

**Business Plan
City of Duluth
Fire Department
2013-2017**

Table of Contents

Business Plan Cover	1
I. Executive Summary	4
II. WHO ARE WE?	7
Mission Statement	7
Values	7
Business/Program Structure.....	8
Department History	8
Organizational Chart.....	11
Significant Trends and Changes	14
SWOT Analysis (Administration Division)	17
SWOT Analysis (Emergency Operations Division)	18
SWOT Analysis (Life Safety Division)	19
III. OPERATIONS	20
Revenues.....	20
Key Expenses	22
Location & Facility.....	23
Legal Issues	23
Key Suppliers	23
Capital Expenditures	23

IV. WHAT DO WE WANT TO ACHIEVE/WHAT DO WE WANT TO BECOME?	25
Vision	25
Five-Year Goals & Objectives.....	25
V. HOW ARE WE GOING TO GET THERE?	28
Major Issues and Recommended Solutions	28
VI. WHAT RESOURCES ARE WE GOING TO USE?	33
Finance Plan - Budget to Actual Financial Statement	33
Workforce Plan	35
Technology Plan.....	38
Equipment Plan	38
Space Plan.....	40
VII. MANAGEMENT AND ORGANIZATION	41
Management Team	44
Succession Planning	42
Our Staff.....	44
Outside Professional and Advisory Support.....	54
VIII. Appendices	54
Performance Measures	55
ISO	58
Commision of Fire Accrediation International (CFIC).....	59

I. Executive Summary

Department Overview: For 143 years, the Duluth Fire Department has been responding to meet the public safety needs of our community. We provide this service through a well-trained staff, up-to-date and well-maintained equipment, and our ability to adapt to the changing emergency response expectations of our citizens. While our mission to save life and property has remained consistent over the department's history, how we carry out our mission and what type services we provide have significantly changed. There has been an increase in demand for services such as EMS, Hazmat, specialized rescue, code enforcement, emergency management, and quality of life services. Utilization of services has steadily increased, with a noted jump of 230% in responses in the last two decades. The trend of increased dependency on emergency services and the utilization of programs are major drivers of the services provided and how resources are allocated.

Services and Programs: The structure of the Fire Department has three main components: Fire Administration, Emergency Operations, and Life Safety Services (Prevention, Plan Review, and Inspection Services). From these business lines, we provide programs that support our mission. The following are the primary programs the fire department provides:

- Fire, EMS, Hazmat, and Rescue Emergency Response
- Fire Code Management and Inspection
- Housing Code and Rental Licensing
- Nuisance Abatement – Quality of life programs
- Public Safety & School Fire Safety Programs
- Fire and Arson Investigation
- Emergency Management and Preparedness.

Going Forward: Duluth Fire is a progressive fire department that strives to provide the best services possible. Like most organizations, we are impacted by the economic conditions. In addition, issues such as staffing, response standards, technology needs, and state and federal mandates have challenged the department.

With challenges come opportunities. That is the focus of this business plan. Working through the identified issues, setting measurable goals, and establishing a reasonable timeline opens up possibilities not normally achievable. The success of this plan is

dependent on our employees. Their understanding, support, and willingness to take ownership in the improvement of the department are critical. Our success depends upon our ability, as a team, to work together to achieve our goals and expectations.

Previous Plan Successes: While the goal of business plan is to look forward and plan for the future, there is value in reviewing past plans see how successful we have been. Since the first plan in 2009, major issues and recommend solutions have been a core component of the plan. Listed below are the accomplishments that were identified as major issues in the 2009 or 2011 department business plan:

- Combination of Fire Prevention and Rental Housing Division – Completed 2011
- Fire Department Management Staff Reorganization – Early 2013
- Rental Housing License Reform –Completed 2011
- Establishment of Performance Measures – Completed 2009
- Fire Department Operational Independent Review – Completed 2012
- Meet NFPA 1710 Fire Apparatus Staffing & OSHA Regulations – Enhanced in 2012
- Public Safety Communications System Upgrade - Completed 2012
- Emergency Management Support and Enhancements – Completed 2013
- Nuisance Abatement Program – Completed 2011 and enhanced in 2012
- Maritime / Port Protection enhancements. – Completed but ongoing
- Fire Apparatus Purchases plan – Completed 2012

The completion of projects with the size and complexity of the above shows how effective one can be when using the business plan model as a tool in setting department priorities and setting goals.

