



Saint Paul Minnesota
A city that works for everyone

Strategic Plan Presentation to the City Council

**April 17, 2019
Fire Department**



Strategic Plan Goals (p.2)

- Align Department's mission with the City's core values and Three Pillars.
- Strengthen our capacity to serve the City of Saint Paul
 - Resilience
 - Sustainability
 - Cost Effectiveness
- Roadmap to guide SPFD five years and beyond
 1. Leadership and Inclusion
 2. Facilities Restoration
 3. Operational Excellence
 4. Partner and Stakeholder Relationships

Strategic Planning Process (p.4)

- Started with the City's Values and Pillars
 - Public Safety Focus
 - Excellent Public Service
 - Sound Stewardship of Resources
 - Fairness
- Engaged the all levels of SPFD through committees, working sessions, and individual interviews
 - Innovation Team
 - Equity Change Team
 - EMS Committee
 - Safety Committee
 - Local 21/3939 Input
 - Public Svc Garage / Facilities Mgmt

SPFD Mission Statement (p. 7)

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.

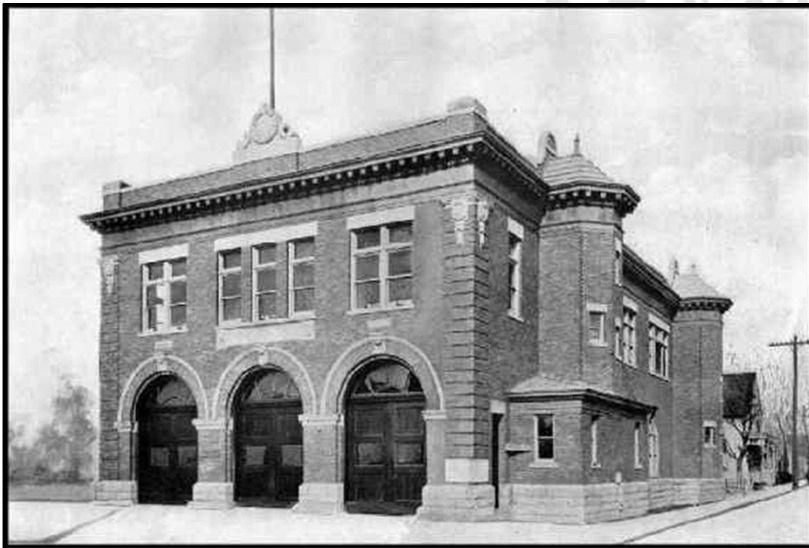


SPFD Values (p. 7)

- **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 Plan Objectives (p.19)

- Strategic Objectives
 - 8 specific objectives that seek to improve
 - Workforce, culture and leadership
 - Facilities, fleet, and equipment
 - Operational practices
 - Stakeholder relationships



Strategic Objective #1

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

- **Lead a sustained, department wide conversation and effort regarding organizational culture.**
- **Secure funding and optimize utilization of new administrative chief officers.**
- **Focused planning for tomorrows emergencies, not just responding to calls for service today.**
 - Development of BLS, EMS Academy, & Station 51
 - Grant writing / Strategic planning
 - Data analyses / Fire review board
 - Policy review and analyses

Strategic Objective #2

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

- **Work with City Human Resources to restructure candidate application and selection processes.**
 - Civil Service Rule #8
 - 45% Expanded Certification
- **Re-vamp recruiting processes to expand and diversify pool of qualified applicants.**



Strategic Objective #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.

- Expand and coordinate firefighter wellness initiatives.
- Develop a highly functional training facility.



Strategic Objective #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.

- **Replace Station 7 with a fully functional station in the optimal location to serve the East Side.**
- **Replace Station 20 with a fully functional station in the best location to serve the Midway area.**
- **Replace Public Safety Garage facilities.**
- **Adjust ongoing facilities maintenance budgets.**

Strategic Objective #5

Enhance training and professional development.

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.

- **Establish/expand response guidelines to enhance operational consistency.**
- **Develop FTO program for recruit academy graduates.**
- **Mentorship programs for newly promoted officers.**
- **Enhance support for on-shift training and continuous improvement processes.**

Strategic Objective #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.

