

Maplewood Fire Department



2021 Strategic Plan



Maplewood Fire Department
1955 Clarence Street
Maplewood, MN 55109
(651) 249-2800
maplewoodmn.gov/fire





Maplewood Fire Department 2021 Strategic Plan

Mission Statement

The Maplewood Fire Department exists to serve the community's needs. We commit to enhancing the quality of life through innovative community risk reduction and emergency response.

Vision Statement

The Maplewood Fire Department aims to be recognized as an industry leader and employer of choice. We will accomplish this by hiring and developing exceptional people, ensuring financial responsibility, and being an inclusive member of the community while embodying our core values.

Values

Integrity: Act with honor and truthfulness by always doing the right thing.

Teamwork: Combine individual strength to create cohesion, produce positivity and support one another to maximize performance.

Professionalism: Demonstrate respectful and conscientious service in action, appearance, attitude, and standards.

Accountability: Take ownership of our actions, processes, services, and results.

Excellence: Approach every challenge and customer with determination to deliver the best service possible.

SERVICE BEFORE SELF

Table of Contents

Table of Contents.....	3
Introduction:	4
Strategic Priority 1: Effective Emergency Response.....	6
Strategic Priority 2: Employer of Choice.....	7
Strategic Priority 3: Organizational Branding and Meaningful Communication.....	8
Strategic Priority 4: Reduce Risk in the Community.....	9
Strategic Priority 5: Community Engagement.....	10
Strategic Priority 6: Financial Responsibility and Sustainability	10
Strategic Priority 7: Diversity, Equality, and Inclusion	11

Introduction:

The Maplewood Fire Department is committed continuous quality improvement. As part of this commitment, the department utilizes an annual strategic planning process to set organizational priorities to ensure that staff are working toward common goals to meet the community's needs. This inclusive process involves line staff, company officers, department administration and requests feedback from key community stakeholders.

The key tenets of the Maplewood Fire Department's Strategic Plan surround prevention, preparation, performance, communication, community engagement and inclusion.

The strategic plan includes:

- **Strategic Priorities** – What do we want to become? What do we aspire to be?
- **Key Outcomes** – The plan to achieve our goals.
- **Action Initiatives** – How the key outcomes will be achieved.

Items in parentheses represent the relation of the Department's strategic plan to the City's strategic priorities.

Elements of the plan include

Prevention:

- **Reduce Risk and Prevent Harm in the Community (Operational Effectiveness)** – Identify risks in the community and proactively work to protect the lives and health of individuals and society by enhancing protective factors.

Preparation/Performance:

- **Employer of Choice (Operational Effectiveness)** – Offer a superior work culture that includes respect and commitment while creating a safe workplace that will attract, optimize, and retain top talent.
- **Effective Emergency Response (Operational Effectiveness)** – Take reasonable response action and steps to reduce harm and minimize damage in an emergency.
- **Financial Responsibility and Sustainability (Financial Sustainability)** – Take actions to identify and quantify the Department's resources while responsibly accounting for all expenditures.

Communication:

- **Organizational Branding and Meaningful Communication (Integrated Communication)** – Project a professional and community focused image, while addressing public safety issues through clear internal and external communications.

Community Engagement:

- **Community Engagement (Community Inclusiveness)** – Proactively engage in outreach and community related functions to foster relationships and trust with the communities we serve.

Inclusion:

- **Diversity, Equity and Inclusion (Community Inclusiveness)** – Advance department initiatives to promote diversity, equity and inclusion through hiring and workplace initiatives, community engagement and reflection. Embrace and respect diversity and utilize different perspectives and experiences to enhance the department's relationship and representation of the community.

The Strategic Planning Process creates an opportunity for management, employees and stakeholders to work collaboratively to establish a common understanding of the direction of the department. The plan will be consulted at least quarterly to measure each strategic priority, objective, key outcome and action initiative.

The creation of this plan would not have been possible without the dedication of our staff. The 2021 planning process was led by Firefighter/Paramedic's Ray Crawford and Brad Davison. A special thank you to Firefighter/Paramedic's Crawford and Davison and the rest of our Strategic Planning Team.