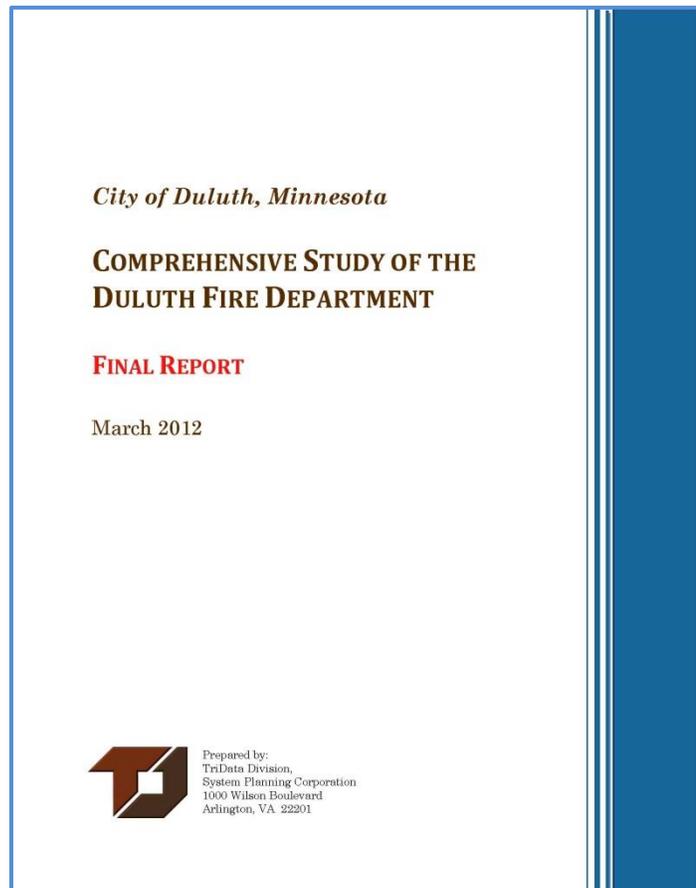
Plan for future success: In 2012, we saw significant change within the department and how it functions. TriData's Comprehensive Study of the Duluth Fire Department is being used as a guide to the department reorganization. In the last year, we have reduced the amount of apparatus and stations in the department and redirected those resources to better staff the remaining apparatus. This has allowed us work towards meeting NFPA 1710 staffing standards.

The changes have affected our fire response, districts, and the standard operating guidelines. The changes will provide for a more efficient and safer department. Change will continue into 2013. The study has us addressing issues such as additional staffing changes, management structure, communications, and other issues highlighted in fire study.

In addition to staffing changes, also introduced was a new deployment model. Emergency medical response units have been put in service in two of our stations. These

units are cross-staffed and provide for quicker response and reduced wear on our larger apparatus. This should extend the life of our large apparatus.

While there have been major changes in 2012, there are still issues that need to be addressed. Issues such as our upcoming visit and review from the Insurance Standards Organization (ISO), Fire Department Accreditation, succession planning, department workforce development, department-wide communications, workforce diversity plan, our management structure, consolidation of station 4 and Station 11, and examining different hiring and recruitment models. All of these issues will be our focus in the Major Issue and Recommendation section of this report.



II. WHO ARE WE?

Mission statement

“Dedicated to save life and property by safeguarding our citizens through progressive inspections, fire prevention, public education, responding to emergencies, and adapting to meet the changing needs of our community.”

Values

We aspire to serve our community through the alignment of high-performance teamwork. We provide a professional emergency response for all service to protect our citizens and community. To achieve this vision, we believe that:

- Service to the public is our reason for being and we strive to deliver quality services in a highly professional and cost-effective manner.
- Citizens are the owners of the City, that the fire department members work for the owners, and that all citizens are treated with the greatest of courtesy and respect.
- Fiscal responsibility and the prudent stewardship of public funds are essential for citizen confidence in government.
- Ethics and integrity are foundation blocks of public trust and confidence and that meaningful relationships are built on these values.
- Open and honest communication is essential for an informed and involved citizenry and to foster a positive working environment for employees.
- Continuous improvement is the mark of professionalism. We are committed to applying this principle to the services we offer and the development of our employees.
- The very essence of leadership is to be visionary and to plan.
- It is important to balance individual, family and organizational growth.
- Proper risk vs. benefit analysis when protecting life and property to prevent employee exposure to unnecessary risk.