- **Increase sworn staffing to address the projected increase run volumes.**
 - **Continue implementation of the BLS program.**
 - **6 sworn FTE positions.**

Strategic Objective #7

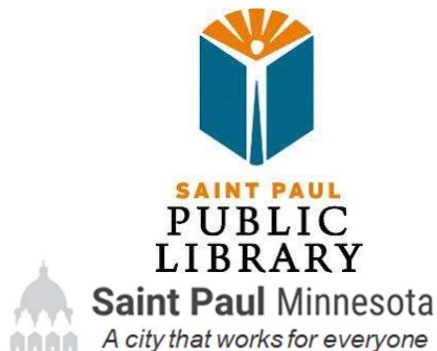
Accelerate and prioritize acquisition of critical equipment for EMS and fire suppression. Incrementally expand primarily medical equipment necessary to keep front-line ambulances equipped when units are in for repair. Develop longer-range strategic list of acquisitions to optimize use of available funding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

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

Strategic Objective #8

Strengthen stakeholder relationships to support excellent service delivery. Expand public safety education and community outreach; build relationships with employees, city leadership, fellow departments and external agencies.

- Work with schools, health care facilities, assisted living, and supportive housing service providers.
- Ramsey Co. Comm Center
- Saint Paul Police
- Parks / Libraries / DSI / PED / Public Works
- Labor Management – Local 21



Initiatives and Budget Implications (1 of 2)

- Leadership and Inclusion
 - Expand leadership capacity
 - Funding for Administrative Chief Officers
 - Total cost is \$511,905
 - Develop leaders
 - Clarify career paths
 - Revamp recruiting and hiring processes
 - Focus on inclusive culture development

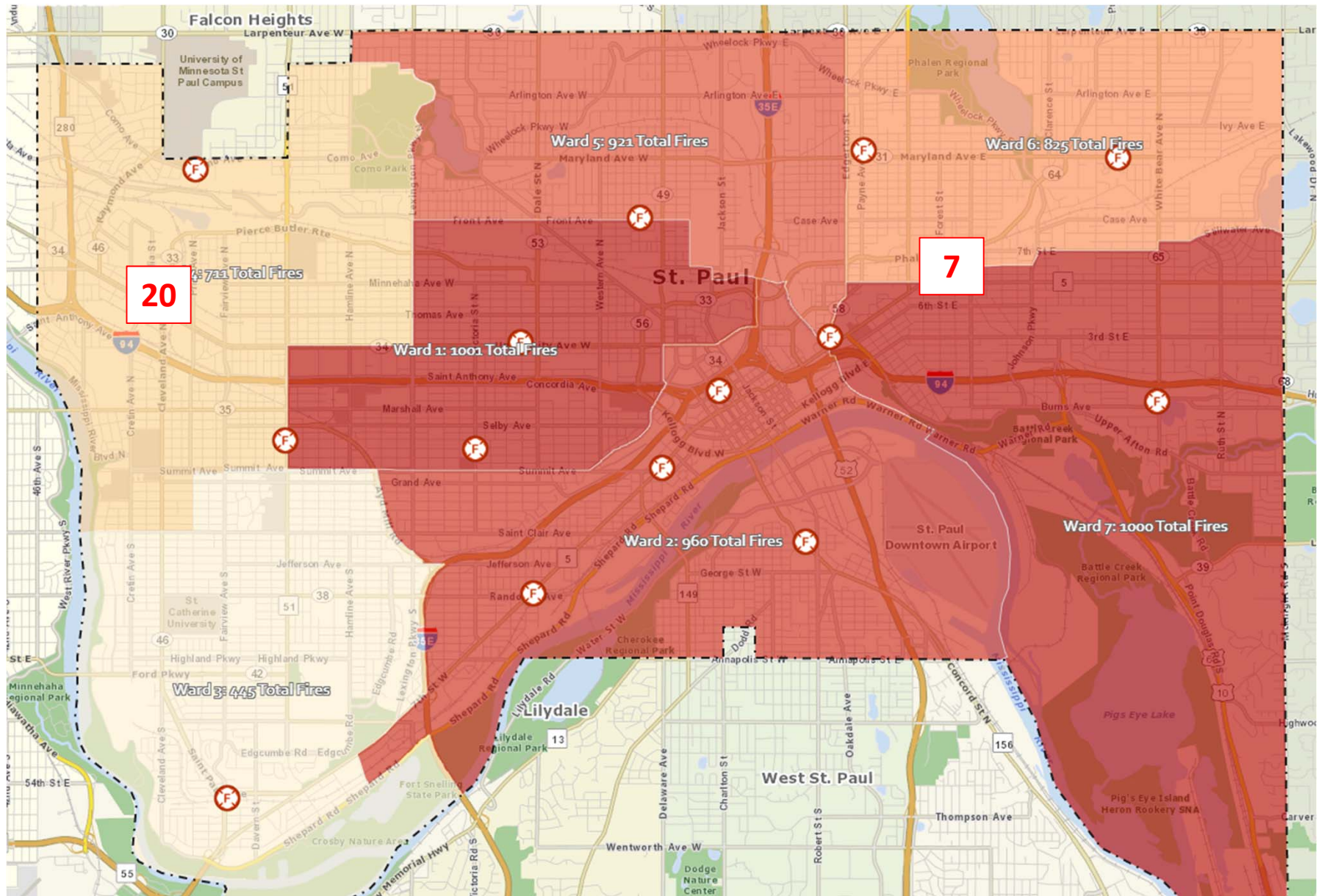


Initiatives and Budget Implications (2 of 2)

