

Maplewood Fire Department Strategic Plan 2020



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.

Motto

Service Before Self

Introduction:

2019 marks the second year that the Maplewood Fire Department has utilized an annual strategic planning process. This inclusive process involved line staff, company officers and department administration.

The department successfully implemented the 2019 plan and the 2020 plan represents growth on the 2019 initiatives along with several new ideas. The strategic plan is a guiding document that will identify where the department will devote attention in 2020.

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 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.

Fire Department staff took careful consideration in the development of this plan and related strategic priorities to the priorities established by the City of Maplewood. Items in parentheses represent the relation of the department's strategic plan to the City's strategic priorities.

Elements of the plan include:

Effective Emergency Response (Operational Effectiveness)- Take reasonable response action and steps to reduce harm and minimize damage in an emergency.

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.

Tell Our Story (Integrated Communication)- Increase the intended audience's knowledge and awareness of the department's rich history and commitment to service while addressing public safety issues through clear communications both internally and externally.

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.

Financial Responsibility and Sustainability (Financial Sustainability)- Take actions to identify and quantify the department's resources while responsibly accounting for all expenditures.

The creation of this plan would not have been possible without the dedication of our staff. A special thank you to our Strategic Planning Team.

A-Shift: Captain TJ Dabruzzi, Firefighter/Paramedic Mike Maleski, Firefighter/Paramedic Ray Crawford

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

C-Shift: Captain Rich Dawson, Firefighter/Paramedic Andy Bauman

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

Maplewood Fire/EMS is excited to build on our successes of 2019 by utilizing the 2020 Strategic Plan to guide several initiatives that will ensure that the community continues to receive unparalleled service.

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)	Respond to all emergency (lights and siren) incidents in 8 minutes or less travel time for 90% of the incidents.		
Action Initiatives	Person Responsible	Action Status	Target Date(s)
Adjust deployment and allocation of resources based on community demand.	Chief Mondor		Review Quarterly 1 st Due Date: 4/15/2020
Implement next phases of Operational Review. Continue progress on addressing facility needs as mentioned in the 2017 Fitch Study.	Chief Mondor		Review Quarterly 1 st Due Date: 4/15/2020
Create guideline for CAD utilization for capturing accurate en-route and on-scene times. (Define en-route status, define on-scene/staging status)	Captain Dawson		1/31/2020
Explore technology opportunities to enhance the accuracy of geo locations and vehicle status.	Battalion Chief Conway, Work with IT		9/30/2020
Publish travel time performance report quarterly.	Ching Lo		Publish Quarterly 1 st Due Date: 4/15/2020
Conduct analysis of departmental response plans to review emergent vs non-emergent responses.	Leadership Team		2/28/2020

Key Outcome (2)	Reduce false alarms by 5% over the next three years (2019-2021).		
Action Steps	Person Responsible	Action Status	Target Date(s)
Create education plan to be delivered within all multifamily dwellings that have greater than 5 units.	Chief Lukin, Michael Martin		5/31/2020
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.	Captain Kubat, Jeff Sedlacek, Jerry Novak, Ching Lo		3/31/2020 (Implementation deadline)
Life safety and rental housing inspections will be conducted based on risk category. -High Risk-Every Year -Moderate Risk-Every Other Year -Low-Every third year	Chief Lukin		Update semi-annually 1 st Update Due: 6/30/2019

Key Outcome (3)	Reduce repeat utilization of the EMS system for targeted initiatives by 5% over the next three years (2019-2021).		
Action Steps	Person Responsible	Action Status	Target Date(s)
Use CPs to find alternate care plans for falls and high utilizer groups.	Rochelle Hawthorne/Jodi Halweg		Update Quarterly 1 st Update Due: 4/15/2020
Provide one in-service training a quarter to nursing-home/care center, clinics or other facilities that routinely call 911.	Rochelle Hawthorne/Jodi Halweg, work with PD		12/31/2020
Create a tracking mechanism to identify high utilization properties/addresses. High Utilization=> 3 911 calls in a 30 day period	Chief Mondor, Ching Lo		Update Quarterly 1 st Update Due: 4/15/2020
Community paramedic staff will review high utilization properties/addresses and implement a problem solving strategy when appropriate.	Rochelle Hawthorne/Jodi Halweg		Update Quarterly Beginning in 2 nd Quarter 1 st Update Due: 7/15/2020

