COTTAGE GROVE CITY COUNCIL July 10, 2024

12800 RAVINE PARKWAY SOUTH
COTTAGE GROVE, MINNESOTA 55016

TRAINING ROOM- 6:00 PM

1 Call to Order

2 Roll Call

3 Agenda Item

A Fire Department - 5-year Strategic Plan

Staff Recommendation: Receive the 5-year Strategic Plan and provide feedback and support.

4 Adjournment

City Council Action Request

3.A.

Meeting Date	7/10/2024
Department	Public Safety
Agenda Category	Action Item
Title	Fire Department - 5-year Strategic Plan
Staff Recommendation	Receive the 5-year Strategic Plan and provide feedback and support.
Budget Implication	N/A

Attachments

1.	Council Workshop - Fire 5-year plan
2.	CGFD 2024 Strategic Plan Council Workshp Packet

To: Honorable Mayor and City Council Members
Jennifer Levitt, City Administrator

From: Peter J Koerner, Director of Public Safety

Date: July 2, 2024

Subject: **COUNCIL WORKSHOP FIRE 5-YEAR-STRATEGIC PLAN**

Introduction

In 2024, The Cottage Grove Public Safety Department (CGPS) embarked on an ambitious and visionary endeavor to develop a 5-year strategic plan for both police and fire/EMS. The fire department command team collaborated with our employees throughout the process creating a plan that is rooted in best practices. We started the process with our fire leadership team and then introduced it at a department meeting. We have had numerous opportunities for feedback from our team. We also received input and feedback from our local IAFF 2570. A draft was presented to the Public Service Commission and received support.

This plan will be our roadmap to success as Cottage Grove continues to grow and change. Our plan stresses the importance of community-wide cooperation to accomplish our goals. It demonstrates how deeply committed we are to our residents, businesses, organizations, and employees. It ensures Cottage Grove Public Safety – Fire/EMS will continue to deliver excellent service with professionalism, transparency, and accountability.

The strategic plan includes a new vision statement, core values, strategic goals and initiatives, performance measures, and branding which will guide us through the next five years and into the future. Additionally, our strategic plan includes supplemental plans that address staffing, fleet replacement plan, Fire Station 4 planning, recruiting and retention, and wellness initiatives.

Our proposed staffing plan presents our vision for growth as CGPS expands along with our community and continues to meet the needs of the public.

Recommendation

Receive the fire 5-year Strategic Plan and provide feedback and support.

5-Year Strategic Plan

Cottage Grove Fire Department
July 2024

CottageGroveMN.gov/Public Safety

Welcome and Introductions

Thank you, City Council and Cottage Grove!

Cottage Grove
Where Pride and Prosperity Meet



The City Council has demonstrated great support for the department!

- Central Fire Station
- 24/7 on-duty staffing with 12 full-time firefighters starting in 2017
- Top of the line Aerial Ladder Truck (2020)
- Full-time Fire Marshal
- Initiated Phase 1 of strategic staffing plan (2024)
  - Increased to 15 full-time firefighters
  - 20-25 part-time firefighters with top percentile wages in the metro
- Much more!

Strategic Plan Process

- City council direction to create strategic plan
- Fire Leadership Team
- Department Meeting
- Local IAFF 2570
- Public Services Commission
- Directors’ Feedback and Input
- Council presentation
- Approval and implementation
- Measure, review, revise

Mission

The Cottage Grove Fire Department proudly serves the community compassionately providing protection of life and property. We do this with honor, professionalism, empathy, and community partnerships.

Mission Areas

- Fire Suppression
- Emergency Medical Services
- Community risk reduction
- Specialized response/rescue
- Department culture
- Firefighter wellness
- Financial and resource stewardship

Services/Missions Overview

Fire	EMS	Community Risk Reduction	Specialized Response
Structural Fire Suppression	Emergency Medical Services - Transport	Code Enforcement (inspections)	Water/Ice Rescue
Wildland Firefighting	Critical Care	Plan Review	Rope Rescue (high/low angle)
Fire Training	EMS Quality Improvement/Assurance	New Construction Inspections	Confined Space
Hazardous Materials Response	EMS Training and Education	Life Safety Inspections	Technical Rescue
Vehicle Extrication	Emergency Management	Fire Investigations	Mobile Field Force
Vehicle Accident Response	Community Paramedic Programs	Public Education	Radiological Emergency Preparedness
Fire Fleet/Equipment Management	EMS Training Program (EMR/EMT)	Home Safety Programs	
Firefighter Wellness and Fitness	Tactical Medical Response	Youth Fire Prevention and Intervention	
Emergency Management	Credentialing	CPR and First Aid Training	
NFPA Standards	Event Staffing/Stand-by	Public Outreach	
OSHA Compliance	EMS Fleet/Equipment Management	Car Seat Safety	
ISO Rating	Firefighter Wellness and Fitness	School Visits	
Credentialing		Community Events (e.g., Open House)	

Vision

The Cottage Grove Fire Department will be an elite fire department that lives our mission to provide exceptional fire, emergency medical services, specialized response and community risk reduction services to our customers.

Vision Statement – Fire Suppression



Provide fire suppression services through assertive, strategic and tactically wise approaches that provide positive outcomes for those we serve while preserving firefighter health and safety.

Vision Statement- EMS

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Provide EMS services that deliver high-quality care through a team of highly trained and skilled EMS Professionals dedicated to delivering exceptional outcomes for those we serve.

Vision Statement- Specialized Response

FIRE COTTAGE GROVE MINNESOTA

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Be an all-hazards response fire department that can "solve the problem" anytime we are called for assistance.

Vision Statement-Community Risk Reduction

FIRE
Cottage Grove
Where Pride and Prosperity Meet

Be a department dedicated to holistic community risk reduction through genuine engagement with programs for all ages and backgrounds in our community. The department will do this in a meaningful way with unique attention to reducing outcome disparities.

Vision Statement – Workplace Culture



Be a fire department of choice represented by a diverse workforce that represents our community where professional development, genuine engagement and inclusivity of our team members are the foundation of our culture.

Vision Statement – Firefighter Health and Wellness

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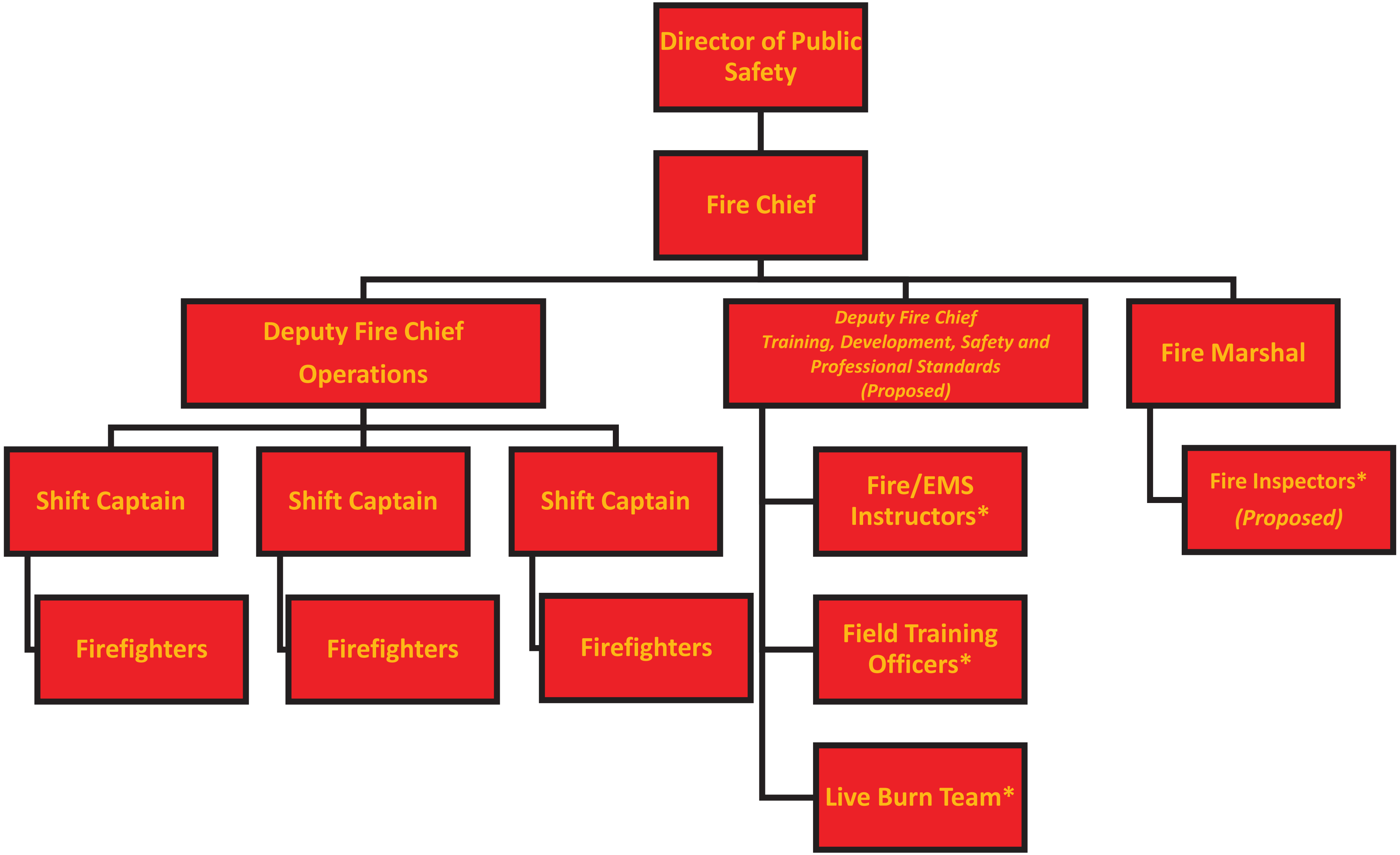
Be a department where health, wellness and safety are embedded in our culture. Firefighters embrace a holistic view of wellness including physical health, fitness, mental health, resiliency and nutrition while supporting personal growth for themselves and their team.

Vision Statement- Stewardship



Be a department that wisely uses resources and manages department growth to support and respond to a growing community. Be prudent stewards of financial, capital and human resources provided to the department. Leverage community and regional partnerships to accomplish shared goals. Create a sustainable fire department to support a community with competing needs.

