

# Saint Cloud, Minnesota

Spring 2005



## Fire Department Strategic Plan



*EMERGENCY SERVICES CONSULTING inc.*

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## **ACKNOWLEDGEMENTS**

Emergency Services Consulting, Inc., acknowledges the Strategic Planning Group for their participation and input into the Customer Centered Strategic Planning Process. Special thanks go to Chief Bill Mund for his leadership and commitment to the process.

Our particular thanks go out to members of Saint Cloud Fire Department for the assistance and resources made available to Emergency Services Consulting Inc in order to complete this strategic plan. We would also like to thank the citizens who contributed to the creation of this strategic plan. The development of this plan was truly a “team effort”.

### **Saint Cloud Fire Department Strategic Planning Group:**

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<i>Tom Zabinski-Volunteer Chief</i>	<i>Joe Cordie-Volunteer Captain</i>	<i>Joel Jacobs-Volunteer Lt</i>
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## **EXECUTIVE SUMMARY**

The Customer Centered Strategic Planning process accomplished more than just the development of a document. It challenged the membership of Saint Cloud Fire Department to look critically at paradigms, values, philosophies, beliefs, and desires. It challenged individuals to work in the best interest of the “team.” In addition, it provided the membership with an opportunity to participate in the development of their organizations long-term direction and focus. The members of the Saint Cloud Fire Department Strategic Planning Group and the Citizen’s Input Group did an outstanding job in committing to this important project and seeing it to final form.

### **Mission, Vision and Values**

Clearly stated and intentionally simplistic, **Saint Cloud Fire Department Mission** accurately describes the organizations general purpose.

***“Dedicated to protecting life and property in our community  
through professionally delivered fire prevention  
and emergency services.”***

Building on this mission, the membership was asked to identify **Vision** statements, thus establishing targets of excellence for the future. The following were among the identified vision statements:

- ***a team whose members are effective, empowered and enthusiastic***
- ***recognized as a regional leader***
- ***enthusiastically supported by our community***
- ***well trained in a multitude of specialized skills***
- ***equipment will be dependable, capable and consistent with the needs of the community***
- ***a unified and functional organizational structure***
- ***adequate facilities, properly located and designed***
- ***adequate duty staffing to safely and successfully meet our service demand***
- ***effectively blending both full-time and paid-on-call firefighting personnel***
- ***integration of our emergency medical response capability with other service providers***
- ***appropriate and progressive continuing education***
- ***utilization of a technically capable communications center***
- ***a progressive, reliable records management system***

Recognizing that its collective personality and the values of its members enhance the organization, the Saint Cloud Fire Department staff declared a set of **Values** that included such core words as:

*...quality services, fiscal responsibility, ethics and integrity, courtesy and respect, open and honest communications, continuous improvement, visionary, balancing individual, family and organizational growth, reasonable balance of personal risk, teamwork, empowerment and knowledge*

### **Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis**

The SWOT Analysis required Saint Cloud Fire Department to look candidly at its strengths and weaknesses and to identify opportunities and threats facing the Saint Cloud Fire Department. The Planning Team spent time analyzing these internal and external issues facing the organization and then focused on those issues considered most critical to its effectiveness and welfare.

### **Customer Priority of Services, Customer Concerns, Expectations and Feedback**

The Citizens Advisory Group was asked to prioritize the services provided by Saint Cloud Fire Department. The following are those services in priority order:

1. *Fire Suppression*
2. *Basic Rescue*
3. *Emergency Medical "First Responder" Services*
4. *Advanced Technical Rescue*
5. *Fire Code Enforcement*
6. *Hazardous Materials Mitigation*
7. *Public Safety Education*

A key element of Saint Cloud Fire Department organizational philosophy is a high level of commitment to customers. The agency recognizes the importance of customer satisfaction. Critical customer expectations, concerns and other feedback were gathered from the Citizens Advisory Group and are included in this report.

