategic initiatives framed in the following section are intended to guide the actions that will help SPFD pursue the mission defined above, in light of these strategic factors.

Strategic Objectives and Initiatives

The essence of a fire department is to be responsive: to answer calls and solve problems with skill, compassion, and commitment. That responsiveness influences the culture of the Saint Paul Fire department, as well. We have “made do” and “made it work” for years, in many respects. We have done whatever was necessary to continue to answer the calls for service and to be of service to the people of Saint Paul, and we will continue to do so. That is essential to who we are and what we do as an agency.

Obviously, being responsive requires us to be ready: we can only answer calls when we have the capacity to do so, in all respects. The essence of this strategic plan are a set of objectives and initiatives aimed at building and maintaining the multifaceted capacity to serve Saint Paul. We must make strategic investments, some of them urgent, in order to assure that the department continues to be an asset to the city, providing protection and enhanced safety and contributing to the vitality of our communities.

Strategic Objectives:

Considering the above situation analysis, the SPFD seeks to achieve the following improvements, stated as objectives, by means of four strategic initiatives that are described in the section below.

1. Build leadership capacity to support strategic growth and cultural development.

Build chief officer capacity in administration and on shift. Develop career paths and support professional development.

This objective is primarily addressed in Initiative 1 (Leadership and Inclusion).

2. Improve departmental inclusiveness.

Re-vamp recruitment and hiring processes. Guide culture to welcome and integrate perspectives of a more diverse workforce.

This objective is primarily addressed in Initiative 1 (Leadership and Inclusion). It is also addressed in Initiative 4 (Strengthen Partner and Stakeholder Relationships)

3. Strengthen firefighter wellness initiatives.

Advance efforts to address firefighter wellness with respect to cancer prevention, cardiac health, and mental and emotional wellness. Build and remodel workplaces in accordance with best practices.

This objective is primarily addressed in Initiative 1 (Leadership and Inclusion). It is also addressed in initiatives 2 (Facilities Restoration) and 3 (Operational Excellence).

4. Address critical facilities shortcomings.

Replace 2 stations, while developing and implementing plans to improve working conditions at existing stations. Re-establish fully functional training facility. Replace Public Safety Garage facilities. Adjust ongoing facilities maintenance budgets to reflect aging facilities and deferred maintenance needs.

This objective is primarily addressed in Initiative 2 (Facilities Restoration).

(Strategic Objectives, continued)

5. Enhance training and professional development programs.

Expand training division to support further training of current staff. Consider implementing a Field Training Officer program for new fire academy graduates, and a structured mentorship program for newly appointed officers. Structure and coordinate on-shift training and continuous improvement processes.

This objective is addressed in initiatives 1 (Leadership and Inclusion) and 3 (Operational Excellence).

6. Assure sustainable capabilities for response.

Add sworn personnel and resources to meet expanding demand over time. Implement BLS response program to relieve pressure from volume of less-acute calls. Expand continuous improvement processes, including after-action reviews and quality assurance processes, for all emergency responses. Expand shared guidelines for consistent responses across the department, developed by responders and officers in concert.

This objective is addressed primarily in Initiative 3 (Operational Excellence).

7. Accelerate and prioritize acquisition of critical equipment for EMS and fire suppression.

Incrementally expand primarily medical equipment necessary to keep front-line ambulances equipped when units are in for repair. Develop longer-range strategic list of acquisitions to optimize use of available funding relative to operations. Update vehicle and capital equipment replacement plans and budgets.

This objective is addressed primarily in Initiative 3 (Operational Excellence).

8. Strengthen stakeholder relationships to support excellent service delivery.

Work with schools to expand public safety education and employee recruitment; work with health care, assisted living, and supportive housing providers to optimize use of emergency services; and work with Ramsey County Emergency Communications Center to refine dispatch processes. Continue working with IAFF Local 21 through labor-management processes and through less formal, broad collaboration. Continue working with Saint Paul Police to expand community outreach efforts and to participate in addressing community challenges.

This objective is primarily addressed in Initiative 4 (Strengthen Partner and Stakeholder Relationships). It is instrumental to achievement of all other initiatives, as well.

This is an expansive list of objectives, which will be accomplished over an extended period. Organizational culture development, for example, is a continuous process, as are efforts aimed at continuous improvement and professional development. Addressing facilities shortcomings likewise will take many years of sustained investment and effort.