Organization Overview



**specialty positions (not additional positions)*

Core Values

Individual
Competence
Integrity
Ownership
Professionalism
Service

Community
Accountability
Empathy
Partnership
Transparency
Trust

Team
Collaborative
Communication
Outcomes-focused
Supportive

Organization
Adaptive
Excellence
Inclusive
Progressive
Safe
Strategic

Strategic Goals, 2025-2030

Emergency Service Excellence	Community Risk Reduction and Outreach	People	Technology and Innovation	Growth
Fire Suppression	Fire Inspection and Code Enforcement	Culture	Technology	Growth Trends
Emergency Medical Services	Fire Investigation	Recruiting, Retention and Diversity	Equipment	Workload and Services
Specialized Response	Public Education and Fire Prevention	Training and Career Development	Practice and Policy	Adaptability and Innovation
	Community Paramedicine	Health and Wellness		Strategic Planning and Budgeting
	Branding and Communication	Safety		
		Recognition		

Emergency Services Excellence: Fire Suppression

Strategic Objectives

1.1.1 Provide prompt response to fire incidents
1.1.2 Provide outcome-based fire suppression
1.1.3 Increase on-shift staffing to optimize service delivery
1.1.4 Maintain or improve Insurance Services Office (ISO) rating
1.1.5 Obtain department credentialing

Key Outcomes

1.1.1 Respond to all emergency fire incidents with a travel time (enroute to on scene) within six minutes at least 90% of the time.
1.1.2 Over 75% of structure fires are contained to the room of origin.
1.1.3.1 On-shift staffing meets or exceeds the staffing levels of comparable departments
1.1.3.2 At least four firefighters arrive on-scene of structures fires within six minutes at least 90% of the time
1.1.3.3 Effective response force arrives on-scene within eight minutes at least 90% of the time
1.1.4 Obtain and maintain an ISO rating of three or better
1.1.5 Become a credentialed fire department

Emergency Services Excellence: EMS

Strategic Objectives

1.2.1 Provide prompt response to EMS incidents

1.2.2 Provide outcome-based EMS care

1.2.3 Increase on-shift staffing to optimize service delivery

1.2.4 Maintain national recognition for stroke and heart care

1.2.5 Deliver customer-centered EMS care

1.2.6 Obtain EMS credentialling

1.2.7 Paramedics are highly trained to deliver the highest level of pre-hospital critical care

1.2.8 Utilize a robust quality improvement and peer review program

Key Outcomes

1.2.1 Respond to all emergency EMS incidents with a travel time (enroute to on scene) of 5 minutes or less, 90% of the time

1.2.2.1 Over 15% of all cardiac arrests have a good outcome (CPC 1 or 2)

1.2.2.2 Over 75% of select cardiac arrest victims have a good outcome (witnessed with shockable first rhythm)

1.2.3.1 On-shift staffing meets or exceeds staffing levels of comparable departments

1.2.3.2 Respond to cardiac arrests with at least five EMS providers within six minutes at least 90% of time.

1.2.4 Maintain American Heart Association Silver EMS award or better for heart and stroke care

1.2.5 At least 90% of EMS customers respond with agree or strongly agree that they received quality services and were treated with respect through EMS experience surveys.

1.2.6 Obtain CAMTS credential

1.2.7 At least 50% of Paramedics are certified as Critical Care Paramedics

1.2.8.1 Continue peer-driven quality improvement program

1.2.8.2 Build peer review commitment based upon principles of just culture

Emergency Services Excellence: Specialized Response

Strategic Objectives

1.3.1 Develop capacity to respond to technical and specialized response incidents

1.3.2 Seek and maintain partnerships in regional special operations teams

1.3.3 Obtain necessary equipment and technology to respond to special operations incidents

Key Outcomes

1.3.1.1 75% or more of firefighters are trained and certified at the Rope Rescue operations level or higher

1.3.1.2 75% or more of firefighters are trained and certified at the rescue swimmer/ice rescue operations level or higher

1.3.1.3 75% or more of firefighters are trained and certified at the confined rescue operations level or higher

1.3.1.4 All firefighters are trained and certified at the level of hazardous materials operations responder or higher.

1.3.1.5 75% or more of firefighters are trained and certified at the hazardous materials technician level or higher

1.3.2.1 Become a department member of regional special operations team

1.3.2.2 Maintain at least three firefighters on the Washington County Mobile Field Force

1.3.31 Obtain equipment to effectively and safely respond to water, rope rescue, water rescue, confined space, hazardous materials and other specialized response incidents

Community Risk Reduction: Fire Inspection and Code Enforcement

Strategic Objectives

2.1.1 Provide proactive fire prevention in all non-residential occupancies

2.1.2 Provide proactive fire prevention in all multi-family buildings

2.1.3 Provide proactive fire prevention in new construction

2.1.4 Optimize fee structure to support comprehensive fire inspection and code enforcement

2.1.5 Staff appropriate positions and personnel to support comprehensive fire inspection and code enforcement

Key Outcomes

2.1.1 Perform life safety inspections in 90% or more of non-residential occupancies annually

2.1.2 Perform life safety inspections in all multi-family buildings annually

2.1.3 Perform fire inspection, plan review and permitting of all new construction

2.1.4 Implement improved fire inspection fee schedule including annual life safety inspections

2.1.5 Maintain Fire Marshal position and add three, shift-based promoted fire inspector specialty positions

Community Risk Reduction: Fire Investigation

Strategic Objectives

2.2.1 Provide fire investigation services to promote fire prevention and arson investigation

2.2.2 Fire investigations are supported by qualified, trained and certified fire investigators

2.2.3 Support high-quality and safe fire investigations with the appropriate technology and equipment

2.2.4 Leverage partnerships to improve the quality of fire investigations

Key Outcomes

2.1.1 All fires are investigated for origin and cause

2.2.1 Maintain a roster of at least four certified fire investigators (CFIT or higher)

2.2.3 Purchase appropriate equipment, PPE and technology to safely and effectively investigate all fires

2.2.4 Explore regional partnerships for fire investigation team formation

Community Risk Reduction: Public Education and Engagement

Strategic Objectives

2.3.1 Provide genuine and engaging fire and injury prevention education to the community with a focus on target audiences and unique hazards

2.3.2 Establish and maintain a home fire safety program

2.3.3 Continue youth fire prevention intervention program

2.3.4 Provide high-quality CPR, first aid and EMS training to the community

Key Outcomes

2.3.1.1 Participate in at least six public events annually

2.3.1.2 Provide school fire prevention visits to at least one grade level to all Cottage Grove elementary schools annually

2.3.1.3 Perform at least five older adult fire prevention and safety program visits annually

2.3.1.4 Continue fire prevention and safety training for scouts and other community groups

2.3.1.5 Maintain a roster of at least four certified Fire and Life Safety Educators

2.3.1.6 Maintain a roster of at least three Certified Child Passenger Safety Technicians

2.3.1.7 Host at least one car seat safety clinic annually

Community Risk Reduction: Public Education and Engagement (continued)

Strategic Objectives

2.3.1 Provide genuine and engaging fire and injury prevention education to the community with a focus on target audiences and unique hazards

2.3.2 Establish and maintain a home fire safety program

2.3.3 Continue Youth Fire Prevention Intervention program

2.3.4 Provide high-quality CPR, first aid and EMS training to the community

Key Outcomes

2.3.2.1 Successfully complete FEMA Home Fire Safety Grant

2.3.2.2 Perform at least 10 home fire safety visits annually (after grant completion)

2.3.3.1 Maintain Youth Fire Prevention Intervention (YFPI) program in partnership with the Youth Service Bureau

2.3.3.2 Maintain at least two certified YFPI intervention specialists

2.3.4.1 Maintain at least four certified CPR and first aid instructors

2.3.4.2 Train at least 100 people annually on CPR and first aid

2.3.4.3 Offer at least two public CPR certification courses per year

2.3.4.4 Offer at least four CPR training sessions at Middle and High Schools in Cottage Grove/Southern Washington County

2.3.4.5 Maintain State EMS education license

Community Risk Reduction: Community Paramedicine and Health Promotion

Strategic Objectives

2.4.1 Community Paramedicine program is supported by qualified, trained and certified Community Paramedics

2.4.2 Develop, sustain and implement Community Paramedic programs based upon community needs

2.4.3 Engage in proactive health promotion and disease prevention

Key Outcomes

2.4.1.1 Maintain at least four trained and certified Community Paramedics

2.4.1.2 Maintain at least one chief officer certified as a Community Paramedic

2.4.2.1 Perform at least five older adult fall and fire prevention visits annually

2.4.2.2 Embed Community Paramedic into Case Management Unit to provide holistic mental health promotion and response

2.4.2.3 Create Community Paramedic referral process for Public Safety Team members

2.4.3 Develop and implement community health fair to include health promotion, education and disease screening

Community Risk Reduction: Branding and Communications

Strategic Objectives

2.5.1 Employ an effective branding and communication campaign

2.5.2 Amplify and leverage online communications through multiple media platforms

2.5.3 Develop and maintain a fire department website that promotes transparency and accountability

2.5.4 Partner and communicate with diverse and traditionally underserved people and groups throughout the community

2.5.5 Provide timely, effective and impactful communications to the community when emergencies and critical incidents happen

Key Outcomes

2.5.1.1 Create an impactful brand and communication campaign for the fire department

2.5.1.2 Educate the public on the purpose, mission and functions of the fire department

2.5.2 Demonstrate 10% increase in social media views and engagement across Public Safety Department social media platforms

2.5.3.1 Implement a community facing dashboard

2.5.3.2 Identify opportunities for improvement for the fire department website

2.5.4 Develop sustaining relationships with community groups that promote partnership with diverse and traditionally underserved populations

2.5.5 Designate a Fire Department Public Information Officer to partner with the communications team to promote timely, effective and impactful information to to the public during emergencies and critical incidents

People: Workplace Culture

Strategic Objectives

3.1.1 Develop and maintain a set of core values

3.1.2 Develop and maintain a shared mission, vision and strategic plan

3.1.3 Create a culture of excellence in which team members are valued and motivated to deliver excellence service

Key Outcomes

3.1.1.1 Team members identify and role model the department's core values

3.1.1.2 Publish, implement and maintain a set of core values

3.2.1 Publish, implement and maintain a shared mission, vision and strategic plan

3.1.3 Employee engagement surveys demonstrate an engaged team

People: Recruitment and Retention

Strategic Objectives

3.2.1 Collaborate with city leaders to ensure department pay and benefits are attractive

3.2.2 Build a culture of excellence and equip firefighters with the best equipment and PPE supported by innovative practices and policies

3.2.3 Develop a recruiting team to identify and operationalize strategies and incentives to recruit talent and diverse candidates