**Goals, Objectives, Performance Measures and Targets**

Armed with the mission, vision, values, SWOT analysis, and customer priorities, expectations and concerns, the membership of Saint Cloud Fire Department focused on developing realistic strategic goals and objectives designed to guide the District into the future. The following organizational goals were identified:

*Goal 1 – Develop a fresh, functional, and unified organizational structure for the Saint Cloud Fire Department*

*Goal 2 – Integrate our emergency medical response capability with other service providers to ensure that the closest and most appropriate medical responder provides immediate service to the customer*

*Goal 3 – Implement a centralized records management system that can provide accessible & usable analysis data*

*Goal 4 – Improve service delivery by improving the strategic location and design of all fire service facilities*

*Goal 5 – Achieve an on-duty staffing availability of at least 17 personnel at all times by effectively utilizing full-time and paid on-call firefighting personnel*

*Goal 6 – Achieve the use of a technically superior communications center that efficiently dispatches personnel for emergency response and services*

*Goal 7 – Maintain an adequate and appropriately trained support staff for non-emergency programs, including prevention, training and administration*

*Goal 8 – Develop and implement a comprehensive training program that provides for continuous education and career preparation opportunities to all personnel*

This strategic plan provides a detailed roadmap into the future. It is a living, working document, and a “tool” to be used at all levels of the organization. Constant evaluation of outcomes is critical to determining the success of the organization’s efforts and direction. A set of sample **performance objectives** has been developed to provide a quantitative method to monitor performance. In addition, they include targets for maintenance or improvement of the specific measures.

## **THE CUSTOMER CENTERED STRATEGIC PLANNING PROCESS**

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase while dollars, and other resources, continue to shrink. These trends place increased pressure on the modern fire service manager, policy makers, full-time, and volunteer staff, to come up with ways to be more efficient and more effective. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services, with fewer resources. To do a more efficient job with the available resources organizations must set objectives based on constructive efforts, while eliminating programs that do not serve the customer.

To ensure that customer needs were incorporated, the Customer Centered Strategic Planning (CCSP) process was used to develop the Saint Cloud Fire Department's strategic plan. The CCSP process is a product of Emergency Services Consulting Inc of Wilsonville, Oregon. Businesses employ this type of process to identify market niches, allowing the service provider to focus efforts while reducing risk and wasted effort. This process was adapted to meet Saint Cloud Fire Department's specific needs.

This methodology has been adopted and utilized by the International Association of Fire Chiefs', the Western Fire Chiefs' Association, the Oregon Fire District Directors' Association, the Florida Fire Chiefs' Association and the Washington State Firefighters' Council. The CCSP process has proven very effective in all types and sizes of organizations and should serve as a model for emergency service providers for many years.

This document is the result of several strategic planning sessions and includes valuable citizen input. The participants of Saint Cloud Fire Department provided excellent input into this process. Their insights were invaluable in putting together the strategic plan. The participants took their work very seriously and accepted the challenge to develop a quality product.

**The CCSP Process Outline**

The specific steps of the CCSP process are as follows:

- ❑ Develop the Mission Statement, giving careful attention to the services currently provided and which logically can be provided in the future.
- ❑ Develop a Vision of the future.
- ❑ Establish the Values of the members of the organization.
- ❑ Identify the Strengths of the organization.
- ❑ Identify any Weaknesses of the organization.
- ❑ Identify areas of Opportunity for the organization.
- ❑ Identify potential Threats to the organization.
- ❑ Define the Services provided to the community.
- ❑ Establish the community's service priorities.
- ❑ Establish the community's expectations of the organization.
- ❑ Identify any concerns the community may have about the organization and its services.
- ❑ Identify those aspects of the organization and its services the community views positively.
- ❑ Establish realistic goals and objectives for the future.
- ❑ Identify implementation tasks for each objective.
- ❑ Define service outcomes in the form of measurable performance objectives and targets.
- ❑ Develop organizational and community commitment to the plan.



## **ORGANIZATIONAL BACKGROUND**

The Saint Cloud Fire Department is a department of the City of Saint Cloud. The department's jurisdiction encompasses all areas within the city limits of St. Cloud, along with an additional area served under contract with St. Augusta. The response area includes urban areas containing dense commercial and residential development, as well as suburban and rural areas. The department's jurisdiction is situated along the Mississippi River at the confluence of Stearns, Sherburne, and Benton Counties.

SCFD provides emergency services to a population of 63,807 in an area of roughly 60 square miles. These services are provided from six facilities located within the jurisdiction. The department maintains a fleet of vehicles including five fire engines, an aerial tower, two tankers, two aircraft crash/rescue vehicles, and three wildland firefighting vehicles. Several additional vehicles are available in a reserve fleet, not typically used for front-line service.

There are 82 individuals involved in delivering these services to the jurisdiction. The department is primarily managed by a Fire Chief, Deputy Chief, Administrative Secretary, three Assistant Chiefs, and the Fire Marshal. Primary staffing coverage for emergency response is provided by an on-duty shift strength of 14 personnel (at minimum staffing), supported by an active group of paid-on-call responders.