Strategic Initiatives

The work of implementing the strategic plan over time is organized in terms of the strategic initiatives defined below:

- 1. Leadership and Inclusion**
- 2. Facilities Restoration**
- 3. Operational Excellence**
- 4. Partner and Stakeholder Relationships**

Each of these is described in terms of (1) overall objective (aligned with the above strategic objectives), (2) key decisions and actions, and (3) timeline and budget.

These initiatives are framed to be flexible; most include key decisions that will affect how the initiatives are to be pursued. This uncertainty is intentional. First, SPFD leadership recognizes that we are one department in a City that is moving forward in many respects, and that resources are limited. Each of the following initiatives is to some degree scalable and each can be accomplished rapidly if resources are available to do so, or more slowly if resources are the key constraint. Finally, the plan is intended to remain dynamic over time, guided by leadership decisions and informed by experience. Leaders must continue to evaluate and update the initiatives described below, as they are being implemented.



Initiative 1: Leadership and Inclusion

We stand on a proud tradition of community service and leadership. We march forward to build an inclusive, respectful, performance-oriented organizational culture that promotes excellence in an environment of respect and mutual commitment to excellent service delivery. The Saint Paul Fire Department will continue to grow to be reflective of the communities it serves and will lead in creating a culture that benefits from multiple perspectives and diverse experiences, while it unites around principles of service to the people of Saint Paul.

In terms of the strategic objectives defined in the section above, the primary goals of this initiative are to:

1. Build leadership capacity to support strategic growth and cultural development
2. Improve departmental inclusiveness
3. Strengthen firefighter wellness initiatives

We will accomplish these goals by means of the following tasks.

Initiative 1 Tasks:

Task 1.1: Re-vamp recruiting processes to expand and diversify pool of qualified applicants.

A team will develop specific measures with the aim of improving recruiting processes and outcomes. Those measures will be implemented to improve recruiting outcomes. The overall aims are to attract the best candidates in all respects, sustaining a highly skilled and dedicated workforce that is increasingly reflective of our community.

Timeline:

2019

Form committee to study and recommend improvements to overall recruiting process. Implement incremental improvements.

2020

Implement initial set of short-term improvements (“easy wins”) plus longer-term long-term measures to improve recruitment. Review throughout the year at committee meetings to determine success.

2021-2023

Continue successful recruitment efforts and commit resources to the efforts that are most effective in connecting with potential applicants.

Task 1.2: Work with City Human Resources to restructure candidate application and selection processes.

Current barriers to successful recruitment include a five-year wait between one-month application periods and a testing process that is prohibitively expensive and operationally sub-optimal. This task will be a collaboration with City Human Resources, which has organizational ownership of key aspects of the recruiting process.

Timeline:

2019-2023

Work is underway to analyze strengths and weaknesses of current processes. The timeline and changes will be guided by that analysis.

Task 1.3: Lead a sustained, department wide conversation and effort regarding organizational culture.

The aim of this multi-faceted task is to build on the many strengths of the current organizational culture, to become more inclusive of what will become a more diverse departmental membership, and to benefit from the strengths available in that diversity. The Equity Change, Innovation, and Senior Leadership Teams will play key roles in guiding these efforts, but all department members will be engaged in various ways to envision and adopt both changes to the department culture, and reinforcement of current cultural strengths. Specific outcomes and execution processes for this task are currently being defined.

Timeline:

2019

The department's existing Equity Change Team and Innovation Team will take the lead in driving these conversations, consistent with the existing Equity Change Team Plan for 2019.

2020-2023

Each year the Equity Change Team will review the way people and groups within the department interact with each other and adjust the Equity Change Team Plan accordingly.

Task 1.4: Secure funding and optimize utilization of new administrative chief officers.

Three administrative chief officer positions were created in 2018 on an emergent basis, to enable the administration to make decisions, execute processes, and communicate with the department more effectively. The success of these positions will be determined by the capacity of the administration to respond to the needs of "the street" as well as those of the City and to execute elements of this strategic plan.

The administrative chief positions were created by reassigning three district chief officers to the administration. The department seeks to restore incident command capacity by obtaining permanent funding of the administrative officer positions, allowing the department to then restore command capacity on shift. The restored district-chief positions may be focused on citywide, on-shift efforts to improve safety, operational consistency, and training.