3.2.4 Recruit and develop talent through innovative and inclusive approaches

Key Outcomes

3.2.1 Firefighter pay and benefits will be competitive with comparable departments

3.2.2.1 Firefighters will have equipment and PPE that conforms to up-to-date best practices and industry standards

3.2.2.2 Policies and procedures comply with evidenced-based practices, industry standards, codes, regulations and laws

3.2.3.1 Establish a fire department recruitment, retention and recognition team (formally known as Roundtable)

3.2.3.2 Reduce avoidable annual turn-over below 7% for full-time staff and below 20% for part-time staff

3.2.5.1 Develop a cadet program to promote access to Fire/EMS careers

3.2.5.2 Develop a paramedic pathway/scholarship program

People: Training and Development

Strategic Objectives

3.3.1 Utilize effective field training and on-boarding to provide quality on the job training
3.3.2 Maintain an effective and compliant internal training program
3.3.3 Train and certify firefighters to the positions they work
3.3.4 Offer access to external training, certification courses and conferences
3.3.5 Assess the current and future needs of the organization to invest in succession planning
3.3.6 Provide career development specialty assignments to promote professional growth
3.3.7 Provide regular career development counseling
3.3.8 Maintain membership at the East Metro Training Facility (EMTF) to support live fire training needs
3.3.9 Continue training partnerships with neighboring and regional mutual aid partners

Key Outcomes

3.3.1.1 Continue field training with quality and qualified Field Training Officers (FTO)
3.3.1.2 Maintain a roster of at least three trained and qualified FTOs
3.3.2.1 All full-time firefighters will have at least 100 hours of training annually including OSHA and NFPA required training requirements
3.3.2.2 All part-time firefighters will meet OSHA and NFPA required training requirements annually
3.3.3.1 All firefighters will obtain and maintain their Firefighter 1, 2 and Hazardous Materials Operations certification
3.3.3.2 All firefighters will obtain and maintain their Minnesota Firefighter License
3.3.3.3 All fire officers will obtain and maintain Fire Officer 2 and Fire Instructor 2 certification or higher
3.3.3.4 All specialty positions and roles will be certified to the appropriate level
3.3.3.5 All firefighters will maintain EMS certification

People: Training and Development (continued)

Strategic Objectives

3.3.1 Utilize effective field training and on-boarding to provide quality on the job training
3.3.2 Maintain an effective and compliant internal training program
3.3.3 Train and certify firefighters to the positions they work
3.3.4 Offer access to external training, certification courses and conferences
3.3.5 Assess the current and future needs of the organization to invest in succession planning
3.3.6 Provide career development specialty assignments to promote professional growth
3.3.7 Provide regular career development counseling
3.3.8 Maintain membership at the East Metro Training Facility (EMTF) to support live fire training needs
3.3.9 Continue training partnerships with neighboring and regional mutual aid partners

Key Outcomes

3.3.4 At least 25% of firefighters will attend an external training course or conference annually
3.3.5 Implement and maintain career paths for effective and intentional succession planning
3.3.6 Develop specialty assignments and promotional positions to promote career development and skillset development (e.g. Investigator, Instructor, Live Burn Team)
3.3.7 Career development is discussed and is the foundation of yearly performance evaluations
3.3.8.1 Offer at least six live fire training sessions at the EMTF annually
3.3.8.2 All firefighters will attend at least one live fire training per year
3.3.9 Participate in at least four multi-agency training sessions per year

People: Wellness

Strategic Objectives

3.4.1 Employ effective and engaging programs that promote wellness
3.4.2 Firefighters have ready access to peer support
3.4.3 Provide annual mental and general health assessments
3.4.4 Benefits package is competitive and addresses the needs of holistic wellness
3.4.5 Promote work-life balance
3.4.6 Maintain a healthy organizational culture with a positive workplace environment

Key Outcomes

3.4.1.1 Injured on-duty and lost-time are below historical trends
3.4.1.2 Employee surveys indicate firefighters have meaningful access to wellness resources
3.4.1.3 Firefighters receive training to address firefighter specific health risks including mental health, cancer prevention and heart/vascular disease
3.4.1.4 Establish therapy/support K-9 program
3.4.2 Establish and maintain a peer support team with at least three peer support team members
3.4.3.1 Continue annual medical assessments that follow NFPA standards, OSHA requirements and best practices for all firefighters
3.4.3.2 All firefighters have access to annual ”neck-up” checks and pathways to appropriate follow-up care
3.4.4 Offer employee benefits that offer holistic wellness opportunities and benefits

People: Wellness (continued)

Strategic Objectives

3.4.1 Employ effective and engaging programs that promote wellness

3.4.2 Firefighters have ready access to peer support

3.4.3 Provide annual mental and general health assessments

3.4.4 Benefits package is competitive and addresses the needs of holistic wellness

3.4.5 Promote work-life balance

3.4.6 Maintain a healthy organizational culture with a positive workplace environment

Key Outcomes

3.4.5.1 Over 75% of full-time firefighter annual leave (PTO) requests are approved

3.4.5.2 Optimize off-shift requirements for firefighters

3.4.5.3 Offer a variety of opportunities to fulfill annual training and engagement requirements

3.4.5.4 Maintain part-time self-scheduling process

3.4.6.1 Firefighters have access to high-quality fitness equipment

3.4.6.2 Firefighters are incentivized to engage in fitness and wellness activities

3.4.6.3 Firefighters have access to PPE, equipment and facilities that promote cancer risk reduction

3.4.6.4 Firefighters have access to opportunities for team building and effective team communications

People: Safety

Strategic Objectives
3.5.1 Maintain effective training programs that emphasize safety
3.5.2 Provide annual OSHA and required safety training
3.5.3 Utilize evidenced based policies and procedures
3.5.4 Utilize and maintain apparatus (fleet), equipment and technology that promotes firefighter safety
3.5.5 Develop and maintain a safety recognition program
3.5.6 Utilize evidenced-based practices to review incidents to drive policy, practices and equipment changes
3.5.7 Utilize Just Culture principles to evaluate near-misses and accidents to improve safety

Key Outcomes
3.5.1 Maintain a culture where safety is the foundation of training and on-boarding
3.5.2 All firefighters complete department, state and federally mandated safety training to support a safe work environment
3.5.3.1 Update fire department procedure manual
3.5.3.2 Create fire department policy and procedure manual review schedule
3.5.4.1 Develop and implement a sustainable and evidenced-based equipment replacement plan
3.5.4.2 Establish budget flexibility to incorporate new technology and critical upgrades to equipment
3.5.5 Develop and implement a safety recognition program
3.5.6.1 Perform after action reviews (AAR) at least 90% of the time on structure fires and significant incidents
3.5.7 Firefighters receive training on Just Culture principles and process

People: Recognition

Strategic Objectives

3.6.1 Utilize desirable traits and behaviors to recognize team members

3.6.2 Utilize an impactful awards/recognition program

3.6.3 Promote firefighters based on merit

Key Outcomes

3.6.1 Recognize firefighters for performance that exemplifies the mission, vision and values of the Cottage Grove Fire Department

3.6.2.1 Host an annual awards program for fire department staff

3.6.2.2 Create a ”caught in the act” program to recognize smaller but impactful positive workplace performance

3.6.3 Select firefighters for promotion and opportunities based upon merit, readiness, experience, training and education

Technology and Innovation: Equipment, Technology and Practice

Strategic Objectives

4.1.1 Encourage innovation

4.1.2 Review and implement emerging technologies to improve efficiency, effectiveness and safety

4.1.3 Equip firefighters with the best PPE, tools, control devices and apparatus to promote effectiveness and safety

4.1.4 Develop and maintain best practices, policies and procedures

4.1.5 Provide needed information to emergency responders to effective respond to incidents

Key Outcomes

4.1.1 Develop recognition program for innovative approaches develop by team members

4.1.2.1 Maintain and leverage memberships in local, state and national fire and ems organizations

4.1.2.2 Maintain continuous improvement culture to identify and implement innovative approaches and equipment

4.1.3 Establish and follow equipment replacement plans

4.1.4 Create process for policy and procedures review

4.1.5.1 Equip all fire and EMS apparatus with CAD computers

4.1.5.2 Equip all in-vehicle computers with critical software tools and technology to support emergency operations including access to pre-incident plans

Growth: Growth Trends

Strategic Objectives

5.1.1 Utilize metrics and quality data to determine future resource demands for staffing, equipment and facilities

5.1.2 Optimize connections with all in the community especially among traditionally underserved and new to our community populations

5.1.3 Develop a culturally curious workforce prepared to welcome and work with all in the community

Key Outcomes

5.1.1.1 Implement fire department staffing study recommendations

5.1.1.2 Complete a formal Standards of Cover for the community (includes long-term facility needs)

5.1.2.1 Create and maintain partnerships with community groups and people

5.1.2.2 Offer second-language training to firefighters

5.1.3 Provide cultural humility training to all firefighters

Growth: Workload and services

Strategic Objectives

5.2.1 Analyze and publish call volume, response times, staffing levels and impact metrics to determine workload efficiencies and needs

5.2.2 Secure staffing levels to meet the demands for service

Key Outcomes

5.2.1.1 Provide monthly reports, response times and operational metrics

5.2.1.2 Public annual report on operational metrics and department activity

5.2.2.1 Implement 2023 Fire Department staffing study recommendations

5.2.2.2 Prepare and implement five-year staffing plan cycles

5.2.2.3 Staff appropriate number of supervisor, chief and administrative positions to provide proactive leadership and support for firefighters

Growth: Organizational Resiliency

Strategic Objectives

5.3.1 Utilize a shift relief factor to support organizational resiliency and work-life balance

5.3.2 Optimize local and regional fire/EMS partnerships

5.3.3 Utilize proactive and transparent communication with stakeholders

5.3.4 Engage in professional stewardship to encourage growth and partnerships

5.3.5 Provide tools to support individual firefighter resiliency

Key Outcomes

5.3.1 Establish a 25% relief factor to shift-based staffing levels

5.3.2 Maintain and grow partnerships to share specialized resources

5.3.3 Create internal and public facing dashboards and information sharing to inform stakeholders

5.3.4 Drive participation from firefighters, supervisors and chief officers in external organizations to develop partnerships

5.3.5 Offer annual resiliency training to all firefighters

Growth: Budget and Planning

Strategic Objectives

5.4.1 Utilize five year strategic plan to guide department priorities and work

5.4.2 Develop and maintain annual training plans

5.4.3 Utilize succession planning

5.4.4 Utilize an asset management plan for maintenance, replacement and upgrades of vehicles, equipment and technology

5.4.5 Utilize annual budget process and conduct long-rage budget planning

Key Outcomes

5.4.1.1 Review strategic plan annually

5.4.1.2 Create and maintain a strategic plan scorecard to measure progress toward key outcomes

5.4.2 Update training plans annually to reflect firefighter career paths

5.4.3 Publish and employ career paths

5.4.4.1 Continue and annually review EMS supply PAR system

5.4.4.2 Optimize asset management plan for department equipment and vehicles

5.4.5.1 Use strategic goals to prioritize budget needs

5.4.5.2 Partner with city leaders and city council to message department needs to the community

5.4.5.3 Identify and prioritize long-term budget needs

Appendices

Staffing Plan
Fleet Replacement Plan
Station 4 Plan

Appendix A: Strategic Staffing Study

- 2019 Organizational Study
  - Leadership positions
- 2023 Staffing Study
  - Shift and front-line staff

Strategic Staffing Plan



The goal of the fire department staffing plan is to have a reliable, sustainable and professionally staffed fire department to deliver exceptional service.