### **Saint Cloud Fire Department Strategic Planning Team**



## **THE MISSION STATEMENT**

The mission statement of an organization is intended to describe, in succinct terms, the purpose for the organization's existence. It articulates the principal reason for the organization's presence within the community.

The Saint Cloud Fire Department, through a consensus process, developed the mission statement below.

### **Saint Cloud Fire Department Mission Statement**

***“Dedicated to protecting life and property in our community through professionally delivered fire prevention and emergency services.”***

## THE VISION STATEMENTS

In addition to knowing who they are and understanding their beliefs, all successful organizations need to define where they expect to be in the future. After having established the organization's mission the next logical step is to establish a vision of what Saint Cloud Fire Department should be in the future. Vision statements provide targets of excellence that the organization will strive towards and provide a basis for their goals and objectives. The following vision statements were developed for Saint Cloud Fire Department.

### **Saint Cloud Fire Department Vision Statements**

***In the coming years, the Saint Cloud Fire Department will be a team whose members are effective, empowered and enthusiastic in their service. We will be recognized as a regional leader by our community, neighbors and peers and enthusiastically supported by our community which views us with pride, respect and confidence. Our mission will be accomplished by a physically fit, healthy and increasingly diverse work force, well trained in a multitude of specialized skills and empowered with a high level of involvement in our success. Our equipment will be dependable, capable and consistent with the needs of the community, embracing cutting-edge technology and emphasizing firefighter safety.***

***We will meet the challenges of the future through:***

- The implementation of a unified and functional organizational structure
- The development of adequate facilities, properly located and designed so as to provide optimum response and quality service delivery
- The consistent provision of adequate duty staffing to safely and successfully meet our service demand by effectively blending both full-time and paid-on-call firefighting personnel
- The use of adequate and appropriately trained staff to support prevention, training, and administration
- The integration of our emergency medical response capability with other service providers to ensure that the closest and most appropriate medical responder provides immediate service to the customer.
- The implementation of an appropriate and progressive continuing education plan for both career and paid-on-call firefighters
- The utilization of a technically capable communications center that efficiently dispatches personnel for emergency response and services
- Consistent analysis of critical data through a progressive, reliable records management system and computer network

## VALUES

Establishing values embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. Those assembled for the Saint Cloud Fire Department strategic planning process felt it absolutely necessary to declare the following statements of values for the organization.

### *Saint Cloud Fire Department Values*

**We believe that service to the public is our reason for being and strive to deliver quality services in a highly professional and cost-effective manner.**

**We believe that fiscal responsibility and the prudent stewardship of public funds is essential for citizen confidence in government.**

**We believe that ethics and integrity are foundations blocks of public trust and confidence and that all meaningful relationships are built on these values.**

**We believe that citizens are the owners of the City, that the fire department members work for the owners, and that all citizens are to be treated with the greatest of courtesy and respect.**

**We believe that open and honest communications is essential for an informed and involved citizenry and to foster a positive working environment for employees.**

**We believe that continuous improvement is the mark of professionalism and are committed to applying this principle to the services we offer and the development of our employees.**

**We believe that the very essence of leadership is to be visionary and to plan for the future.**

**We believe in the importance of balancing individual, family and organizational growth.**

**We believe in a reasonable balance of personal risk versus the value of life and property, and will continually strive to limit the danger faced by our employees to those times when it is absolutely necessary.**

**We believe in the value and promotion of teamwork.**

**We believe in the empowerment and knowledge of our employees, through which the success of our organization becomes the success of ourselves.**

The mission, vision, and values are the foundation of any successful organization. Every effort should be made to keep these current and meaningful so that the individuals who make up the organization are well-guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

## **STRENGTHS**

It is important for any organization to identify their strengths in order to assure they are capable of providing the services requested by customers and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the primary function of the business should be seriously review to evaluate the rate of return on precious staff time. Through a consensus process, the strengths of Saint Cloud Fire Department were identified.

### **Strengths of Saint Cloud Fire Department**

<b>Trained paid on call</b>	<b>Response time</b>
<b>Maps</b>	<b>Preplans</b>
<b>Technology/computers/thermal imagers/CGI</b>	<b>Apparatus/equipment/gear</b>
<b>Prevention (vehicles; code adoption; aggressive investigations)</b>	<b>State contract for hazmat response</b>
<b>EMS certification</b>	<b>Positive attitude of members</b>
<b>800mhz communication system</b>	<b>Interdepartmental cooperation</b>
<b>Executive planning</b>	<b>Quarterly meetings between Chief and Department</b>
<b>Comment survey card</b>	<b>New hire testing</b>
<b>Well trained in core services</b>	<b>Effective familiarization of equipment, building and systems</b>
<b>Labor management meetings/Internal communications</b>	

## **WEAKNESSES**

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization’s overall problems, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress.