Key Outcome (4)	Enhance fire response capacity while assuring firefighter safety.		
Action Steps	Person Responsible	Action Status	Target Date(s)
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.	Leadership Team Ching Lo	-Step 1: Identify emergency incident inclusion criteria -Step 2: Identify best practices for documenting in fire reporting software -Step 3: Create guidance document and distribute to staff -Step 4: Report quarterly	3/31/2020 3/31/2020 4/30/2020 Beginning in Quarter 2 1 st Due Date: 7/15/2020
Ensure staffing levels are adequate to ensure that a Maplewood Fire/EMS unit is available to respond to 97% or more of the department's incidents.	Chief's Staff Ching Lo	Step 1: Explore ability to add a drop down to identify incidents where no Maplewood Fire/EMS units respond to an incident. Step 2: Report Quarterly	3/31/2020 1 st Due Date: 7/15/2020
Explore creating electronic access for city and departmental forms, guidance, policies, procedures, etc. for provider use in the field.	Brad Davison, Michael Martin		12/31/2020
Develop reporting mechanism for staff to report potential or recognized safety issues. (Near Miss, opticom outages, etc.)	Captain Kubat		6/30/2020
Identify opportunities, written guidance that would highlight activities that Fire/Medic cadets could complete to free up line staff to complete essential activities.	Chief Mondor		1/15/2020
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.	Leadership Team		12/31/2020

Key Outcome (5)	Ensure department "Chute Time" is 90 seconds or less 90% of the time		
Action Initiatives	Person Responsible	Action Status	Target Date(s)
Create chute time performance improvement plan to reduce chute times to 90 seconds or less 90% of the time	Captains		3/31/2020
Publish quarterly chute time report that is broken down by unit and/or individual.	Ching Lo, Captains		Update Quarterly 1 st Update Due: 4/15/2020
Evaluate station layout and design in relation to chute time impacts.	Fire Station Committee		9/30/2020

Key Outcome (6)	Develop mechanism to ensure dispatch call processing times are 90 seconds or less 90% of the time.		
Action Initiatives	Person Responsible	Action Status	Target Date(s)
Coordinate with Ramsey County Emergency Communications Center to ensure call processing times are 90 seconds or less 90% of the time.	Chief Mondor		9/30/2020
Publish quarterly call processing time report.	Ching Lo		Update Quarterly 1 st Update Due: 4/15/2020
Evaluate possibility of implementing "No, No, Go" protocol for response to cardiac arrests.	Chief Mondor		6/30/2020
Track call processing times for all out of county mutual aid incidents. (Washington/Ramsey County)	Chief Mondor		Update Quarterly 1 st Update Due: 4/15/2020

Key Outcome (7)	Develop a training plan annually based on community risks and department capabilities.		
Action Initiatives	Person Responsible	Action Status	Target Date(s)
Identify at least one opportunity for growth in training and implement a training plan for identified area in 2020-2021.	Battalion Chief Conway, Training Committee		6/30/2020
Offer 1 regional training/education opportunity annually at our facilities with at least 90% staff participation.	Battalion Chief Conway, Training Committee		12/31/2020
Perform 2 hands-on trainings with neighboring agencies annually. Maplewood will host and lead at least one of these events.	Battalion Chief Conway, Training Committee		12/31/2020
Develop a joint training with an external stakeholder(s) based on target hazards in the community. (Rail, pipeline, bulk storage, Hazardous Materials, Critical Infrastructure)	Battalion Chief Conway, Training Committee		12/31/2020
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.	Chief Mondor, Captain Dawson, PD Leadership Team		4/30/2020

Develop at least 4 training videos to be published in our online learning management system annually.	Battalion Chief Conway, Brad Davison, Michael Martin		
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Key Outcome (8)	Maintain response readiness in all emergency vehicles.		
Action Steps	Person Responsible	Action Status	Target Date(s)
Develop a log to track vehicle out-of-service time and repair costs. This log will not include preventative maintenance.	Battalion Chief Conway	-Work with Public Works Department	12/31/2020
Develop a log to track durable equipment out of service time and repair costs.	Ken Nielsen, Ken Powers		12/31/2020
A reserve medic rig will be full operationalized with need equipment.	Chief Mondor		3/31/2019

Strategic Priority 2: Employer of Choice

Objective: To 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 (1)	Provide employee education and professional development.		
Action Steps	Person Responsible	Action Status	Target Date(s)
Promote and encourage staff to attend local/state/national conferences that benefit the employee and the department.	Captains		Update Quarterly: 1 st Update Due: 4/15/2020
Prioritize education funding based on department needs.	Leadership Team	Step 1: Conduct analysis and determine education needs Step 2: Provide guidance to staff	3/31/2020
Develop a process/form for further justification for staff attendance at external training. This form will also provide an objective way for the selection process for attendance at external training.	Chief's Staff		3/31/2020