Reliable, Sustainable, Professional

Organizational study completed in 2019 recommended Fire Department leadership organization and structure

- Recommended two Deputy Chiefs:
  - One Operations/EMS Chief
  - One Training Chief
- Added Deputy Chief would be responsible for Professional Standards, Training, Development and Safety:
  - Fire and EMS Training
  - Policy and procedures
  - Health and Safety
  - Quality improvmeent
  - Initial academies and firefighter training (firefighter 1 and 2)
- Consistent to leadership structure throughout American Fire Service
- Lack of second Deputy Chief has had negative effects on the fire department:
  - Pushed down to shift Captains (Captains acting as Chief Officers)
  - Difficult to optimize training and development (in-house firefighter certificaiton training)

Recommendation



- Fire Department recommends adding Deputy Chief as soon as possible if funding allows
  - Utilize partial piece of Public Safety aid to fund ASAP start
  - Reserving approximately $80,000-$100,000 in SCBA savings from right-sizing fleet from original Minnesota Public Safety Aid
  - FY25 budget add proposed

Shift Staffing Recommendations

Reliable, Sustainable, Professional

- Identify, plan and implement front-line shift-based staffing that meets the demands of the community
- Address all mission areas of the fire department
- Completed staffing plan and recommendations with Ethical Leaders in Action in July 2023
- Three phase plan:
  - Stabilization
  - Improvement (options for service excellence vs. cost containment)
  - Sustainment
- Population based staffing is based on Cottage Grove population only

Reliable, Sustainable, Professional

- Current state does not meet demands for emergency services or overall missions evidenced by:
  - Exponential call growth without matching staffing increases
  - High percentage of EMS mutual aid
    - Need more aid than we can provide to other communities
  - Excessive ”out of service time” (overlapping calls)
  - Concerning fire ground staffing
    - No effective response force for any fires since 2019
    - Frequent response with fewer than four firefighters
  - Understaffed response to cardiac arrests and high needs medical calls
    - Cardiac arrest ERF is 13% (12 of 95 cardiac arrests since 2000)
  - Difficulty completing all missions including public education, fire inspections and specialized response
    - Missing annual life safety inspection goals

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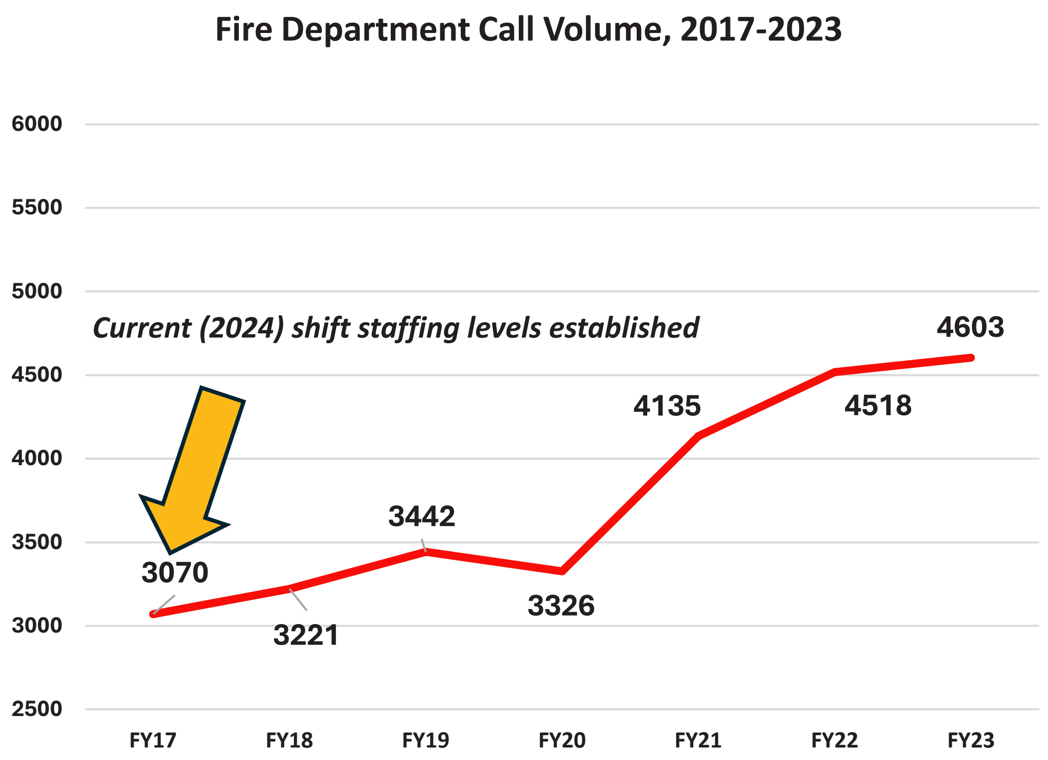

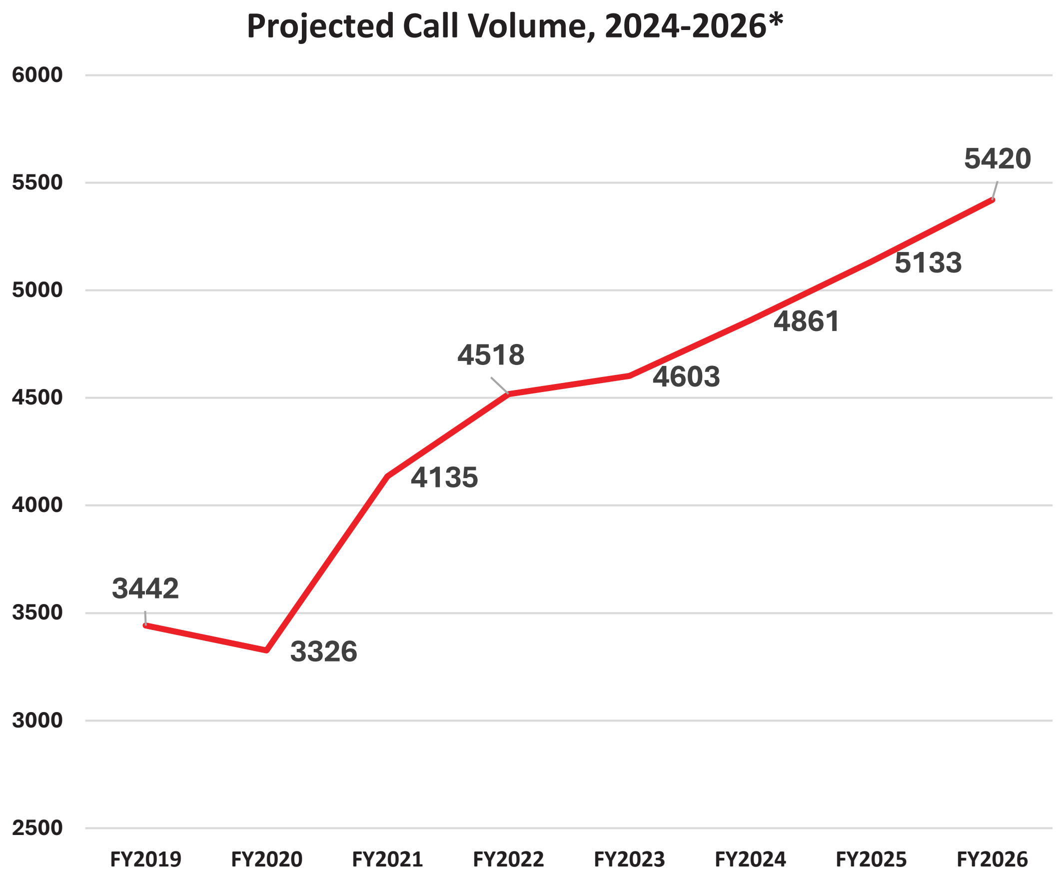

**Estimate 5.6% call increase per year*

2024 YTD is: 8.3% (through May 31st)

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Call volume growth factors

- Cottage Grove population increase
  - 21.6% since 2010 (2010-2023, US Census and US Census estimates)
- Cottage Grove EMS call demand increased 64% 2019-2023 (almost 1,200 EMS calls)
  - Higher Fire/EMS call utilization per 1,000 people in Cottage Grove has increased by 14% since 2019
    - 63 calls per 1,000 to 73 calls per 1,000
  - Increasing utilization factors
    - Cottage Grove aging population: 2010 to 2020 – increase of 3.5% (approximately 2,000 more older adults)
      - People over 50 account for 61% of EMS calls nationwide
    - Aging infrastructure and housing
    - Non-Cottage Grove PSA call volumes have not grown exponentially