### **Weaknesses of Saint Cloud Fire Department**

<b>Staffing (on-scene; administration/support; prevention)</b>	<b>Organizational structure</b>
<b>SOG/Policy manuals- poorly organized, duplicity</b>	<b>Station location</b>
<b>Condition and space needs of facilities</b>	<b>Inadequate training facilities</b>
<b>Financial limitations</b>	<b>Maintenance (staffing)</b>
<b>Lack of officer development program</b>	<b>Inefficient records management</b>
<b>IT (What is out there?)</b>	<b>Annual employee evaluations</b>
<b>Annual medical evaluations</b>	<b>Communicating with the customer</b>
<b>Department specific CIP</b>	<b>Dispatch (need dedicated dispatchers for fire)</b>
<b>Inadequate integration with activities of surrounding communities</b>	<b>Communication and orientation of governing body regarding fire service</b>
<b>Lack of performance objectives</b>	<b>Lack of productive fee structure</b>
<b>Inadequate cross-training with police and EMS</b>	<b>Inadequate fire alarm system education</b>
<b>Security of facilities (post 9-11)</b>	<b>Internal communications up and down the chain</b>
<b>Current response policy (dispatching; what we are sending to calls)</b>	<b>Equipment liability (having the right equipment to respond to all of our areas of response)</b>
<b>Probation evaluations</b>	<b>Promotional exam</b>
<b>Training disparity between career and paid on call</b>	<b>Define inspections schedule</b>

## **OPPORTUNITIES**

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for Saint Cloud Fire Department.

### **Opportunities for Saint Cloud Fire Department**

**Supportive Council**  
**Availability of federal grants**  
**Recent comprehensive fire protection study**  
**Growth of tax base**  
**Increased diversity within community**  
**Potential for relocation of stations**  
**Increased permit fees**  
**False alarm policy**  
**Availability of newer technology**  
**Contract areas (increased revenue)**  
**Potential for positive impact on EMS delivery**  
**Economic growth through future mass transit**

## **THREATS**

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified. By recognizing possible threats, an organization can greatly reduce the potential for loss.

### **Threats to Saint Cloud Fire Department**

**Limited funding opportunities**

**Growth of the community increasing service demand**

**Bridges/transportation**

**Increased diversity- language barriers**

**Rental conversions increasing call volume**

**Increased workload on already stretched staff**

**Impact of service demand from contract areas**

**Potential fees leading to disconnected alarms**

**The challenge of organizational change**

**Loss of LGA (Tax Freezes)**

## **SERVICES PROVIDED**

The Saint Cloud Fire Department was asked to identify the most important functions and services it provides and offers. It is important to identify these in order to assure they are consistent with the critical needs of its customers.

### **Services Provided by Saint Cloud Fire Department**

#### **Core Services**

- Fire Suppression
- Prevention
- Rescue
- Hazardous Materials Mitigation
- Emergency Medical Services
- Public Service