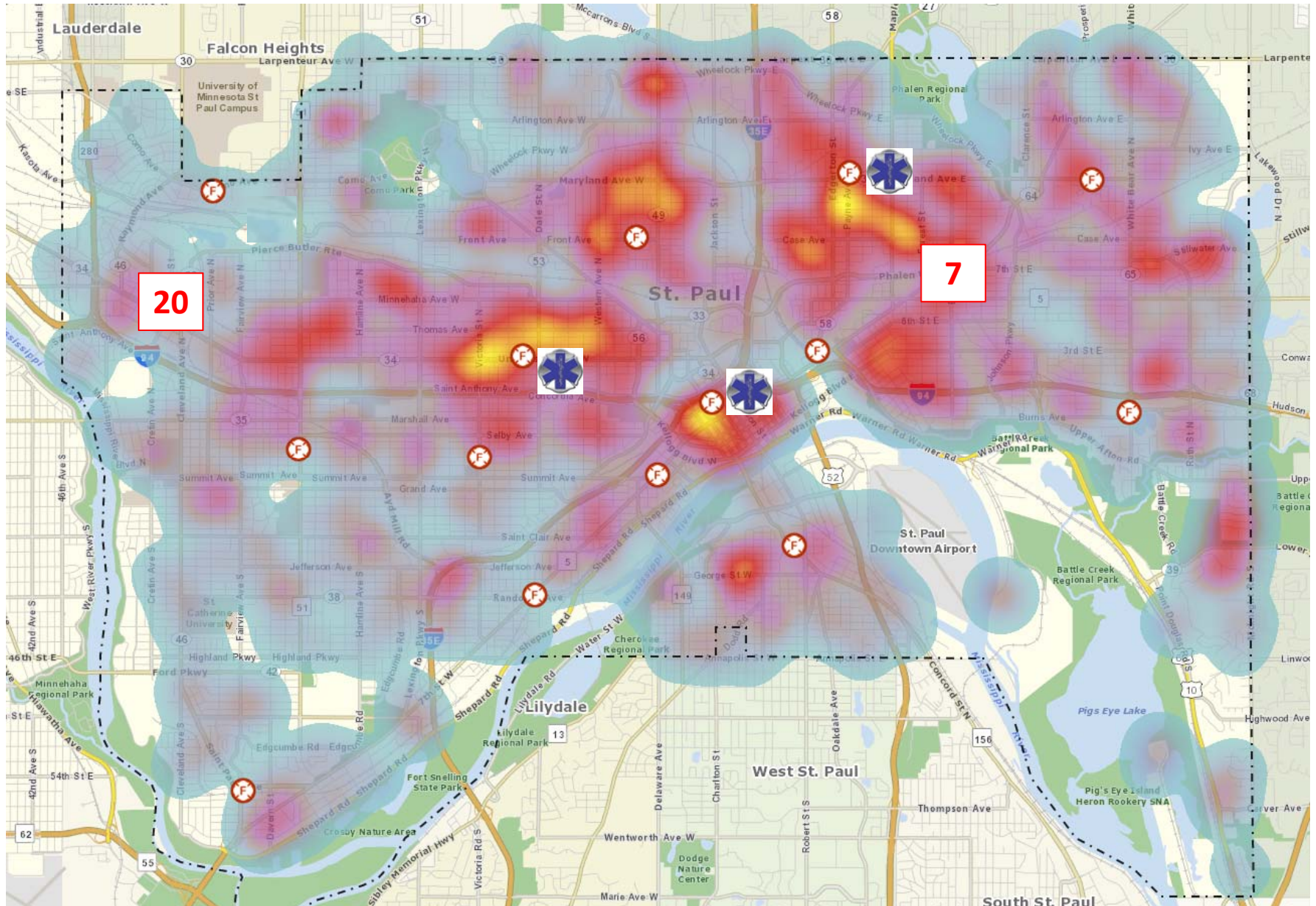
- Facilities Restoration
 - Replace station 7, Eastside - \$6.4 M
 - Replace station 20, Midway - \$8.2 M
 - Update stations to support wellness and an inclusive culture
 - Highly functional training/wellness center - \$17.8 M
 - Replace public safety garage facilities - \$8.7 M
 - \$60K annual maintenance budget adjustment



Structure Fires 2014-2018 by Wards



Structure Fire Hot Spots 2014-2018



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Questions



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