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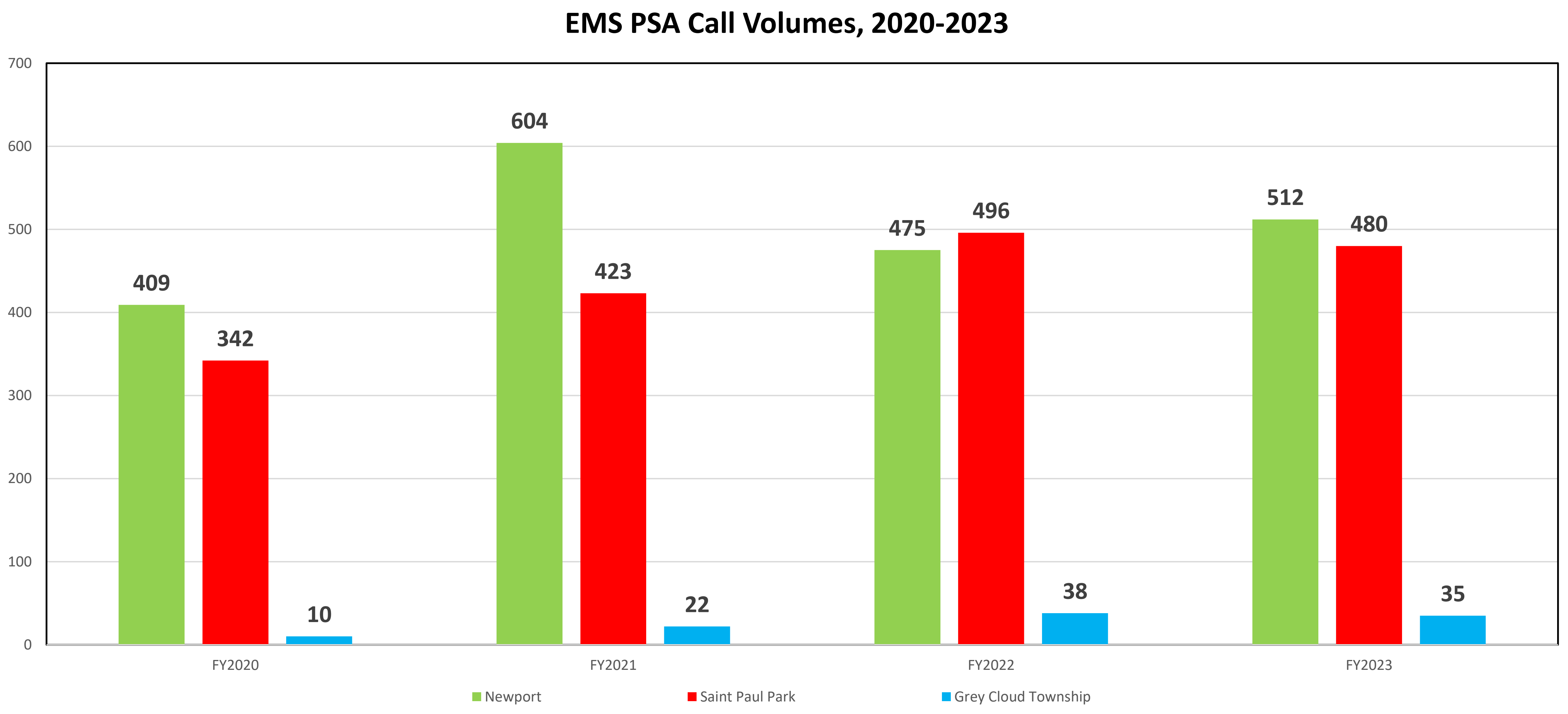

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Cottage Grove EMS Response times

- Cottage Grove has good response times when units are available
  - From time department is “paged” to arrival on-scene
  - Response time for “emergent” calls in the City of Cottage Grove
- When mutual aid is needed, it can increase response times by 2-3 times
- Due to EMS mutual aid response times and other factors, response time increased from 7:16 in 2020 to 7:50 in 2022
  - In 2023, we changed how units are time stamped to arrival which showed improvement in response times from 2022
  - Mutual aid needs still increased overall response time by 37 seconds

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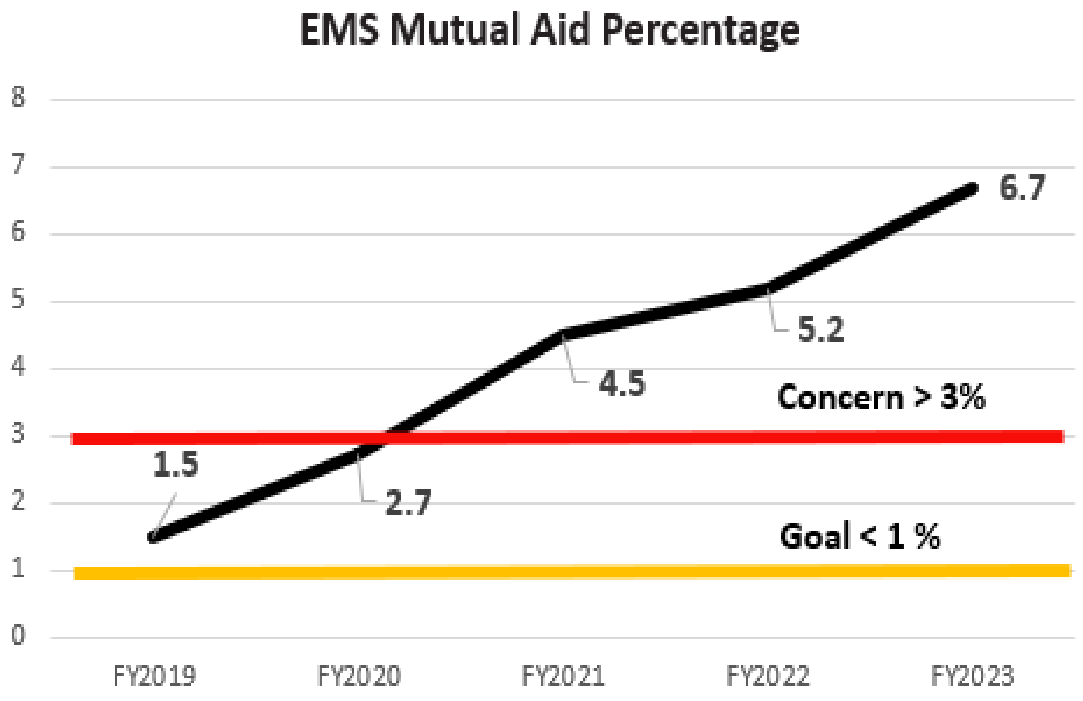
EMS Mutual Aid

- We could not respond
  - Overlapping calls
- Significantly increases response time from mutual aid
- Goal is < 1%
- Lost revenue



2024 Year to Date (through May): 7.7%

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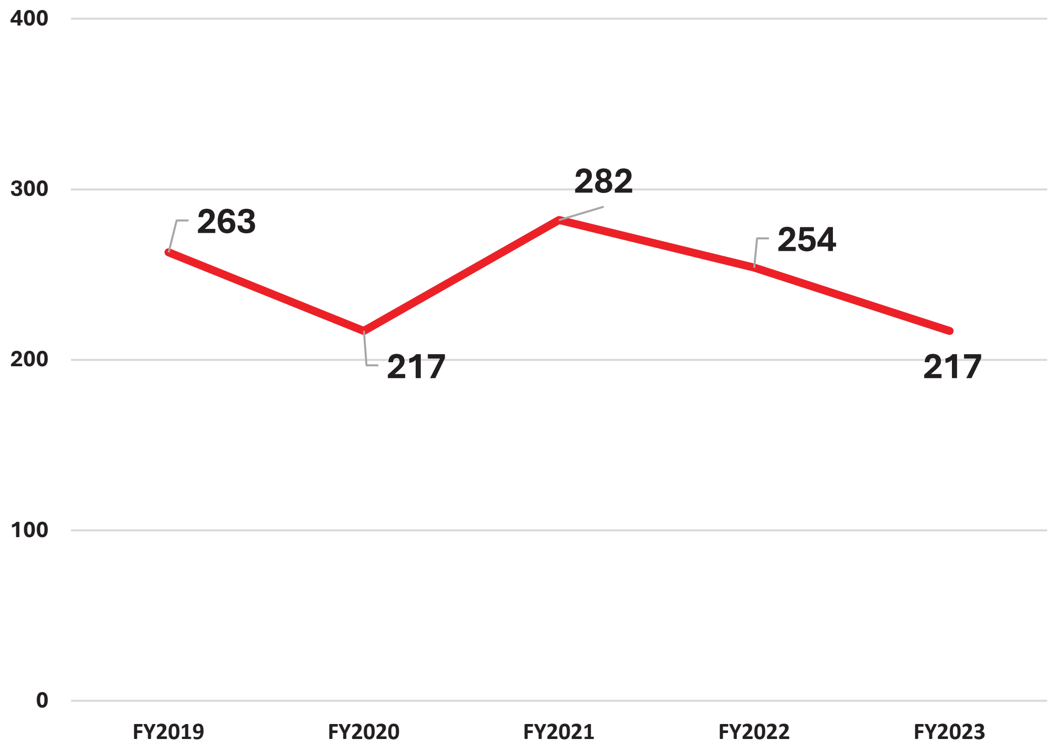
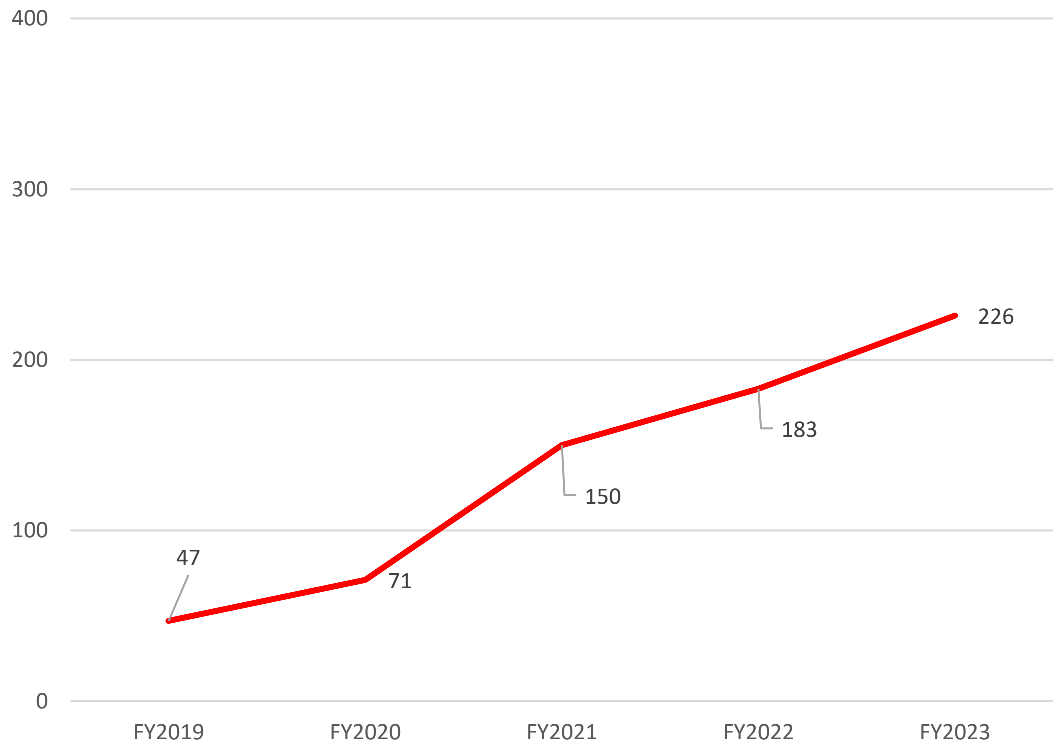
EMS Mutual Aid Given