A-Shift: Captain TJ Dabruzzi, Firefighter/Paramedic Michael Martin, Firefighter/Paramedic Ray Crawford

B-Shift: Captain Rich Dawson, Firefighter/Paramedic Charles Barrette

C-Shift: Captain Eric Kubat, Firefighter/Paramedic Brad Davison, Firefighter/Paramedic Brad McGee

Administration: Chief of Fire & EMS Michael Mondor, Battalion Chief Shawn Conway, Administrative Assistant Ching Lo

Maplewood Fire/EMS is excited to build on our successes and adaptability of 2020 by utilizing the 2021 Strategic Plan to guide several initiatives that will ensure that the community continues to receive unparalleled service.



2021 Strategic Plan

Maplewood Fire Department
1955 Clarence Street
Maplewood, MN 55109
(651) 249-2800
maplewoodmn.gov/fire



Strategic Priority 1: Effective Emergency Response

Objective: To take reasonable response action and steps to reduce harm and minimize damage in an emergency.

Key Outcome (1.1): Respond to all emergency (lights and siren) incidents with a turnout time (dispatch to en route) of 90 seconds or less and travel time (en route to on scene) of 8 minutes or less, 90% of the time.

Action Steps:

- Implement next phases of Operational Review. Continue progress on addressing facility and staffing needs as mentioned in the 2017 Fitch Study.
- Conduct root cause analysis for response time metrics that do not meet department benchmarks.
- Implement process improvement plan based on root cause analysis for response time metrics that do not meet department benchmarks.
- Post Unit Hour Utilization quarterly and compare to industry best practices.

Key Outcome (1.2): Enhance fire response capacity while ensuring firefighter safety.

Action Steps:

- Continue to evaluate ability to get 4 Fire/EMS personnel on-scene of all identified emergency incidents within 8 minutes travel time 90% of the time.
- Conduct mutual aid analysis to identify areas for improvement.
- Evaluate staffing callback procedure.
- Evaluate automatic aid expansion for specific call types.
- Evaluate at least 5 program areas/operations annually to ensure that activities align with departmental mission, vision, values while ensuring response capacity and operational readiness.

Key Outcome (1.3): Develop and implement a training plan that is based on community risks and department capabilities.

Action Steps:

- Prior to shift or department level training, instructors will have a "dress rehearsal" run to ensure continuity, develop list of FAQ's.
- Develop subject matter experts in each training area to ensure continuity (2-3 instructors conducting same training vs distributing lesson plans to multiple instructors)
- Identify at least one opportunity for growth in training and implement a training plan for identified area in 2021-2022.
- Offer 1 regional training/education opportunity annually at our facilities with at least 90% staff participation.

- Perform 2 hands-on trainings with neighboring agencies annually. Maplewood will host and lead at least one of these events.
- Develop a joint training with an external stakeholder(s) based on target hazards in the community. (Rail, pipeline, bulk storage, Hazardous Materials, Critical Infrastructure)
- Coordinate with the police department in a Public Safety initiative to deliver at least one active shooter/hostile event response exercise that all staff attend.
- Develop at least 4 training videos to be published in our online learning management system annually.
- Ensure all staff attend Just Culture training session.
- EMR-Identify four opportunities to hold joint medical training with police and Fire/EMS staff.

Strategic Priority 2: Employer of Choice

Objective: Offer a superior work culture of respect and commitment while creating a safe workplace environment that will attract, optimize and retain top talent employees.

Key Outcome (2.1): Provide employee education and professional development.

Action Steps:

- Promote and encourage staff to attend local/state/national educational opportunities that benefit the employee and the department.
- Offer 3 internal internship/professional development opportunities annually (Just Culture, Book Club, etc.).
- Offer career shadowing opportunities to assist with succession planning (three deep).
- Appoint new project lead for 2022 Strategic Plan.