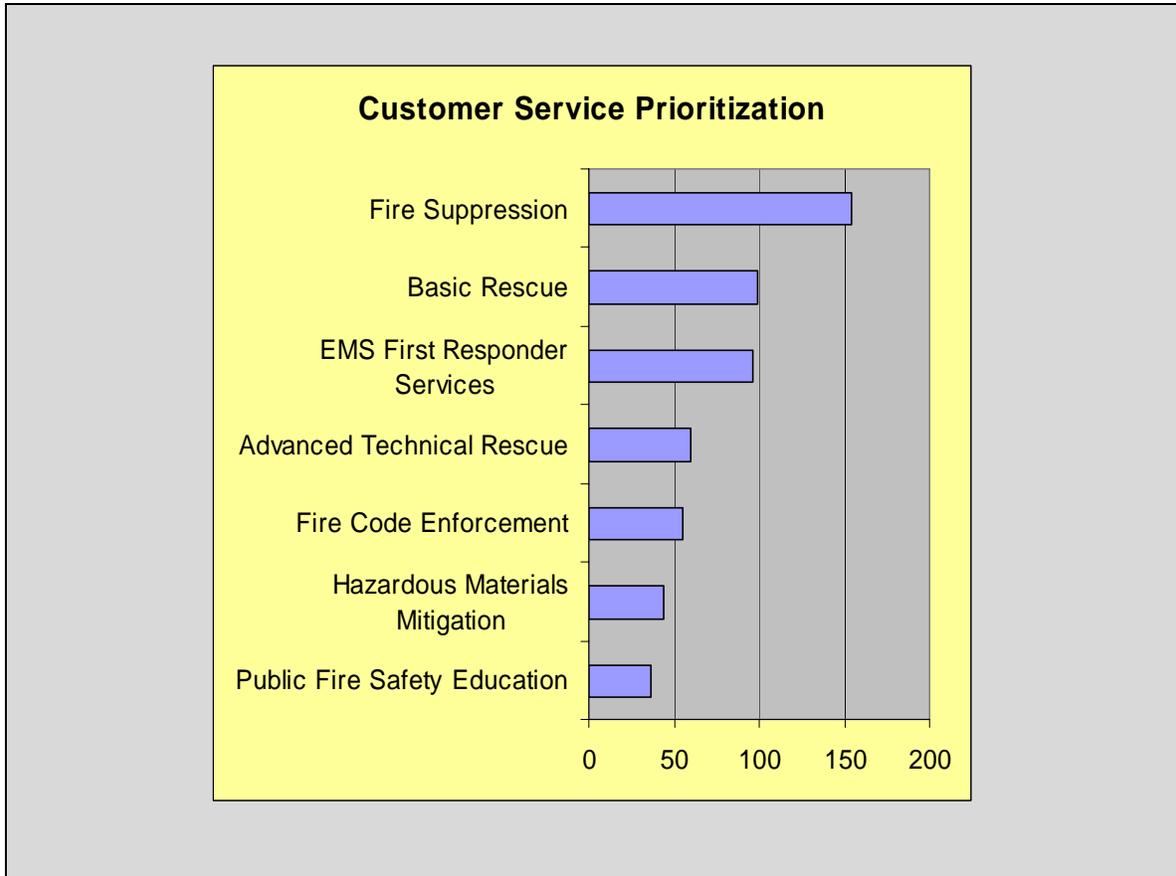
#### **Supporting Programs**

- Training
- Maintenance
- Dispatch/Communications
- Administration

## **CUSTOMER PRIORITIES**

In order to dedicate time, energy and resources on services most desired by its customers, Saint Cloud Fire Department needs to understand what the customers consider to be their priorities. The citizens group was asked to prioritize the services offered by Saint Cloud Fire Department through a process of direct comparison.

### **Service Priorities of the Customers of Saint Cloud Fire Department**



## **CUSTOMER EXPECTATIONS**

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the customer needs. In certain areas education on the level of service that is already available may be all that is needed.

The following are the expectations of the citizens group and the number of participants who listed them.

### **Customer Expectations of Saint Cloud Fire Department**

Courtesy towards customers	IIII
Job knowledge and proficiency	IIIIIIIIIIII
Fast response and actions	IIIIIIIIIIII
Qualified EMS first responders	IIII
Good equipment	IIII
Willingness to answer questions / customer communication skills	III
Cutting edge technology and training	III
Cooperation with others in the region	I
Reasonable cost for services	II
Effective prevention efforts	II
Adequate staffing	I

## **AREAS OF CUSTOMER CONCERN**

The Customer Centered Strategic Planning process would fall short and be incomplete without an expression from the customer of their concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system. However, they may also be perceptions of the customers based on lack of information or incorrect information.

### **Areas of Customer Concern of Saint Cloud Fire Department**

Volunteer staffed stations and their response time capability...

Duplication and redundancy with capabilities of neighbors in region...

Ability to get enough volunteers...

Need for personnel to empathize with customers... sensitivity to others...

Ability to personnel to find addresses and locations quickly...

Making certain they have enough resources and personnel...

The need for the department to be forward-thinking...

Sufficient preparation for natural disasters and WMD incidents...

Sufficient planning of streets and alleys to allow room for firetrucks to pass...

South side response times are way too long...

Division within the department between paid and on-call staff is counterproductive...

How to keep cost in line if not enough volunteers to help support career staff...

Should focus on reducing initial response times...

Not enough staff for all activities, including code enforcement...

Poor relationships between paid and volunteer...

Too much use of overtime...

Distance from some fire stations to certain areas...

## **POSITIVE CUSTOMER FEEDBACK**

Emergency Service Consulting, inc feels that for a strategic plan to be valid, the customer views on the strengths and image of the emergency services organization must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the customer-identified strengths may often help the organization overcome or offset some of the identified weaknesses.