(Task 1.4, continued)

Timeline and Budgetary Implications:

2019

Positions are currently in place, after reallocation of district chief officer positions to meet emergent needs. Plans for 2020 budget will include request for permanent funding of administrative deputy chief positions. The pending 2018 SAFER Grant request (a request to the Federal Emergency Management Administration for multi-year subsidy of new firefighter positions) is linked to funding this staffing change.

2020

Add funding for 3 executive officers. Total cost is \$511,905.

2021- 2023

Budgetary implications are limited to annual increases in employee compensation costs.

Task 1.5: Expand and coordinate firefighter wellness initiatives.

Work with IAFF, Regions and HealthPartners, Medica, and other partners to implement programs that mitigate exposure to carcinogens, promote cardiac health and psychological and emotional wellness, and encourage personnel to remain functionally fit. These measures aim to improve performance, reduce injuries, and prevent illnesses. (The objective of enhanced employee wellness will also be integral to the improvements defined in Initiative 2, Facilities Restoration, below.)

Timeline:

2019

Health and wellness coordinator is in place. Work includes coordination with IAFF, Regions and HealthPartners, Medica, and other partners to implement programs that mitigate exposure to carcinogens, promote cardiac health and psychological and emotional wellness, and encourage personnel to remain functionally fit. These measures aim to improve performance, reduce injuries, and prevent illnesses.

2020

Contingent on partner- and grant driven funding, implement phased plans to:

- Replace non-functional exercise equipment in the stations.
- Clean or replace carpet in the stations (to reduce exposure to carcinogens).
- Increase attendance at group exercise classes,
- Engage professional resources to support holistic wellness (e.g., mental health professionals, chaplains for spiritual wellness, physical and occupational therapists, nutritionists)

2021-2023

Continue phased implementation of measures put in place in 2020. Continue working with the firefighters to implement services and programs that promote overall wellness.

Initiative 2: Facilities Restoration

The Saint Paul Fire Department has long deferred investment in replacement and update of facilities, including many fire stations, our training facilities, and our vehicle maintenance facility. Fire stations do not meet standards for safe and effective workplaces; this is especially true as we strive to increase the number of female firefighters. Because of deficiencies in the training facility, we were forced to use the Minneapolis Fire Department's training facility for our most recent recruit academy. As stated above, the Public Safety Garage is likewise inadequate to maintain modern fire apparatus.

We can no longer continue to "make do" with facilities that do not support effective, safe operations; healthy employees; or respectful and constructive workplace cultures. We recognize that achieving the objectives of this initiative in full will take many years; these long timelines and budgetary realities make it imperative that we begin immediately.

In terms of the strategic objectives defined in the previous section, the primary goals of this initiative are to:

1. Address critical facilities shortcomings
2. Strengthen firefighter wellness initiatives

We will accomplish these goals by means of the following tasks.

Initiative 2 Tasks:

Task 2.1: Replace Station 7 with a fully functional station in the optimal location to serve the East Side

Funds have already been appropriated for study and planning. This priority building project should result in a station scaled to the emergency response needs of that area. The station must also support a gender-inclusive workforce, with room for fitness and wellness activities, and should be designed consistent with best practices in cancer risk mitigation.

Timeline and Budgetary Implications:

2019

Station 7 replacement planning is underway. Phase 1 (site selection, schematic design, soil testing, property survey, and architectural design) will be completed in 2019. \$500,000 has been allocated for Phase 1.

2020

Continue moving forward on station build. Goal is to begin operations in the new station by early 2021, contingent on funding. The department has submitted the five-year capital project plan to the City Office of Financial Services. The projected cost to replace Station 7 is \$6,365,950

Task 2.2: Replace Station 20 with a fully functional station in the best location to serve the Midway area

Site selection has not begun; this station should be located and designed based on an overall asset deployment strategy and should reflect the same functionality described in Task 2.1, above.

Timeline and Budgetary Implications:

2019

Need has been identified in 2019 five-year capital project plan.

2020

Goal to complete phase 1 (site selection, schematic design, soil testing, property survey, and architectural design) in 2020. Budget is reflected in overall project budget, detailed below.

2021

Identify funding sources and continue planning. The projected overall cost to replace Station 20 is \$8,184,000.