Key Outcome (2)	Ensure ongoing firefighter wellness.		
Action Initiatives	Person Responsible	Action Status	Target Date(s)
Offer yearly mental health wellness assessments to address mental wellness (and help employees through process) and measure participation.	Chief Mondor		Update Quarterly 1 st Update Due: 4/15/2020
Explore utilizing existing resources (PD Peer Fitness Trainers/Wellness Coordinator) to provide a minimum 4 physical wellness sessions for each crew annually.	Ray Crawford, Mike Maleski, Charles Lander		Update Quarterly 1 st Update Due: 4/15/2020
Offer at least one nutritional wellness session, specific to the impact of nutrition and shift work. (Work with PD, Wellness Coordinator)	Ray Crawford, Andy Bauman		12/31/2020
Evaluate physical agility testing and medical screening process as it relates to job description and industry standards.	Captain DaBruzzi, Chief Lukin, Ray Crawford		3/31/2020

Key Outcome (3)	Create opportunities to establish a more inclusive workplace.		
Action Steps	Person Responsible	Action Status	Target Date(s)
Revitalize PR committee (Consider renaming committee so that name better represents mission of group)	Ray Crawford	-Step 1: Establish Committee -Step 2: Meet Quarterly or as Needed	Update Quarterly 1 st Update: 4/15/2020
Host a minimum of two Department-wide family events annually.	Ray Crawford, Eric Zappa, Brad Davison		Update semi-annually 1 st Update: 7/15/2020 Final Due Date: 12/31/2020
Host a minimum of two department wide team building events annually that are public safety inclusive.	Mike Maleski, Brett Merkatoris, Andy Bauman		Update semi-annually 1 st Update: 7/15/2020 Final Due Date: 12/31/2020
Explore expanding Fire/EMS Cadet program.	Chief Lukin, Chief Mondor	-Step 1: Explore Engagement Opportunities	6/30/2020
Add D-Shift representative to Strategic Planning Committee.	Chief Mondor		6/30/2020
Appoint new project lead for 2021 Strategic Plan.	Chief Mondor	-Ray Crawford and Brad Davison will be co-leads for 2021 Strategic Plan -Chief Mondor will provide guidance and administrative support	Begin meetings in 7/2020
Identify external stakeholders and allow them to provide input into the 2021 Strategic Plan. (PD, 3M, schools, St. John's Hospital, clinics, nursing homes, governmental, citizens Fire/EMS workgroup, etc)	Brad Davison, Ray Crawford	-Step 1: Identify Stakeholders	3/31/2020

Work with other departments to plan a minimum of 6 shared community engagement events in diverse neighborhoods and community groups, annually.	Chief Mondor		3/31/2020
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Key Outcome (4)	Embody the Maplewood Fire Department Motto "Service Before Self"		
Action Initiatives	Person Responsible	Action Status	Target Date(s)
Identify a Minimum of 2 true volunteer opportunities to give back to the community. (Not required by department, but will be organized by staff and participation will be encouraged)	Chief Mondor, Ray Crawford, Mike Maleski	-1 event in first half of 2020, 1 event in second half of 2020	12/31/2020

Key Outcome (4)	Ongoing employee engagement/satisfaction.		
Action Steps	Person Responsible	Action Status	Target Date(s)
Annually, track employee retention rates.	Ching Lo, Human Resources Department		Update Annually 2019 Update Due: 3/31/2020
Conduct employee satisfaction surveys annually.	Leadership Team (Chiefs, Captains)		9/30/2020
Chief's staff will host one-on-one interviews with employees after their first year of hire every 2 years thereafter.	Chief Lukin, Chief Mondor		2/28/2020

Key Outcome (5)	Staff are recognized for their accomplishments.		
Action Steps	Person Responsible	Action Status	Target Date(s)
Department will establish commendation bars/recognition materials for staff that receive department recognition.	Chief Lukin, Uniform Committee		3/31/2020
Employee recognition nomination forms will be processed 30 days of receipt.	Chief Mondor		Ongoing
Employee recognition ceremony(s) will be conducted at a staff meeting or council meeting (as appropriate) no later than the quarter in which the nomination form was received.	Chief Mondor		Ongoing
Badge ceremonies for new and promoted employee's within 30 days of hire or promotion.	Chief Lukin		Ongoing

Strategic Priority 3: Tell Our Story (Organizational Branding and Communication or Meaningful Communication)

Objective: Increase the intended audience’s knowledge and awareness of the Department’s rich history and commitment to service, and address public safety issues through clear communications both internally and externally.

