



Minneapolis Fire Department

Department Business Plan

2014-2017

Table of Contents

	Page
Guiding articles (i.e. motto, values, vision, mission)	3
Department environment and character	4
Department organizational chart	5
Goals, objectives and tactics	6-10

MOTTO

Serving the Community – Enriching the City.

VALUES

MFD core value is professionalism and shared values of its members: Integrity, Compassion, Service, Honesty and Stewardship. These values set the standard by which we perform our duties and achieve our goals to meet or exceed the expectations of those whom we serve. Our values are in alignment with all of the City of Minneapolis Values and have a departmental emphasis on:

Community Focus: Actively engage residents in dialogue, share information and initiate prevention services to effectively minimize risks to life, property and the environment.

Standard of Excellence: The pursuit of excellence and high professional standards is vital to our success and is achieved in our organization through;

- skills training
- instilling a value of life-long learning
- the development of leadership traits
- ensuring a focus on wellness, health and safety

Diversity: Continue building a more culturally diverse workforce. Additionally, we are committed to developing a greater respect, appreciation and understanding of the diverse cultural population we serve through community engagement, education, compassionate quality service, mutual respect and adapting to the ever-changing needs and challenges of our community, our organization and the environment.

Leadership, Teamwork and Ethics: The pursuit of engaged and positive formal and informal leadership is vital to our success and is achieved in our organization through;

- teamwork in both emergency and the day-to-day work
- treating each other and the people we serve respectfully, humanely, professionally, and honestly
- all of our actions and deeds should withstand any and all public scrutiny

DEPARTMENT VISION

The Minneapolis Fire Department is committed to:

- innovation and service
- education and excellence
- enhancing and protecting the quality of life in Minneapolis
- meeting the changing needs of our community
- being recognized as leaders in fire and life safety services

DEPARTMENT MISSION

Members of the Minneapolis Fire Department are thoroughly trained and ready to protect lives, property and the environment by rapidly responding to emergencies and hazardous situations. We are committed to prevention by proactively working with the community to reduce risk to life, property and the environment.

Department character and environment

BUSINESS LINE DESCRIPTIONS

The Minneapolis Fire Department maintains a state of readiness in order to:

1. Respond to minimize loss of life or property and environmental impact

- Provide Emergency Medical Services (EMS), Fire suppression, Specialized Rescue and Hazardous Material mitigation for anyone who lives in, works in or visits our city 24 hours per day, 7 days a week
- Provide Regional Emergency Service support to others needing help, including deployment of Hazard Incident Management Team (HIMT) and Minnesota Task Force One (MNTF1—a State asset of specially trained personnel in technical rescue), for natural disasters, homeland security, emergency preparedness, high impact incidents, as well as fulfilling our mutual aid and automatic aid agreements

2. Promote prevention/community risk reduction by proactively working with and in the community to support changes to help preserve life, property and the environment

- Utilize our positive professional reputation to build lasting connections with residents and businesses throughout the community to foster safety education such as:
 - Arson Prevention - Safety Awareness School Programs, - Emergency Evacuation Plans and Drills - Public Service Announcements - Community Outreach Programs (e.g. smoke detector give away, blood pressure screening, etc.)
 - Conduct building familiarization of high hazard properties and high risk hazardous materials facilities.