EMS Mutual Aid Received



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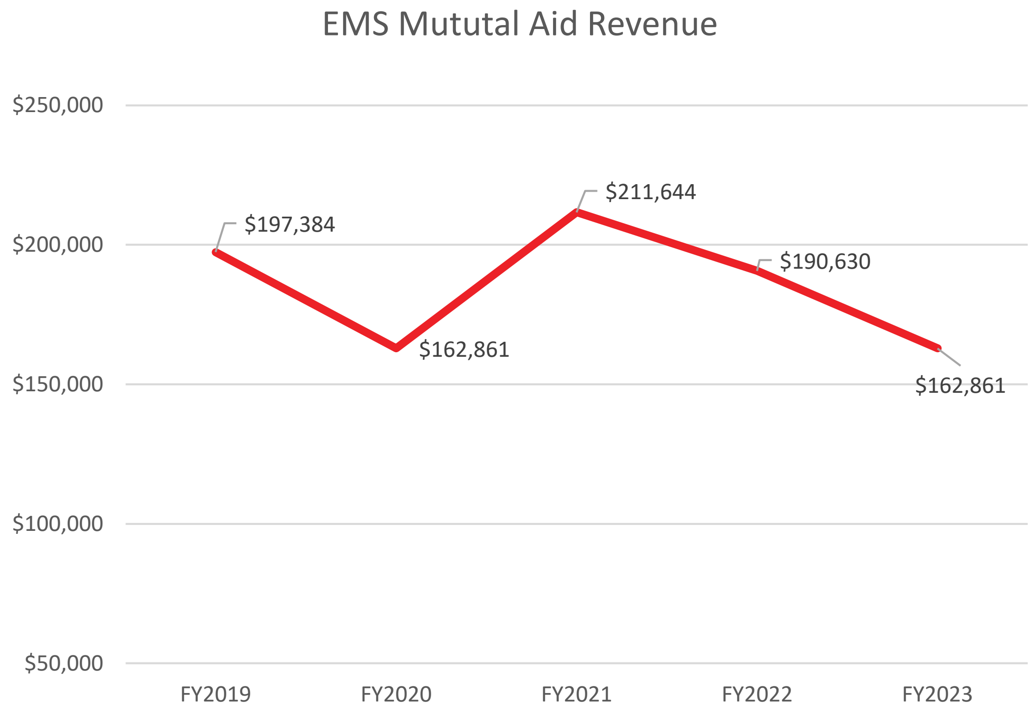
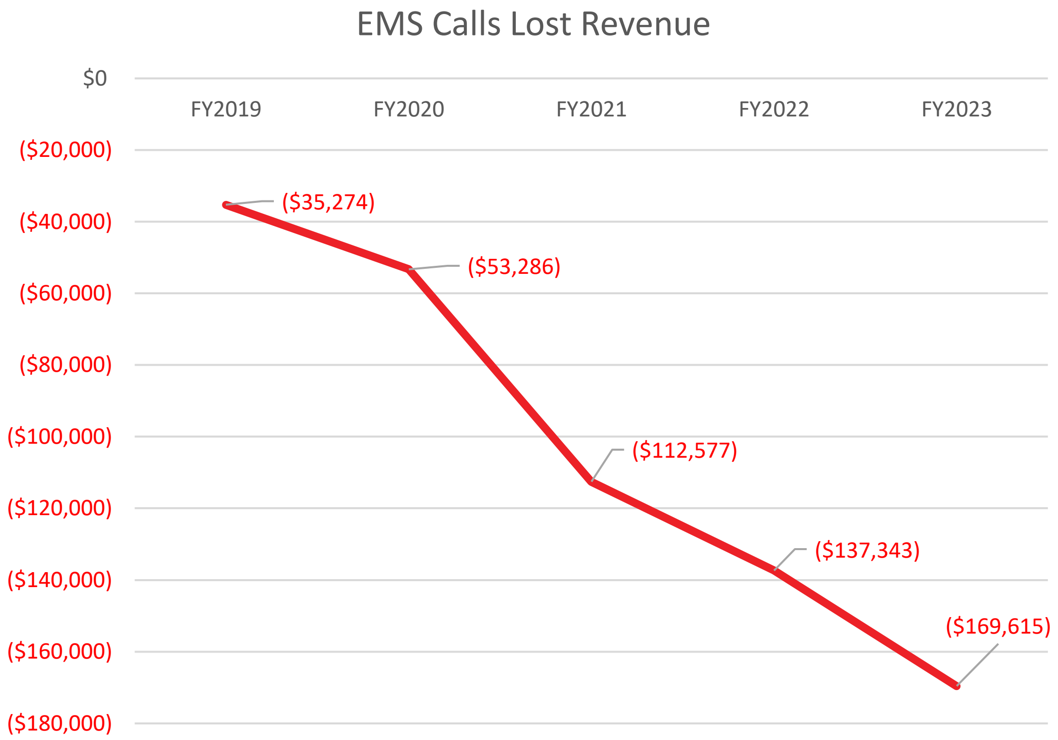
Financial Impact –Mutual Aid Opportunities



Financial Impact- Lost Calls in Cottage Grove



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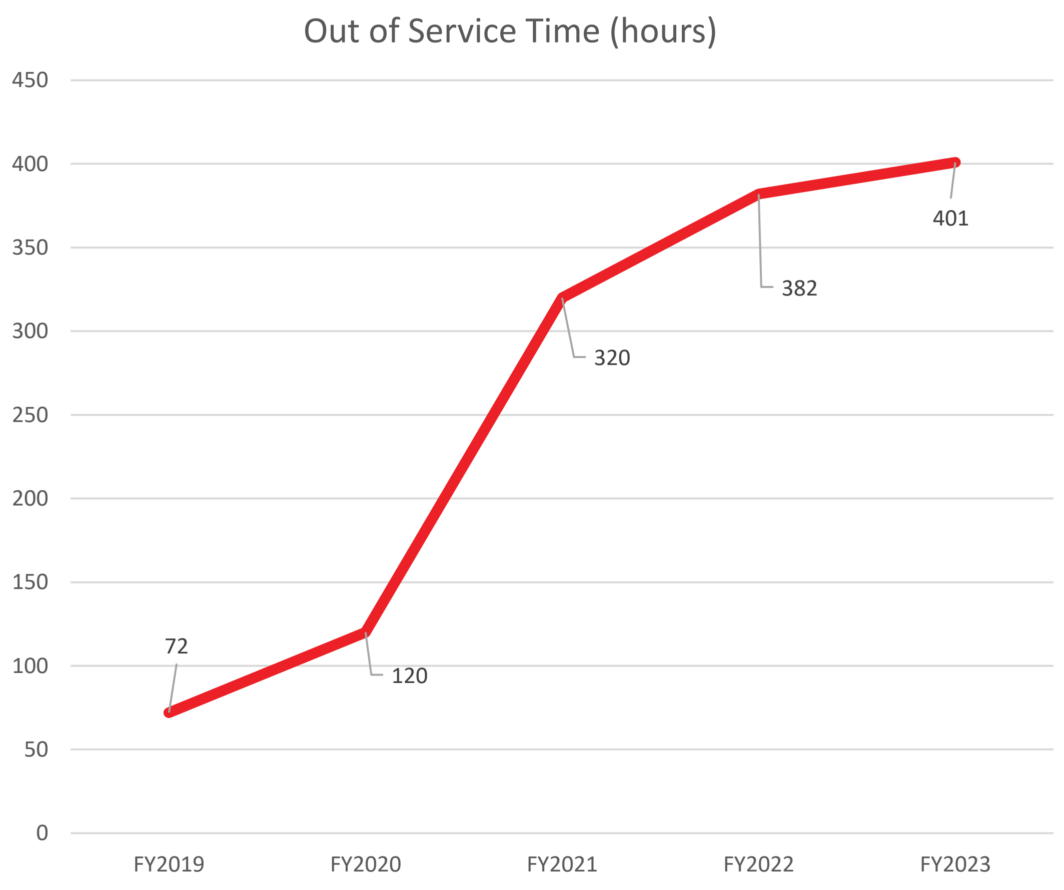
Out of Service time

- Measured when we do not have another crew staffed at the station
- Overlapping calls
- Significant incident (house fire, cardiac arrest)
- Indicator of shift staffing ability to handle call volume
- 2023 equivalent to 16 days out of service



2024 Year to Date (through May): 359 hours

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Fire Staffing

Effective Response Force (ERF)

- NFPA 1710
- Adequate staffing to put out fire, rescue people and keeping firefighters safe
- 16 firefighters on-scene within eight minutes (90% of time)
  - Includes mutual aid
- Number of firefighters + response time = outcome

Cottage Grove Outcome data

- Zero incidents with ERF since 2017*
- 58% of fires contained to room of origin
  - National average is 75%
- When not confided to room
  - Deaths increase 800%
  - Injuries increase 164%
  - Loss increases 775%

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Metro Comparable departments

- ALS Transporting Fire Departments Population 25,000 – 65,000
- Plan/approved additions
- On-shift firefighters only (does not include Chief/admin staff)
- All share EMS revenue issues

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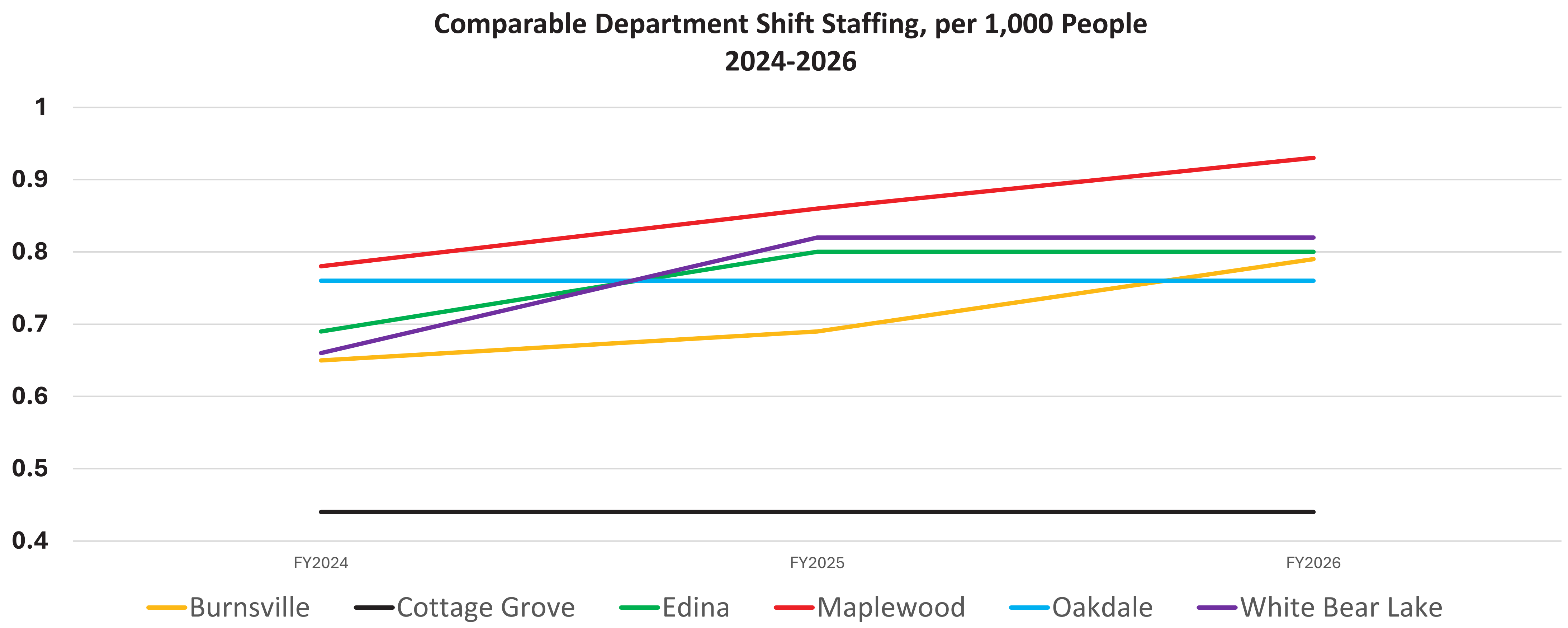