Task 2.3: Replace Public Safety Garage facilities

The current garage bays are not large enough to safely and effectively service the department's ladder trucks (seven front-line units, plus reserve units) or tilt-cab heavy rescue apparatus (three front-line units). Garage doors in all but one bay are 12 feet high; future engines are likely to exceed that height as well. Plans exist for a transition to a new facility, but these plans require updating and revision based on a current and thorough technical needs assessment.

Timeline and Budgetary Implications:

2019

Need has been identified in 2019 five-year capital project plan.

2020-2023

Identify site, secure funding.

2022

The projected cost to replace the Public Safety Garage Facilities is \$8,689,860.

2.4 Develop a highly functional training facility.

The current training facility needs significant expansion and renovation to restore full hands-on training capabilities as well as adequate classroom, office, and storage spaces. The Department needs a functional facility for recruit academies as well as for training current personnel. That facility should also include facilities to support the departmental wellness efforts outlined in initiative 1, above. This is a longer-term project; planning efforts should include exploring partnerships with other agencies for shared training facilities.

Timeline:

2019

Need has been identified in 2019 five-year capital project plan.

2020

Create finance partners, identify funding, create detailed facility plan.

2021-2023

Continue moving forward with facility build.

2023

The projected cost to replace the Fire Training/Health and Wellness Facility is \$17,746,523.

Task 2.5: Adjust ongoing facilities maintenance budgets.

The budget to maintain all facilities has been flat for more than 10 years. This level of funding has failed to account for increased costs such as replacement fixtures, appliances, building supplies, maintenance supplies, labor, etc. It also has not addressed the increasing maintenance needs of aging facilities. This management practice had led to deferred maintenance and contributed to a widespread degradation of workplace facilities.

Timeline and Budgetary Implications:

2019

Needs analysis is underway. Incremental budget increases will be required to maintain aging facilities and to address backlog of deferred maintenance of facilities. The current estimated need is approximately \$60,000/year in additional funding. Future-year budget requests will reflect this increasingly-urgent need.

2020

\$60,000 increase to building maintenance budget.

2021 - 2023

If the additional funding in 2020 is approved, an additional 5% will be added annually (e.g., a \$3,000 increase in 2021).

Initiative 3: Operational Excellence

SPFD personnel are justly proud of our capabilities and of the work that we do responding to the needs of our community every day. The focus of this initiative is to assure that the quality and consistency of all aspects of our emergency response are maintained and enhanced, especially in the face of continuously-rising call volumes. This initiative will address capabilities and practices across all types of emergency response.

In terms of the strategic objectives defined in the previous section, the primary goals of this initiative are to:

1. Enhance training and professional development programs.
2. Assure sustainable capabilities for response.
3. Accelerate and prioritize acquisition of critical equipment for EMS and fire suppression.

We will accomplish these goals in terms of the following tasks.

Initiative 3 Tasks:

Task 3.1: Establish/expand response guidelines to enhance operational consistency.

Convene committee(s) to develop clear expectations for critical emergency response processes and activities. Update training and expand use of formal and informal after-action review processes. Emergency response expectations can inform FTO program (Task 3.2, below) as well as enhanced on-shift training (Task 3.4, below). Because EMS responses are already guideline-driven, initial focus should be on fire suppression and other emergency responses.

Timeline:

2019

This effort will begin in 2020.

2020

Create a team to study response guidelines. Work to establish and expand the guidelines.

2021-2023

Future work will depend on the findings of the team.

3.2 Develop field training officer (FTO) program for recruit academy graduates.

Firefighters will be trained to serve as FTOs to new firefighters: response partners, mentors, and performance evaluators during a defined period, and with defined processes. Expectations developed in Action 3.1, above, will inform the curriculum and standards for the FTO program. Shift scheduling and bid processes will pose a significant implementation challenge.

Timeline:

2019

This effort will begin in 2020.

2020

Form a team to begin drafting an FTO program with goal of piloting the program in 2020.

2021

Make any adjustments to the program and roll out with all recruit academy graduates in 2021.

2022-2023

Continue to improve the program and use with all recruit academy graduates.

Task 3.3: Develop structured mentorship programs for newly-promoted officers

Develop or update task and content books for each role; these books contain expectations, instructions, and practical advice for officers. Prepare experienced officers of all ranks to serve as mentors to new officers, sharing experiences, and avoiding (or at least learning from) errors. Short-term redundant staffing would facilitate shared learning; the cost and logistical implications of these measures will be considered in the planning stage, along with various options for implementation. Mentor roles will not be evaluative in nature; the goal will be peer support early in a person's service in a leadership role.