MANDATED SERVICES

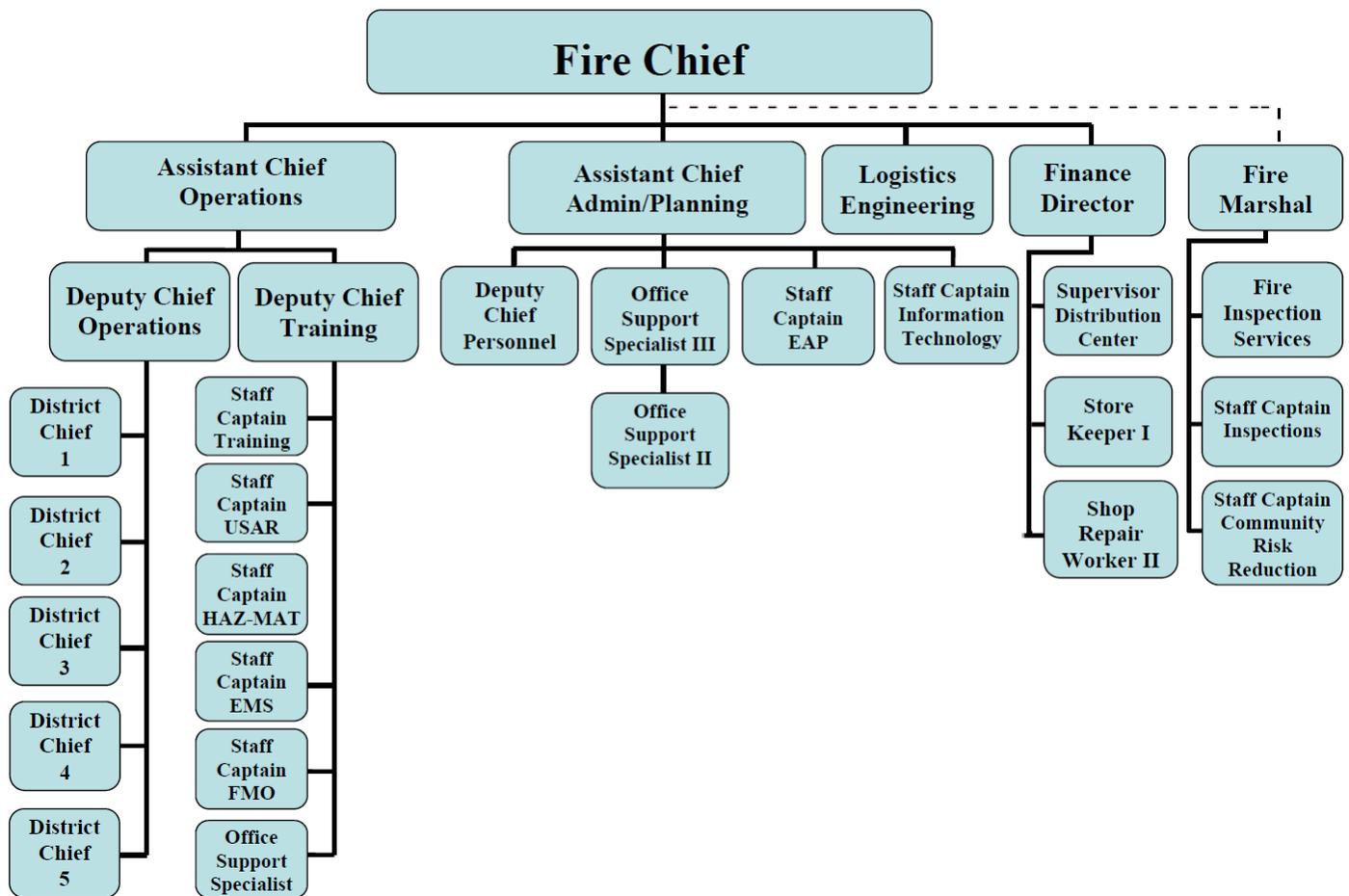
- Respond to minimize loss of life or property and environmental impact
- Promote prevention/community risk reduction by proactively working with and in the community to support changes to help preserve life, property and the environment

CHALLENGES AND OPPORTUNITIES

The Department has foundational strategies to meet the challenge associated with balancing staffing needs (hiring and attrition) and increasing service demand.

- By analyzing emerging demographics and researching public safety service trends to identify opportunities, react and develop innovations to maintain effective response models, minimize risk and mitigate potential threats.
- In response to the pending impact of attrition through retirements the department will develop and implement an entry level Firefighter Recruitment/Development Plan.
 - This plan is designed to attract applicants to the department from throughout the Minneapolis school system firefighting
- Additionally, response modeling analysis allows us to continuously react to shifting service needs.