Reliable, Sustainable, Professional

Phase 1

- Converted 20-25 part-time positions to 3 full-time positions
  - It requires at least 7 part-time firefighters to fill one full-time position
- Focus on efficiency
- Optimize current shift staffing numbers
  - Does not increase firefighters per shift
  - Does offer more reliable coverage in long term with conversion
- 5 full-time firefighters and 1 part-time firefighter (24/7)
- Dissolution of part-time relief association helped fund
- Maintain staff of 20-25 part-time firefighters to staff part-time shift positions and call-back response
- Strategizing with Union to go from 2,756 hours per year to 2,912 hours per year (gains a 0.8 FTE (~2300 hours of coverage) for fraction of cost)
- ***2 ambulances with rarely cross-staffed engine***

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Part-time stabilization

- Part-time listening sessions and surveys in 2023
- Increased pay to match highest wages in Twin Cities Metro
- Coordinated PERA plan with three-year vestment (vs. five-year vestment)
- Decreased hour requirements to the lowest level to maintain basic competence and department coverage
- Decrease training requirements to lowest level to maintain basic competence and to maintain fire and EMS certifications
- Flexible training opportunities
- Increased access to training, uniforms and equipment
- Flexible scheduling
- Bonuses for exceeding call-back requirements (up to $1,000 per year)

Reliable, Sustainable, Professional

Phase 2

- Increase on-shift staffing
  - Recommended over five to seven years to reach goals
- Offers options on what level of service is desired by the community
  - Emergency Services Excellence
  - Cost containment that limits full mission attainment
- Population based formula to plan for future needs (Cottage Grove population only)

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Phase 2: Emergency Excellence

- Consistent with the brand and image of Cottage Grove
- Accomplish the strategic plan and goals
- Allows for staffing to accomplish a holistic mission
- Allows more “daily” accomplishment of work instead of relying on overtime and increasing part-time off-shift requirements
- ***Staffed and dedicated ALS engine with three ambulances***
  - ***Fire Captain (Shift Supervisor)***
  - ***Firefighter/Community Paramedic***
  - ***Fire Inspector/Fire Apparatus Operator***

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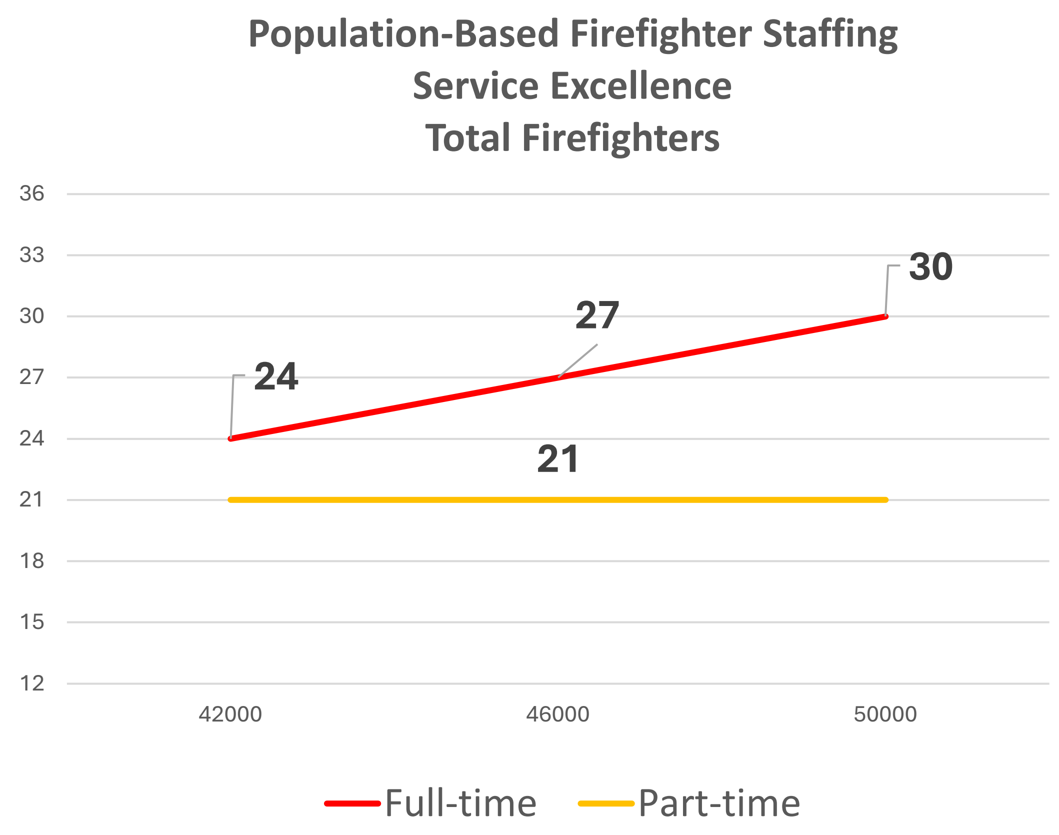

Firefighters per shift (24/7)

Population: 42,000

- Eight full-time
- One part-time

Population: 46,000

- Nine full-time
- One part-time

Population 50,000

- Ten full-time
- One part-time

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Phase 2: Cost containment

- Focus on emergency response (respond but detrimental effect on outcomes)
- Higher mutual aid needs (more lost calls)
- Sacrifice parts of strategic plan
- Rely on overtime and off-shift staffing for public events, fire prevention and health promotion
- Higher and increasing burden on part-time staff
- ***Minimally cross-staffed ALS engine and 2 ambulances***

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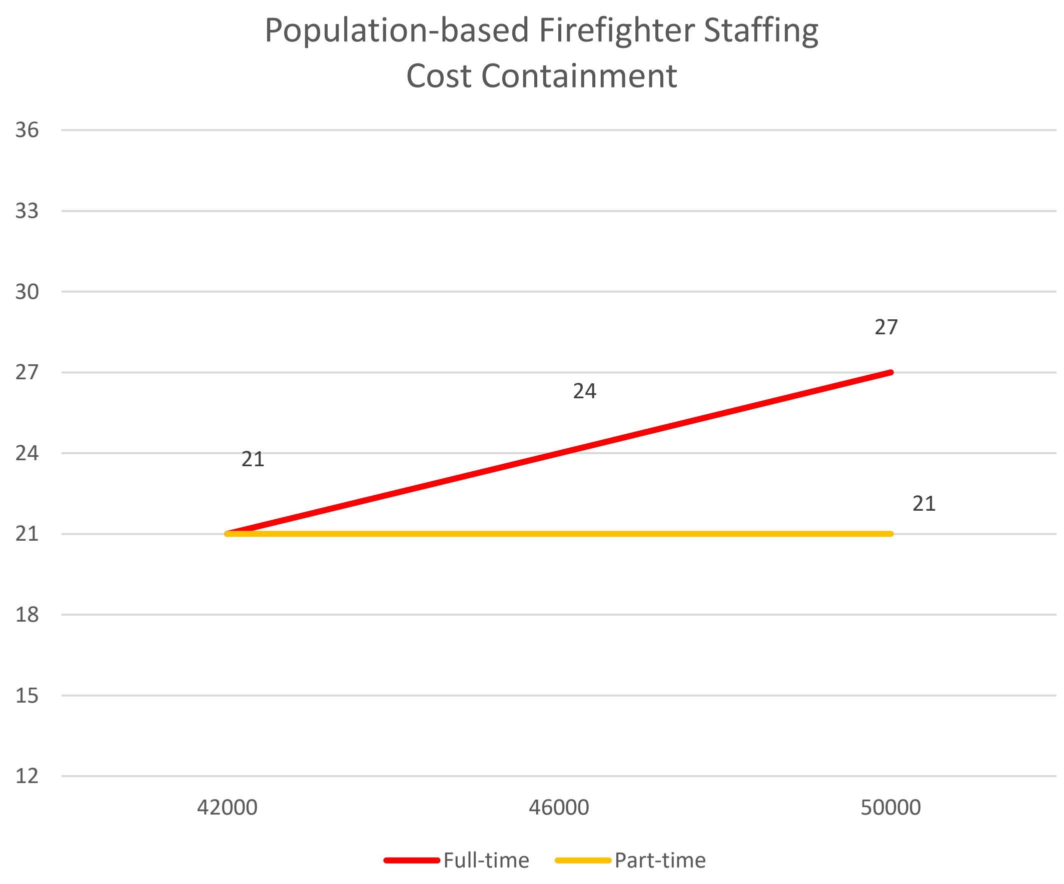

Firefighters per shift (24/7)

Population: 42,000
- Seven full-time
- One part-time

Population: 46,000
- Eight full-time
- One part-time

Population 50,000
- Nine full-time
- One part-time

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Phase 3: Sustainment

- Forecasting for future additions to allow for financial smoothing
- Maintain levels of service – allows for choices to maintain level of service
- Address shift-based staffing optimization long-term
  - Relief factors (20-30% of shift staffing)
  - Specialty positions
  - Revenue generation
- Aware of community characteristic changes may require changing staffing ratios per 1,000 people
  - More multifamily housing
  - Unique risks (specialized industry/business)

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Financial Impacts and Options

- Develop five-to-seven-year implementation plan to reach staffing goals:
  - Currently in stabilization phase
  - Strategize for future work
- SAFER Grant would help take 100% of costs for three years (allow for financial smoothing) if awarded:
  - Highly competitive and application must have meaningful and demonstrable impact on operations
  - We have a major benefit as we staff ambulances and utilize firefighters for more than “just responding to fires”
  - Our history of stretching our staff and efficiencies will be attractive in application
- EMS revenue remains an issue:
  - Driven by mismatch of Medicare/Medicaid reimbursements
  - Large volume of EMS transports are Medicare/Medicaid (increasing with aging population)
  - Significant work at state and national level to address
  - Long term relief – increase Medicare/Medicaid reimbursement at federal level
- Municipalities shifting costs from ambulance fund to general fund to maintain adequate level of service

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Financial Impacts and Options

Consider developing a “fire district” (non-taxing district) with neighboring department(s):

- Staffing needs would remain (population-based staffing) but may allow sharing more costs
- Less control of fire department – part of Joint Powers Board structure
  - Unless contracted services
- Likely partners have EMS transport licenses (beneficial for developing district)

EMS Service Changes (fire department does not recommend this)

- Would still require response to EMS calls as first response
  - Longer wait times for EMS transport
- Emergency response and EMS services would be negatively affected
- Staffing increases would still be required
- Could lose control of EMS license
- Would have to make-up EMS revenue with general fund

Fleet Replacement Plan

Fleet Replacement Plan



Develop a response-ready fleet that is reliable, sustainable and meets industry standards and best practices to support emergency services excellence.