### **Positive Customer Comments about Saint Cloud Fire Department**

Firefighters are strongly involved in the community...

The department is doing a splendid job...

It's great that the department is a combination of full and part-time on-call...

In twenty years as a resident, I've always been impressed with them...

Wonderful personnel...

The department strikes me as very professional; they take a lot of pride in their work...

Professional in all matters, embracing change as challenge for opportunity...

Care about the "special needs" community...

Very friendly, nice, and helpful...

Both full-time and volunteers are top quality...

Respected by the community as a whole...

They work hard to be the best they can be...

Competent and committed people...

Professional attitude...

They are an excellent part of the Saint Cloud community...

## **GOALS AND OBJECTIVES**

The Customer Centered Strategic Planning process, to this point, has dealt with establishing the mission, vision, and values of the organization. In addition, identification of strengths, weaknesses and needs of both the organization and customer was accomplished. In order to achieve the mission of Saint Cloud Fire Department, realistic goals and objectives must be established. Goals and objectives are imperative to provide the individual members with clear direction. In order to establish the goals and objectives the strategic planning group met a number of times to complete this critical process. As goals and objectives are management tools, they should be updated on an ongoing basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives (as well as the performance objectives included later in this document) should now become the focus of the efforts of Saint Cloud Fire Department. Great care was taken by the staff of Emergency Services Consulting Inc to ensure that the critical needs and areas of needed enhancement previously identified were addressed within the goals and objectives.

By following these goals and objectives carefully, the organization will be redirected and guided into the future. They should also greatly reduce the number of obstacles and distractions for the organization and its members.

The strategic planning group set priorities for the accomplishment of specific objectives. Those that carried higher priorities are scheduled for completion first and lower priority objectives scheduled later. Overall these goals and objectives provide very specific timelines for the next several two years and more general timelines beyond that. The leadership of Saint Cloud Fire Department should meet periodically to review progress towards these goals and objectives and adjust timelines and specific targets as needs and the environment change.

**Goal 1 – Develop a fresh, functional, and unified organizational structure for the Saint Cloud Fire Department**

**Objective 1-A: Develop an organizational structure to fully integrate the career and volunteer divisions**

**Timelines** Two months

**Critical Tasks:**

- Review master plan (recommended organizational chart) and current organizational chart.
- Develop an updated organizational chart draft.
- Present, review and receive input from all divisions within the fire department.
- Present proposed organizational chart to city administration for review and modification.
- Present proposed organizational chart to city council for approval.

**Objective 1-B: Develop and/or update job descriptions**

**Timelines** Four months

**Critical Tasks:**

- Review current job descriptions and update as needed
- Develop job descriptions for new positions identified in approved organization chart.
- Submit new/updated job description to HR for review and approval.
- Discuss and develop compensation packages for new positions.

**Objective 1-C: Implement new organizational structure**

**Timelines** Two months - ongoing

**Critical Tasks:**

- Review, update and merge current SOG, Policies, work rules, bylaws, etc
- Update work rules to include new positions.
- Conduct needs analysis and prioritize filling of new positions.
- Seek funding approval of new positions as appropriate.

**Objective 1-D: Develop and implement an ongoing evaluation process to determine the functionality and effectiveness of the new organizational structure**

**Timelines** Two months - ongoing

**Critical Tasks:**

- Establish review committee.
- Review previous goals, objectives and critical tasks.
- Establish review timeline/schedule
- Conduct periodic reviews.
- Review information and implement any changes in the appropriate manner.

**Goal 2 – Integrate our emergency medical response capability with other service providers to ensure that the closest and most appropriate medical responder provides immediate service to the customer**

**Objective 2-A: Analyze need and justification for change**

**Timelines** Two months

**Critical Tasks:**

- Determine existing response rate.
- Compare to accepted standards.
- Determine impact on police availability.
- Quantify cost to fire department.

**Objective 2-B: Obtain city-wide consensus that providing joint EMS is an effective idea**

**Timelines** Two months

**Critical Tasks:**

- Conduct meetings with all interested parties.
- Develop proposal for combined fire/police/ambulance service that quantifies cost.
- Present proposal to interested parties for refinement and buy in.
- Present to city administration.
- Present to city council for approval.

**Objective 2-C: Develop standard operating guidelines and policy**

**Timelines** One month

**Critical Tasks:**

- Review current applicable standard operating guidelines and policies.
- Receive input from all department personnel towards needed guidelines and policies.
- Develop dispatch guidelines.
- Develop scene safety policy.
- Develop incident reports policy.
- Establish a HIPPA compliance officer.