Department organizational chart



Minneapolis Fire Department - Organizational Chart - Revised 1/6/2014

Department Goals, Objectives and Tactics

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objective and Targets</i>	<i>Department Tactics and Targets</i>
<p>All Neighborhoods are safe, healthy and uniquely inviting</p> <p>All Minneapolis Residents, visitors and employees have a safe and healthy environment</p> <p>City operations are efficient, effective results driven and customer focused</p>	<p>All Neighborhoods are safe</p>	<p>Objective: Increase effectiveness of emergency response and recovery</p> <p>Target: Decrease the number of civilian injuries from 27 to 10 by 2018.</p> <p>Target: Increase resident satisfaction to 98% thru 2018.</p>	<ol style="list-style-type: none"> 1. Tactic: Maintain Emergency Response Levels <ol style="list-style-type: none"> A. Target: Formalize calculations to match National response standards by 2015. B. Target: 14 Firefighters on scene within 9 minutes and 20 seconds 90% of the time C. Target: By 2017, maintain depth as related to staffing to have four firefighters per rig. 2. Tactic: Evaluate pilot EMS program for increased efficiencies in EMS services. <ol style="list-style-type: none"> A. Target: Evaluation completed by end of 2014 3. Tactic: Implement the High School Career Opportunity Program. <ol style="list-style-type: none"> A. Target: 70% of students graduating from the program after the first two years. B. Target: Determine success measures including % of students taking EMS exam, % graduating program, and the change in % of students interested in a career with public service/as a firefighter by May 2015. 4. Tactic: Evaluate all new response models <ol style="list-style-type: none"> A. Target: Complete evaluations of new response model programs within six months of the first completed year. 5. Tactics: Maintain minimum standards on apparatus and equipment <ol style="list-style-type: none"> A. Target: Stable funding lined up by 2018 budget cycle 6. Tactic: Support and maintain both our internal and external partnerships (Unions, MPD, St. Paul, Hospitals, etc.) <ol style="list-style-type: none"> A. Target: Strengthen and formalize partnership expectations on a routine basis

		<p>Objective: Increase prevention efforts</p> <p>A. Target: Decrease fire incidents from 11,218 to 10,500 by 2018</p> <p>B. Target: Decrease number of civilian injuries from 27 to 10 by 2018.</p> <p>C. Target: Decrease the number of civilian deaths from 10 to 0 by 2018.</p>	<ol style="list-style-type: none"> 1. Tactic: Enhance our public education and community outreach programs <ol style="list-style-type: none"> A. Target: Reduce the number of cases of fires set by juveniles from 10 to 0 by 2016. B. Target: Increase safety information distribution from 4,000 to 6,000 individuals, households and businesses by 2016 2. Tactic: Increase building safety <ol style="list-style-type: none"> A. Target: Formalization of how building familiarization violations are reported to FIS. B. Target: Increase the number of code and safety violations reported to FIS from 250 to 400 by 2015. C. Target: Increase number of smoke alarm/co2 alarms distributed in designaged geographic areas from 3,000 to 4,000 by 2018. 3. Tactic: Strengthen internal and external partnerships <ol style="list-style-type: none"> A. Target: Identify three collaboration opportunities related to safety, response and prevention by Spring 2015. B. Target: Collaborate with 5 community agencies that work with high risk adults by 2018 4. Tactic: Prepare targeted messaging for non-English speaking populations <ol style="list-style-type: none"> A. Target: Identify areas and populations most in need of fire prevention services by 2016.
--	--	--	---

<p>Engaged and talented employees reflect our community, have the resources they need to succeed and are empowered to improve our efficiency and effectiveness.</p> <p>The workforce is diverse, well-educated and equipped with in-demand skills</p> <p>All people, regardless of circumstance, have opportunities for success at every stage of life</p> <p>Racial inequities are addressed and eliminated</p>	<p>Employees reflect the community we serve</p>	<p>Objective: Increase Diversity in the MFD</p> <p>Target:</p> <ol style="list-style-type: none"> Increase racial diversity from 32% to 35 by 2017 Increase gender diversity from 16% to 18% by 2017. 	<ol style="list-style-type: none"> Tactic: Implement high school career opportunity program. <ol style="list-style-type: none"> Target: Each cohort will be 40% students of color. Target: Each cohort will be 50% women. Target: Finalize the entry level job classification high school pipeline to MFD employment Target: Hiring process in place by end of school year 2016. Tactic: Increase awareness of MFD opportunities among under represented populations <ol style="list-style-type: none"> Target: Increase communication awareness of information distribution from 10% to 30% by 2016. Tactic: Maintain public relation efforts <ol style="list-style-type: none"> Target: Expand relationships with media outlets and organizations.
		<p>Objective: Increase the gender diversity of the MFD applicant pool</p>	<ol style="list-style-type: none"> Tactic: Implement high school career opportunities program. <ol style="list-style-type: none"> Target: Enroll at least 50% females in each class. Tactic: Simplify the application process <ol style="list-style-type: none"> Target: Evaluate why women of color did not complete the application process by 2017. Tactic: Increase awareness of opportunities for women in the fire department. <ol style="list-style-type: none"> Tactic: Increase awareness of opportunities for women in the MFD within high school students from 5% to 15% by 2016.
<p>Engaged and talented employees reflect our community, have the resources they need to succeed and are empowered to improve our efficiency and effectiveness.</p> <p>The workforce is diverse, well-educated and equipped with</p>	<p>Workforce is high performing</p>	<p>Objective: Increase Employee Engagement ratings</p> <p>Target: Improve fire department score from 22% to 98% by 2018.</p>	<ol style="list-style-type: none"> Tactic: Increase reliability of employee engagement data by increasing survey response rate. <ol style="list-style-type: none"> Target: Improve fire department response rate from 77% to 90% by 2016. Tactic: Increase opportunities to participate in appropriate trainings opportunities for all department personnel. <ol style="list-style-type: none"> Target: Expand training opportunities for all department personnel. Target: Increase percentage of personnel who participate in expanded training opportunities from 5% to 10% by 2016.