Timeline:

2019

Planning will begin in 2020

2020

Convene a committee to lead in this effort. Gather input from new and experienced officers concerning the possible benefits and desired features of a mentorship program. Define budgetary needs for initial design and pilot process.

2021

Develop an implementation plan with budgetary implications for full rollout and ongoing implementation. Design and pilot a mentorship program pursuant to that plan and budget.

2022

Assess pilot program and expand implementation based on results. Implement program assessment and continuous improvement processes for expanded program.

2023

Continue implementation pursuant to the plan and results of program assessment.

Task 3.4: Enhance support for on-shift training and continuous improvement processes

Expand use of EMS run reviews, Quality Assurance/Quality Improvement processes, and operational after-action review processes for all emergency responses. Lead these constructive conversations internally, in addition to processes driven by medical direction. When administrative deputy chief funding is established (see Task 1.5, above), district chief officers can drive these efforts, working with captains to conduct reviews and discussions as part of on-shift training programs. Output from these processes can also inform efforts to improve dispatch processes in partnership with Ramsey County Emergency Communications Center (RCECC) (See Task 4.2, below).

Timeline:

2019

Effort to begin in 2020.

2020-2023

This effort will be led by an on-shift chief officer position, supported by the requested funding of the administrative deputy chief officers. With those positions filled, efforts can begin in 2020 and be fully implemented by 2022.

Task 3.5: Staffing. Continue implementation of BLS emergency response program. Increase sworn staffing to address near-term and mid-term projected run volumes.

Staffing growth in 2019 is driven by implementation of the BLS emergency response program. The goals of this program are to provide excellent care and service to all EMS patients, by assigning the right resource for each call. This will contribute to the city-wide availability of ALS and fire suppression personnel.

Firefighter staffing must also increase. Overall demand for emergency services (EMS response, fire suppression, and all-hazard response) continues to grow. Projected run volume increases based on current trends support a need for an additional 6 sworn firefighters added each year for the next three years. Expanded demand from new city development may increase this demand; we will revisit this projection annually. Note that budgetary implications, below, do not reflect the offsetting impact of reduced overtime expenses when staffing is increased.

Timeline and Budgetary Implications:

2019

BLS emergency response program initiation in 2019. Broader staffing plans to meet run volumes including fire suppression and EMS, will be an ongoing process.

2020

Addition of six sworn firefighters; projected cost is \$530,040.

2021

Addition of six sworn firefighters; projected cost is \$543,291.

2022

Addition of six sworn firefighters; projected cost is \$556,873.

2023

Staffing request will be determined by analysis of run volume and staff utilization

3.6 Build and maintain adequate equipment inventory. Update fleet capital replacement plans

Acquire EMS and fire suppression equipment adequate to maintain fully-equipped units. Establish budgeted funding to maintain and replace equipment purchased through grants. Develop and maintain a priority list for future purchases to optimize use of available funds. Realign capital equipment budget levels and processes to support continued fleet updates.

Timeline and Budgetary Implications:

2019

The 2019 budget reflects the City's vehicle replacement plan, which does not keep pace with actual fleet replacement costs. Establish process for equipment requests contingent on available outside funding; this is a needs list that will allow the department to prioritize needs on an ongoing basis.

2020

Vehicle replacement plan: 3 engines, 2 ambulances, and 1 Chief vehicle. The projected cost of these acquisitions is \$2,431,086. The current capital budget reflects a shortfall of approximately \$1.1M.

2021

Vehicle replacement plan: 3 engines, 2 ambulances, and 1 Chief vehicle. The projected cost of these acquisitions is \$2,536,611. The current capital budget reflects a shortfall of approximately \$1.2M.

2022

Vehicle replacement plan: 1 ladder, 1 engine, 2 ambulances, and 1 Chief vehicle. The projected cost of these acquisitions is \$2,805,548. The current capital budget reflects a shortfall of approximately \$1.5M.

2023

Vehicle replacement plan: 1 ladder, 1 engine, 2 ambulances, and 1 Chief vehicle. The projected cost of these acquisitions is \$2,945,825. The current capital budget reflects a shortfall of approximately \$1.6M.