Key Outcome (2.2): Ensure ongoing firefighter wellness.

Action Steps:

- Track yearly mental health wellness assessments, with a goal of 75% employee engagement to ensure employee mental and physical wellbeing.
- Explore utilizing existing resources (PD Peer Fitness Trainers/Wellness Coordinator) to provide a minimum 4 physical wellness sessions for each crew annually.
- Offer at least one nutritional wellness session, specific to the impact of nutrition and shift work. (Work with Police Department and HR Wellness Coordinator.)
- Compare medical screening processes to industry standards and alter current processes as appropriate.

- Compare Department policies/procedures to industry standards in regards to cancer prevention.
- Compare Department policies/procedures to industry standards in regards to cardiac health.
- Compare Department policies/procedures to industry standards in regard to mental health.

Key Outcome (2.3): Continually strive to improve employee satisfaction, morale, and retention.

Action Steps:

- Conduct employee satisfaction surveys annually prior to strategic planning process.
- Host a minimum of two department-wide family events annually.
- Host one department wide team building event annually that are public safety inclusive.
- Employee recognition nomination forms will transitioned to a digital format and will be processed 30 days of receipt.
- New Hires – Host welcome meet and greet with new employees and their guest(s) within 30 days of hire. (Preferably 1-2 weeks before start date)
- Establish a recruitment committee to evaluate employee hiring and on-boarding process.
- Evaluate on-boarding, mentorship program to ensure that it aligns with industry best practices.
- Host a minimum of 1 teamwork training session annually

Strategic Priority 3: Organizational Branding and Meaningful Communication

Objective: Project a professional and community focused image, while addressing public safety issues through clear internal and external communications.

Key Outcome (3.1): Identify opportunities to enhance internal communication.

Action Steps:

- Chief’s Corner or similar communication will be distributed quarterly at a minimum in between regularly scheduled staff meetings.
- Explore communication processes to provide timely feedback on department initiatives/ideas. (Example: Plan, do, study, act/quality improvement action form, etc.)
- Explore use of alternate communication platforms. (Teams, SharePoint, etc.)

Key Outcome (3.2): Identify opportunities to enhance external communications.

Action Steps:

- Utilize City media resources to produce one external video for public safety quarterly.
A minimum of 50% of public outreach videos should include a partnership element (public safety, healthcare, etc.).
- Publish articles in EMS/Fire magazines, trade journals, peer reviewed journals and/or newspapers at least once per year to share our story with the broader public safety community.
- Collaborate with the Police Department to create and deliver a citizen's academy.
- Explore utilizing additional social media platforms for public safety communications.
- Provide an initial response/acknowledgment of external requests for information within 24 hours. (Social media, email, website, etc.)
- Developing and implement reporting mechanism to better represent time spent on Department initiatives.

Strategic Priority 4: Reduce Risk in the Community

Objective: Identify risks in the community and proactively work to protect health and property.

Key Outcome (4.1): Maintain current public education, outreach and Fire/EMS prevention opportunities while seeking opportunities for growth.

Action Steps:

- Conduct home safety visits in 25% of identified manufactured home communities. (If COVID-19 restrictions allow.)
- Conduct a minimum of 50 home safety visits in 2021. (Beyond manufactured home community. If COVID-19 restrictions allow.)
- Incorporate Stove Top Fire extinguisher (Home Safety Visit) into rental housing outreach. Specifically targeting non-sprinklered, multi-family buildings.
- Deliver community risk reduction program presentation based on identified risk in the community that will be delivered at least 12 times annually to a group of 20 or more attendees. (If COVID-19 restrictions allow.)
- Create alternative non-traditional risk reduction presentation methods to comply with COVID-19 safety protocols.

Key Outcome (4.2): Enhance fire prevention and code enforcement activities.

Action Steps:

- In coordination with City Rental Housing, ensure fire prevention is a component of rental licensing.
- Conduct 90% of life safety inspections based on the schedule determined by the buildings risk factor: High, Medium or Low.

Key Outcome (4.3): Reduce false alarms by 5% over the next three years (2019-2021).