**Objective 2-D: Conduct Training**

**Timelines** Two months - ongoing

**Critical Tasks:**

- Conduct on scene patient care training with Goldcross/PD/Fire Department personnel.
- Conduct training on HIPPA laws.
- Conduct training on EMS report writing.
- Train dispatchers on dispatch guidelines.

**Objective 2-E: Implement guidelines and policies**

**Timelines** Two months

**Critical Tasks:**

- Determine an implementation date.
- Advise general public on fire department involvement in delivering EMS services.
- Purchase necessary supplies.

**Objective 2-F: Review effectiveness on a regular basis**

**Timelines** Monthly - ongoing

**Critical Tasks:**

- Create a review board.
- Establish regular scheduled meetings for the review board.
- Review board reports to administration on effectiveness of program.

**Goal 3 – Implement a centralized records management system that can provide accessible & usable analysis data (GIS, Maps, Payroll, etc)**

**Objective 3-A: Develop a research team of technically competent people with a vested interest in the outcome**

**Timelines** One month

**Critical Tasks:**

- Identify appropriate departments
- Identify team members
- Set meeting and agenda

**Objective 3-B: Evaluate current programs for strengths and weaknesses**

**Timelines** Three months

**Critical Tasks:**

- Identify current programs
- Identify strengths and weaknesses of current programs

**Objective 3-C: Determine current and future needs**

**Timelines** Three months

**Critical Tasks:**

- Assess current hardware and software needs
- Assess future hardware and software needs

**Objective 3-D: Identify resources to meet needs**

**Timelines** Six months

**Critical Tasks:**

- Research vendors
- Evaluate costs
- Evaluate time and training personnel commitment

**Objective 3-E: Select and implement programs**

**Timelines** Six months

**Critical Tasks:**

- Secure funding
- Conduct training
- Install timeline

**Objective 3-F: Develop system to assess technology to meet changing departmental needs**

**Timelines** Quarterly - ongoing

**Critical Tasks:**

- Set date for initial review
- Set schedule for periodic reviews

**Goal 4 – Improve service delivery by improving the strategic location and design of all fire service facilities**

**Objective 4-A: Determine the need and priority for facility improvements**

**Timelines** One month

**Critical Tasks:**

- Review fire department master plan and city facility assessment study.
- Determine all proposed fire department facility improvements.
- Establish priorities.

**Objective 4-B: Identify Costs**

**Timelines** Six months

**Critical Tasks:**

- Identify sites for new facilities.
- Develop preliminary plans for new facilities.
- Develop preliminary plans for renovation of existing facilities.
- Create cost estimates for all proposed plans.

**Objective 4-C: Funding Projects**

**Timelines** Three months

**Critical Tasks:**

- Identify available resources.
- Explore savings/cost sharing options from co-locating with other agencies.
- Explore state/federal grants.
- Explore other creative funding options.

**Objective 4-D: Determine phase in plan for improvements**

**Timelines** Six months

**Critical Tasks:**

- Reprioritize facility improvements based on identified cost and funding availability.
- Review phase in plan with planning department; include in city's capital improvement plan.
- Incorporate CIP recommendations into fire department annual budget requests.

**Goal 5 – Achieve an on-duty staffing availability of at least 17 personnel at all times by effectively utilizing full-time and paid on-call firefighting personnel**

**Objective 5-A: Research current staff levels and policies**

**Timelines** Two months

**Critical Tasks:**

- Assign a research team.
- Evaluate mid-term staffing strategies in master plan.

**Objective 5-B: Develop a plan to attain shift staffing assignment of 19**

**Timelines** Up to nine months

**Critical Tasks:**

- Budget for six (6) full-time firefighters.
- Assess SAFER grant opportunities.

**Objective 5-C: Develop a plan to integrate paid on-call and full-time staffing levels.**

**Timelines** Four months

**Critical Tasks:**

- Develop a policy for full staffing.
- Develop a policy for minimum staffing.

**Objective 5-D: Implement minimum and full staffing policies**

**Timelines** Two months - ongoing

**Critical Tasks:**

- Obtain Administrative approval.
- Train on policies.
- Complete implementation.
- Conduct periodic review assessment.

**Goal 6 – Achieve the use of a technically superior communications center that efficiently dispatches personnel for emergency response and services**

**Objective 6-A: Develop a team of technically competent personnel from departments with vested interest**

**Timelines** Two months

**Critical Tasks:**

- Identify participating departments.
- Assign a team.
- Review master plan.