Initiative 4: Partner and Stakeholder Relationships

The SPFD is part of a complex web of relationships dedicated to serving and protecting the public. This initiative recognizes the essential nature of relationships with employees and their collective bargaining representatives, City leadership and fellow departments, and many other agencies and individuals. This initiative organizes ongoing efforts to maintain and/or strengthen these key relationships.

In terms of the strategic objectives defined in the previous section, the primary goals of this initiative are to:

1. Strengthen stakeholder relationships to support excellent service delivery.
2. Strengthen firefighter wellness initiatives.
3. Assure sustainable capabilities for response.

We will accomplish these goals in terms of the following tasks.

Initiative 4 Tasks:

Task 4.1: Continue to strengthen labor-management relationships.

The recent merger of locals into a single unit, IAFF Local 21, represents an opportunity to assure that all constituencies are appropriately represented, and that labor and management leaders are working together to promote excellent public service, sound stewardship of resources, and fairness. Our shared priorities include worker safety and appropriate workplace conditions, as well as a constructive and respectful organizational culture. The success of virtually every strategic initiative and action depends on this fundamental collaboration. Expanded capacity in the administration will support ongoing constructive discussions with union leadership and create more opportunities to interact in implementation of multiple strategic initiatives, up and down the chain of command.

Timeline:

2019-2023

This is an ongoing process. The 2019 budget process and this strategic plan each reflect successful collaboration and a shared perspective of labor and management.

4.2 Work with Ramsey County Emergency Communications Center (RCECC) on continuous improvement of emergency communications.

The expansion of BLS crews responding to 911 calls offers a specific opportunity to deepen collaboration with RCECC for the purpose of continuous improvement of all EMS and emergency response. RCECC is a critical link in service delivery.

Timeline:

2019

SPFD will continue to participate in RCECC fire work group. Topics in 2019 will include use of medical triage guidelines and effective support for fireground incident command.

2020-2023

Use the RCECC Work Group as the main forum for ongoing collaboration to drive continuous improvement.

Task 4.3: Extend multifaceted relationships with community schools.

Saint Paul's schools (district, charter, and private) are potentially invaluable partners in promoting lifelong learning around safety, health and risk prevention. Very often entire families are impacted by safety messages delivered in school. Moreover, secondary schools can be excellent venues for longer-term recruiting strategies, attracting community members to the SPFD.

Timeline:

2019

Current efforts will remain in place. Enhanced relationship-building will be a focus in future years.

2020

Work with Saint Paul high schools to build relationships with students. Goal is for firefighters to visit program schools twice per year.

2021

Continue working with high schools, expanding relationships to include a one-on-one youth mentorship program connecting firefighters and youth. Expand firefighter site visits to four times per year.

2022-2023

Evaluate youth mentorship program and adjust as necessary.

Task 4.4: Seek additional institutional relationships to extend reach of public education and outreach efforts.

Seek and build new relationships for outreach and public education programming. Examples of suitable institutional partners may range from public libraries to organizations supporting home schooling; the aim is to extend community risk reduction efforts.

Timeline:

2019

Current efforts will remain in place. Enhanced relationship building will be a focus in future years.

2020

Work with Equity Change Team to explore additional institutional relationships

2021-2023

Work to be defined in intervening years.



Task 4.5: Build relationships with healthcare and housing service providers.

Lack of understanding on the part of many of these organizations and their residents can lead to overuse or misuse of emergency services, where residents are not well-served and public resources are not well-spent. Building relationships with these providers offers an opportunity to educate them about how to use SPFD services, and for SPFD to learn how we can better serve residents in those settings.

Timeline:

2019

Current efforts will remain in place; in 2019 we will use call data and existing contacts to prioritize future efforts for maximum impact.

2020-2023

Future years will include concerted efforts to strengthen working relationships with these stakeholders.

Task 4.6: Continue work with Saint Paul Police Department and Metropolitan Transit Police Department (MTCPPD) to expand outreach and to solve problems.

SPFD and SPPD already work together on a many efforts and issues, from joint call response to SPFD presence alongside Police at all Safe Summer Nights events. SPFD will continue working with SPPD Community Engagement, Mental Health, and other units to identify and address community problems and to enhance service to all populations in the City where opportunities to do so exist. Close collaboration with MTCPPD is likewise ongoing.

Timeline:

2019

This is an ongoing effort that takes place daily, aligned with ongoing operations.

2020-2023

Analyze interactions and how to strengthen relationship between departments, make ongoing adjustments.