Action Steps:

- Coordinate with City Rental Housing to deliver an educational plan within all multifamily dwellings that have greater than 5 units.
- Fire prevention staff will contact properties to implement a problem solving strategy with buildings that have three or more false alarms in a calendar year. Contact will occur within 7 days of the third false alarm.

Strategic Priority 5: Community Engagement

Objective: Proactively engage in outreach and community related functions to foster relationships and trust with the communities we serve.

Key Outcome (5.1): Enhance staff and departmental activities to continue to build community relationships

Action Steps:

- The Department will participate in a minimum of two true volunteer opportunities to give back to the community. (Not required by Department, but will be organized by staff and participation will be encouraged.)
- Employees will participate in 20 hours of community outreach activities annually.
- Create a community engagement plan that includes community voice (multicultural advisory committee, faith based groups, community members, businesses, etc.).

Strategic Priority 6: Financial Responsibility and Sustainability

Objective: Take accountable actions to identifying and quantifying the Department's resources, and responsibly accounting for all expenditures.

Key Outcome (6.1): Monitor budget to identify 10% increase in areas of expenditures yearly.

Action Steps:

- Communicate any budget overages that could impact fire department operations.

- Implement strategies to reduce expenditures that exceed budgeted amount by 10% or greater.
- Develop an annual budget that meets community needs and is in alignment with the strategic plan and City financial policies.
- Conduct analysis of Capital Improvement Projects (CIP) to ensure current CIP reflects Department needs for the next 5, 10, and 30 years.

Key Outcome (6.2): Evaluate internal and external funding opportunities.

Action Steps:

- Identify mission driven grant opportunities and apply for at least two grants annually. (Assistance to Firefighters Grant, Safer Grant.)
- Evaluate potential private and public partnership opportunities with a goal of implementing at least 1 new partnership annually.
- Evaluate fee structures annually and compare to similarly situated communities. (Ambulance rates, false alarm fees, other fees for service.)
- Host EMS documentation training to ensure patient care reporting aligns to industry best practices in relation to reimbursement.

Strategic Priority 7: Diversity, Equality, and Inclusion

Objective: Advance department initiatives to promote diversity, equity and inclusion through hiring and workplace initiatives, community engagement and reflection. Embrace and respect diversity and utilize different perspectives and experiences to enhance the department's relationship and representation of the community.

Key Outcome (7.1): Create opportunities to establish a more inclusive workplace.

Action Steps:

- Expand Fire/EMS Cadet program as budget allows.
- Participate in regional efforts to create a firefighter pathways program similar to the existing law enforcement pathways program.
- Work with internal and external stakeholders to identify barriers and develop an action plan that addresses workforce diversity challenges and best practices.
- Conduct at least one all staff training on emerging/existing diversity, equity and inclusion best practices.
- Conduct targeted outreach to encourage community members to participate in ride-alongs.
- Expand involvement in high school EMT programs and ride-alongs.

Key Outcome (7.2): Create opportunities to engage diverse communities and instill community voice in Department initiatives.

Action Steps:

- Identify external stakeholders and allow them to provide input into the 2022 Strategic Plan.
- (PD, 3M, schools, St. John’s Hospital, clinics, nursing homes, governmental, citizens Fire/EMS workgroup, etc.)
- Work with other departments to plan a minimum of 6 shared community engagement events in diverse neighborhoods and community groups, annually.
- Create a minimum of three opportunities to allow community members to provide feedback on identified department initiatives. (Town Hall, survey, focus group, etc.)

Key Outcome (7.3): Fire Department services and facilities are accessible to our diverse community.

Action Steps:

- Ensure that new and existing facilities address best practices as it relates to accessibility. (Physical access, language access, etc.)
- Explore technology that would improve on-scene communication ability with staff and non-english speakers. (Language apps, telehealth, etc.)
- Evaluate two existing departmental programs, facilities and/or essential operations through the lens of equity, to ensure that delivery of public services are fair and equitable.