**Objective 6-B: Identify deficiencies in current system**

**Timelines** Three months

**Critical Tasks:**

- Explain current system.
- Collect input from all parties.
- Analyze data.

**Objective 6-C: Determine Options (alternatives) for more efficient dispatching**

**Timelines** Six months

**Critical Tasks:**

- Research other dispatch centers.
- Develop list of options and costs.
- Meet with county and city administrators to discuss funding.
- Select option.

**Objective 6-D: Implement new dispatch system**

**Timelines** Three months - ongoing

**Critical Tasks:**

- Determine equipment and staffing needs.
- Train personnel.
- Conversion plan.
- Set review dates.

**Goal 7 – Maintain an adequate and appropriately trained support staff for non-emergency programs, including prevention, training and administration**

**Objective 7-A: Evaluate potential department efficiencies to meet future and existing need**

**Timelines** Six months

**Critical Tasks:**

- Review master plan for each function.
- Discuss each function with that supervisor(s) for potential streamlining and task prioritization.
- Investigate efficiencies through interdepartmental operations.
- Compare operations with other jurisdictions for best practices.

**Objective 7-B: Quantify short and mid-term staffing needs and costs**

**Timelines** Six months

**Critical Tasks:**

- Review recommendations of the master plan.
- Break out each function and review individually.
- Associate costs with any determined deficiencies.
- Prioritize short and mid-term needs and plan incremental staffing increases.

**Objective 7-C: Obtain financial resources to meet needs**

**Timelines** Up to nine months

**Critical Tasks:**

- Research available funding sources (grants, aid, etc).
- Explore additional local funding (permits, user fee's, etc).
- Explore benefits of contract areas.
- Explore creative funding sources.
- Bring recommendations to council.

**Objective 7-D: Establish favorable policies and environment for retention and hiring of staff**

**Timelines** Six months

**Critical Tasks:**

- Review salary and incentive packages for comparison with other cities.
- Review turnover/employee loss exit interviews.
- Develop family friendly policies (a sense of place).

**Goal 8 – Develop and implement a comprehensive training program that provides for continuous education and career preparation opportunities to all personnel**

**Objective 8-A: Review current training curriculum; identify current training levels.**

**Timelines** Three months

**Critical Tasks:**

- Establish training committee.
- Identify current training levels.
- Conduct a needs analysis to determine skill levels required by all positions.

**Objective 8-B: Identify required training levels**

**Timelines** Three months - ongoing

**Critical Tasks:**

- Identify OSHA required training.
- Identify NFPA, state and other nationally recognized training standards.
- Establish minimum training.

**Objective 8-C: Identify specialized skills training requirements**

**Timelines** Three months - ongoing

**Critical Tasks:**

- Identify OSHA requirements.
- Identify NFPA, state and other nationally recognized training standards.
- Establish minimum training required for specialized skills.

**Objective 8-D: Develop a department training plan**

**Timelines** Six months

**Critical Tasks:**

- Establish department training objectives.
- Create a training records system.
- Identify personnel and resource needs to deliver training.
- Create a department master training plan.
- Develop the training division budget.

**Objective 8-E: Implement the department training plan**

**Timelines** Up to nine months

**Critical Tasks:**

- Secure funding for training program.
- Create monthly training schedule.
- Create continuing education/recertification program for instructors.

## **COMMUNITY FIRE AND EMERGENCY SERVICES PERFORMANCE OBJECTIVES AND TARGETS**

The ability to define “great service’ requires a set of tools that can be used to measure the performance of an organization. These tools allow an organization to evaluate its performance over time through observation of changes in key performance indicators. They also allow an organization to compare itself with other similar organizations to identify opportunities for improvement.

The Saint Cloud Fire Department discussed concepts and styles of performance measurement and selected the following sample Performance Objectives as the type that may be employed by the organization in the future. It was understood that additional effort in developing performance measures and the methodology for tracking data necessary to conduct the measures would be necessary in the future.

- 1. Provide for extrication of any victim of a vehicle accident within fifteen minutes at least ninety percent of the time..*
- 2. Percentage of citizens rating the EMS service provided as good or better shall be 90% or better.*
- 3. Any public information request shall be responded to within one business day 90% of the time.*
- 4. Provide for the arrival of adequate resources to initiate EMS at the scene of any medical emergency within 5 minutes following dispatch, 90% of the time.*
- 5. Initiate suppression within seven minutes of tone out of the alarm/call, 90% of the time on all working fires.*
- 6. All apartment buildings with three or more floors or sixteen units or more shall be inspected each year within a total of X manhours.*

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