<p>in-demand skills</p> <p>All people, regardless of circumstance, have opportunities for success at every stage of life</p> <p>Racial inequities are addressed and eliminated.</p>			<p>3. Tactic: Increase in the development of future leaders within the fire department.</p> <p>A. Target: Set minimum standards for promotional advancement such as standards set for specialty positions by 2016.</p> <p>4. Tactic: Increase the number of firefighters with appropriate education and training</p> <p>A. Target: Raise the number of firefighters applying for further education, training and advanced degrees from 5% to 10% by 2018.</p>
		<p>Objective: Maintain Staffing Levels</p> <p>Target: Meet national staffing standards for the number of firefighters on all fire apparatus by 2018.</p> <p>Target: Reduce non-contractual overtime costs by 25% in 2016.</p>	<p>1. Tactic: Decrease firefighter injuries through wellness programming.</p> <p>A. Target: Reduce reported firefighter injuries from 176 in 2013 to 150 by 2018.</p> <p>B. Target: Reduce the number of lost days due to injury from 1,212 in 2012 by 25% by 2018.</p> <p>2. Tactic: Monitor sick days</p> <p>A. Target: Increase the percentage of firefighters that do not use their sick time (bank sick time) from 10% to 15% by 2018.</p> <p>3. Tactic: Maintain projected hiring frequency.</p> <p>A. Target: Hire one cadet class of 15 per year through 2018.</p> <p>B. Target: Retain 100% of each new cadet class.</p> <p>4. Tactic: Develop an effective succession plan</p> <p>A. Target: Update/revise current plans to inform future leaders with needed leadership skills by end of 2014.</p>
		<p>Objective: Increase safety of firefighters</p> <p>Target: Reduce reported firefighter injuries from 176 in 2013 to 150 by 2018.</p>	<p>1. Tactic: Decrease long term injuries through wellness programming and instructional promotions</p> <p>A. Target: Reduce number of injuries that result in lost days from 28 to 20 by 2018.</p> <p>B. Target: Zero cancelled contracts due to lack of gym membership usage.</p> <p>2. Tactics: Maintain minimum standards on apparatus and equipment maintenance and replacement schedules</p>

			A. Target: Stable funding lined up by 2015 budget cycle
<p>City operations are efficient, effective results driven and customer focused</p> <p>We work by innovating and being creative</p>	<p>MFD is a leader in innovative fire response and prevention</p>	<p>Objective: Provide innovative emergency response</p> <p>Target: Implement and expand new response models by 2018.</p>	<p>1. Tactic: Implement alternative hiring processes</p> <p>A. Target: Implement the High School Career Opportunity Program by fall 2014.</p> <p>B. Target: Evaluate High School Career Opportunity Program by summer 2015.</p> <p>C. Target: Determine success measures including % of students taking EMS exam, % graduating program, and the change in % of students interested in a career with public service/as a firefighter by May 2015.</p> <p>2. Tactic: Evaluate pilot EMS program for increased efficiencies in EMS services.</p> <p>A. Target: Evaluation completed by end of 2014</p> <p>B. Target: Implement EMS program by 2016</p> <p>C. Target: Expand EMS program between 2017 and 2018</p> <p>D. Target: Maintain and develop quality assurance measures by 2016.</p> <p>E. Target: Develop baseline of high-risk incidents and set realistic targets by Spring 2015.</p> <p>3. Tactic: Formalize public/private partnerships related to EMS program and High School Career opportunities program.</p> <p>A. Target: Identify the gaps in needed partnerships by spring 2015.</p> <p>B. Target: Formalize partnerships with at least two (2) internal City departments to implement alternative pathways to careers in public service by 2015.</p>