Key Outcome (1)	Identify opportunities to enhance internal communication.		
Action Steps	Person Responsible	Action Status	Target Date(s)
Invite City Administration, City Council members and other stakeholders to ride-alongs or attend Departmental meetings, Fire Ops 101.	Battalion Chief Conway, Ray Crawford		6/30/2020
Employees will receive education on the utilization of Helpdesk priority codes (Low, Normal, High, Emergency).	Captains, IT Department		1/31/2020
Employees will receive acknowledgement and action plan in writing via Helpdesk for all Helpdesks submitted within the following time frames. 90 th Percentile: Acknowledgement: Within 24 Hours Action Plan: Low-Within 7 Days Normal-Within 3 Days High-Within 1 Day Emergency-Within 4 Hours	Leadership Team		Update Quarterly 1 st Update Due: 4/15/2020
Chief’s Corner or similar communication will be distributed quarterly at a minimum in between regularly scheduled staff meetings.	Chief Mondor		Update Quarterly

Key Outcome (2)	Enhance external communications.		
Action Steps	Person Responsible	Action Status	Target Date(s)
Partner with communications department to develop a mechanism to better understand/obtain/measure customer satisfaction.	Chief Mondor		6/30/2020
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.).	Brad Davison		Update Quarterly 1 st Update Due: 4/15/2020
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.	Michael Martin, Mike Streff		12/31/2020
Utilize Social Media to Publish Weekly Call Statistics and Relevant Updates	Ching Lo, Communications Department		1/31/2020
Utilize a Monthly Planning Template to Ensure Social Media Platforms are Utilized with Collaboration and Purpose.	Chief Mondor, Brad Davison, Brad McGee, Jeff Sedlacek		Update Monthly
Collaborate with the Police Department to create and deliver a citizens academy.	Chief Lukin		6/30/2020

Strategic Priority 4: Reduce Risk and Prevent Harm in the Community

Objective: Identify risks in the community and proactively work to protect the lives and health of individuals and society by enhancing protective factors.

Key Outcome (1)	Maintain current public education, outreach and Fire/EMS prevention opportunities while seeking opportunities for growth.		
Action Steps	Person Responsible	Action Status	Target Date(s)
Conduct home safety visits in 25% of identified manufactured home communities.	Jeff Sedlacek, Captain Kubat		6/30/2020
Conduct a minimum of 50 home safety visits in 2020. (Beyond manufactured home community)	Jeff Sedlacek, Captain Kubat		Update Quarterly 1 st update Due: 4/15/2020 12/31/2020
Incorporate Stove Top Fire extinguisher (Home Safety Visit) into rental housing outreach. Specifically targeting non-sprinklered, multi-family buildings	Chief Lukin		6/30/2020
Implement sustainability plan for maintaining Heartsafe Community designation.	Chief Mondor, Firefighter Powers		3/31/2020
Develop/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.	Chief Mondor, Jodi Halweg, Rochelle Hawthorne		12/31/2020

Key Outcome (2)	Enhance fire prevention and code enforcement activities.		
Action Steps	Person Responsible	Action Status	Target Date(s)
In coordination with other city departments, successfully implement a rental housing program as discussed in the City's Rental Housing Licensing Ordinance.	Chief Lukin		12/31/2020
Conduct 90% of life safety inspections based on the schedule determined by the buildings risk factor. (High, Medium, Low)	Captain Kubat, Jeff Sedlacek, Jerry Novak		12/31/2020

Strategic Priority 5: Financial Responsibility and Sustainability

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

Key Outcome (1)	Monitor budget to identify 10% increase in areas of expenditures yearly.		
Action Steps	Person Responsible	Action Status	Target Date(s)
Track money spent in all budget codes and create a report to communicate with staff quarterly. (High level overview, overages, etc)	Chief Lukin, Chief Mondor		Update Quarterly 1 st Update Due: 4/15/2020
Implement strategies to reduce expenditures that exceed budgeted amount by 10% or greater.	Chief Lukin, Chief Mondor		Update Quarterly 1 st Update Due: 4/15/2020
Implement a mechanism to track overtime by type. (Shift Coverage, training, community outreach, meetings, etc.)	Chief Lukin		1/31/2020

Key Outcome (2)	Evaluate internal and external funding opportunities.		
Action Steps	Person Responsible	Action Status	Target Date(s)
Identify mission driven grant opportunities and apply for at least two grants annually. (Assistance to Firefighters Grant, Safer Grant)	Chief Lukin, Chief Mondor, Battalion Chief Conway		12/31/2020
Evaluate potential private and public partnership opportunities with a goal of implementing at least 1 new partnership annually.	Chief Lukin, Chief Mondor, Battalion Chief Conway		12/31/2020
Evaluate fee structures annually and compare to similarly situated communities. (Ambulance rates, false alarm fees, other fees for service)	Chief Mondor		11/30/2020
Develop peer survey to determine standing for ambulance reimbursement. (Annual gross revenue, net revenue, write offs, rates, collections, payor mix, third party billing fees)	Chief Mondor		3/31/2020