Fire Apparatus Terminology: Engine

Initial response vehicle designed to pump and carry water to support initial fire suppression operations.

Engines serve as an all-purpose response vehicle to respond to a variety of emergencies including EMS, hazardous materials, vehicle accidents and other emergencies.

Fire Apparatus Terminology: Aerial Ladder

Highly specialized units that carry assortment of ground ladders, saws, forcible entry tools and other items to support fire ground operations.

Aerial trucks include a large integrated ladder (75 or 100 feet for Cottage Grove) with a water pump and water tank.

Aerial trucks allow for access to tall-buildings or buildings a long distance from a roadway.

Fire Apparatus Terminology: Tender

Tenders (sometimes with water pumps) serves areas without fire hydrants to transport water to the scene to support fire suppression. The current Cottage Grove tender holds 2,000 gallons of water.

Tenders with a water pump may serve as a secondary engine.

Fire Apparatus Terminology: Brush Truck

Brush trucks hold specialized equipment and a small fire pump to respond to wildland fire incidents.

Right-sizing Fleet

- “Right-sizing” the fleet has allowed for better apparatus utilization:
  - Selling Engine 1 will save in maintenance and equipment needs and costs
  - Required Engine 1 because of paid on-call model
    - Paid on-call models require more fleet and stations traditionally
  - Replacing Ladder 2 with an engine (vs. ladder) will save $300,000+
  - Improved mutual aid plans (box alarms and auto-aid)
- Transferred Brush Truck, UTV and utility truck to Public Works:
  - Still have 1 brush truck and UTV to respond to wildland/brush fires
  - Required these additional trucks due to paid on-call model
- Fleet optimization allows for reduced equipment needs:
  - Reduced SCBA replacement costs by $100,000
  - Reduced radio costs by $30,000 plus decreased yearly costs (~$3,000)
  - Other equipment savings of over $50,000 per truck

Current Fire Fleet Replacement Schedule

Cottage Grove
Where Pride and Prosperity Meet

Vehicle	Mfg. Date	Purchase Cost	Replacement Cost	Replacement Cycle	Proposed Replacement
Engine 4	2012	$454,300	$900,000	25 years	2037
Ladder 1	2018	$1,300,000	$1,500,000	30 years	2048
Ladder 2	2003	$499,897	$1,200,000	30 years	2033
Engine/Tender 3	1996	$333,123	$700,000	25 years	2021
Brush 2/UTV 1	2014		$100,000	15 years	2029

Fire Fleet Replacement Update Needed

- As response model has changed with trend to increased efficiencies, need for less equipment has become apparent:
  - Decreased number of trucks
  - Increased use per truck which will need more frequent replacement
    - Overall net savings
  - Only need for one ladder truck
    - Decreased replacement price tag to replace current ladder 2 with an engine
- Overall goal for current situation:
  - One Front-line Engine
  - One Ladder truck
  - One Tender
  - One reserve engine/call-back truck
  - One brush truck/UTV
- Staffing increases to recommended levels would not require more fire fleet based on this plan:
  - Staff would “hard-staff” current apparatus

Fire Fleet Replacement Schedule Update

Vehicle	Mfg. Date	Purchase Cost	Replacement Cost	Replacement Cycle	Proposed Replacement
Engine 4	2012	$454,300	$900,000	15 Years	2027
Ladder 1	2018	$1,300,000	$1,500,000	20 Years	2038
Ladder 2: Change to Engine	2003	$499,897	$900,000	15 Years	2023
Engine/Tender 3	1996	$333,123	$700,000	15 Years	2016
Brush 2/UTV 1	2014		$100,000	15 years	2029

EMS Fleet Replacement

- EMS fleet efficiencies and optimization have supplemented right-sizing
- EMS fleet now supports firefighters to carry gear, SCBA and basic fire equipment:
  - Decreases need for large fire vehicles “to carry” firefighters
  - Allows reliable EMS response to all incidents
  - Cornerstone of fire-based EMS efficiency and superiority over single-role EMS
- Require fleet of three ambulances on six years rotation
- 4th ambulance may be needed in distant future (10-15 years), but current projections support three ambulances

EMS Fleet Optimization

Vehicle	Mfg. Date	Purchase Cost	Replacement Cost	Replacement Cycle	Proposed Replacement
Ambulance 1	2020	$454,300	$300,000	6 Years	2028*
Ambulance 2 (remount)	2018	$62,943	$300,000	6 Years	~2025
Ambulance 3	2018	$333,123	$300,000	6 Years	2026

*Due in 2026 but goal is to create cycle to purchase new ambulance every two years to get to six-year cycle overall

EMS Fleet Optimization

- Converting back to van chassis from truck chassis
- Allows for most maintenance work to be completed at public works vs. outsourcing
- Next ambulance will be back to van chassis
- Significantly lower initial cost with van chassis

Fleet Financial Options and Impacts

- Truck prices and lead times have increased exponentially
- Purchasing requires dedicated plan to anticipate lead times and price increases
- Replacement at 15-20 years
  - Less maintenance costs over life of the vehicle
  - Less down time
  - Better resale value
- Financial options to afford
  - Cash payment (no interest payments over 2-3 installments
  - Traditional lease or lease to purchase
- Fire department plans to lease chief and administrative vehicles
  - Public works is utilizing this strategy

Station 4 Evaluation

Station 4 Evaluation

- Station 4 is located at Jamaica Avenue and 95th Street
- Built in 1994
- Essential response station for previous paid on-call model
- With transition to shift-based staffing, the need as a response station diminished
- Station 4 is currently used to hold reserve apparatus and equipment
- No responders utilize station 4 currently

Station 4 Evaluation

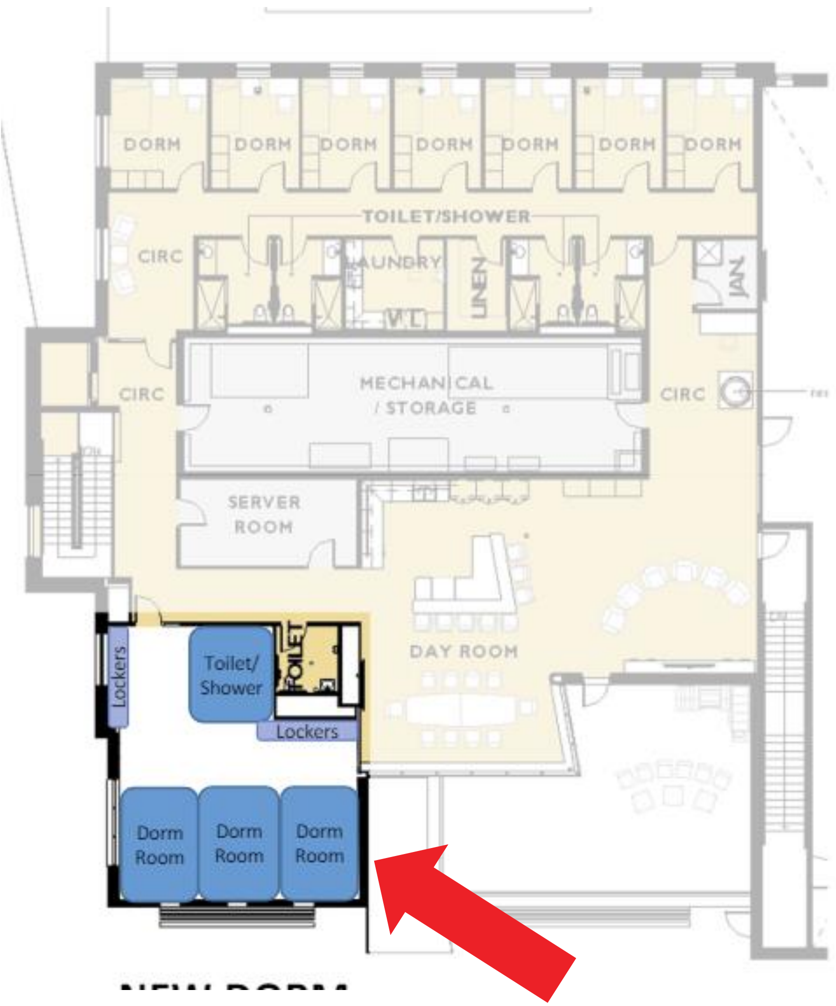
- Annual maintenance cost of station 4 is $30,545
  - Includes utilities, maintenance labor, lawn/landscaping services, cleaning/waste management
- As building ages, it will require more costly repairs and maintenance
- Difficult to quantify costs: fire team labor time for station checks, basic maintenance, upkeep of station
- If needed for response use (overnight staffing), it would require significant costs to convert
- Location may not be optimal for future growth
- Land has potential value to sell

Station 4 Recommendations

- Complete a Standards of Cover study by external party
  - Overall coverage analysis
  - Future fire facility needs
- Defer significant maintenance and repairs until study is complete
  - Continue needed maintenance and repairs for current operations
- If study supports station is no longer valuable to response model, consider other use or selling land
- Funds gained by sale of station 4 can be used to support funding Central Fire Station apparatus bay addition and remodel to allow for more on-shift staffing (to meet staffing increases long term)

Station 4 Recommendations
Central Fire Station Modifications

Additional Apparatus Bay



3 Additional Dorm Rooms

Discussion

FIRE

Cottage Grove
Where Pride and Prosperity Meet



Thank You

Cottage Grove Fire Department

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