Conclusion

This strategic plan articulates the Saint Paul Fire Department's mission and scope of capabilities and lays out specific initiatives to assure that the Department will be aligned to best serve the City and the people of Saint Paul, effectively and efficiently. The plan reflects thoughtful input from formal and informal leaders throughout the Department.

The plan is also framed to be flexible, and sensitive to limited resources and to the inevitability of change. The pace of implementation will be affected by the availability of funds, and by other demands facing the Department at any given time. We aim to partner with City Leadership and other departments to achieve our strategic objectives as cost-effectively and efficiently as possible.



Appendix: Strategic Planning Process Overview

This plan was undertaken by Saint Paul Fire Department Leadership, led by the Fire Chief and a Strategic Planning Team, with input from members of all ranks and representing all areas of the department. The Department engaged Dr. Charles Weinstein of Ethical Leaders in Action to facilitate the gathering of input and the compilation of the report. Weinstein has worked with the SPFD in the past and his firm, based in Saint Paul, specializes in serving public safety agencies.

Our approach was iterative and collaborative:

- The senior chief officers provided initial input, which framed a kickoff planning session with the Strategic Planning Team.
- Individual interviews and group working sessions provided input to inform the creation of a preliminary rough draft strategic plan. That plan was reviewed and substantially improved by the Strategic Planning Team.
- Chief Officers and subject matter experts from within the department provided additional input to inform the creation of a preliminary complete draft, which was also reviewed by the Strategic Planning Team.
- Additional input led to the creation of a final Strategic Plan, which was reviewed by the Strategic Planning Team.

The strategic plan will be respectfully submitted in draft form to the Mayor's staff, and ultimately presented to the Mayor and City Council. Results will also be shared with all contributors, listed below.

The strategic Planning Team consisted of the following members (in alphabetical order):

- Kenneth Adams, Deputy Chief, EMS Division
- Michael Gaede, Assistant Fire Chief
- Stacy Hohertz, Deputy Chief, Operations Division
- Butch Inks, Fire Chief
- Dennis Hall, Captain and IAFF Local 21 Secretary
- Jill LaCasse, Finance Manager
- Bridget Morales, Administrative Manager
- Thomas McDonough, Deputy Chief of Training
- Jeramiah Melquist, Captain and IAFF Local 21 Treasurer
- Roy Mokosso, Deputy Chief of Fire Investigations
- Steven Sampson, Deputy Chief, Operations Division
- Matthew Simpson, Assistant Fire Chief
- Michael Smith, Captain and IAFF Local 21 President

This team met multiple times at each stage of the process to guide and inform the strategic development process. This included a mid-point review of the strategic situation summary, SLOT analysis, and a preliminary set of initiatives, a second interim review of the initiatives developed into tasks, and a final review of a full draft of the strategic plan.

In addition to the strategy committee, the following groups participated in working sessions to define and/or refine aspects of the strategic plan:

- The SPFD EMS Committee
- The SPFD Innovation Team
- IAFF Local 21 Executive Committee
- District Chiefs who were former elected leaders of Local 3939

We also conducted individual interviews, including:

- Fire Chief Inks; Assistant Chiefs Simpson and Gaede; Finance Manager LaCasse
- Deputy Chief of Training Thomas McDonough
- Deputy Chief of Fire Investigations, Roy Mokosso, discussing fire prevention and public education
- David Hiveley, Facilities Manager
- Glen Kadrlik, Public Safety Garage Manager
- Shannon Urhammer and Karoline Finlay, administrative employees

Key written resources included:

- The City of St. Paul's *Budget Proposal Highlights: Our City, Our Budget*
- Departmental policies and guidelines.
- Departmental public and internal communication, including
- Draft materials from the Equity Change team and the Innovation Team regarding departmental mission and values.
- *Delivery of Services Analysis of The Saint Paul Fire Department*, by TriData LLC, completed in 2017.
- The Comprehensive Management Study by TriData LLC, completed in 2007
- The most recent *SPFD Strategic Plan*, completed in 2007 and last updated in 2008

The above documents were considered in early stages of the strategic planning process, primarily to raise questions for consideration throughout the process. The respective ages of the above documents – the strategic plans and analysis in particular were more than a decade out of date - were taken into account during that review. Care was taken to assure that our planning process was informed by previous work as well as by the perspectives of many department members.