Business/Program Structure

Department history

In 1870, the state legislature granted the Town of Duluth a city charter. Duluth became a city without a fire department. With concerns about fire, the newly elected city council amended the charter to include a fire department. The department was staffed with a few firefighters and substandard equipment. Staffing and equipment changed following several devastating fires that destroyed large industrial buildings and a block of businesses and homes. The business community demanded a better fire department and fire laws to protect their investment.



Over the 143-year history of the fire department, the risks to the community, types of services provided, and community expectations have changed. The training, tools, and funding needed to respond to meet the community needs has also changed.

While the fire department looks very different from its beginnings, the mission, vision, and values continue to support our primary purpose of preserving the quality of life for the citizens of Duluth. This is accomplished by protecting life, property, and economic viability of our citizens and businesses.

Organization of the Department

The Fire Department is organized in three divisions. Each division provides key operational functions. The key functions mirror the division titles: Administration, Operations, and Life Safety. All work to support the overall mission.

The Fire Chief and Deputy Fire Chief's supervise the Fire Department. Assistant Chiefs oversee the Operations Division. The Fire Marshal oversees the Life Safety Division. Together they provide the following key operational functions.

Operations division responds out of eight fire stations located around the city. The Administration and Life Safety services are provided out of the Headquarters Fire station.

Key Operational Functions

Administration:

- Manage all divisions and provide resources and direction
- Budget – Establish and oversee the department operational budget, capital expenditures, and grant management
- Policies – Creation, implementation, and enforcement of policies to provide direction to Fire Department staff
- Short and long term planning
- Emergency Preparedness / Management – prepare the City for major emergency events, including nuclear, biological, chemical, weapons of mass destruction, and manmade or natural disasters. This is accomplished through emergency planning, coordination with other jurisdictions, mitigation, response and recovery
- Employee training
- Update of plans and planning tools
- Coordination with Local, State, and Federal emergency management partners
- Insure the fire departments goals support overall city goals

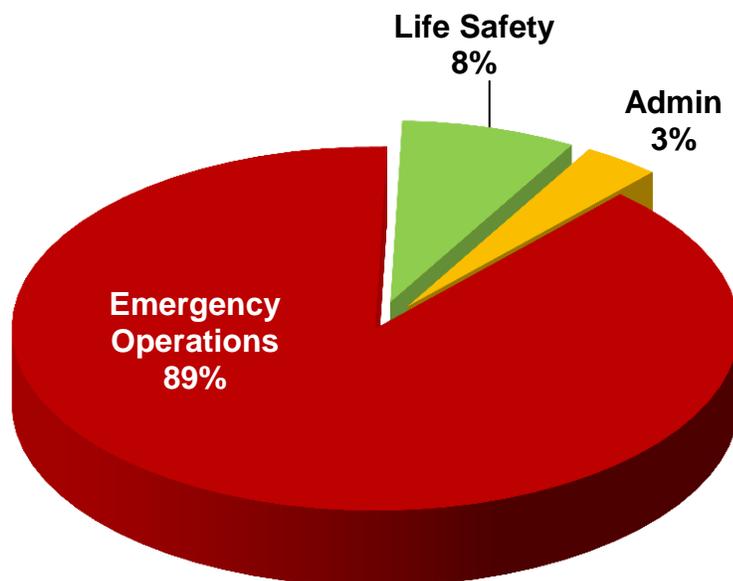
Life Safety - Fire Prevention, Rental Licensing, Solid Waste and Inspection Services:

- Inspect, enforce, and train to provide a safe community
- Rental licensing and inspection program – providing rental license inspections to over 5000 licensed properties
- Fire Inspections and Enforcement – provide fire prevention inspections and enforcing the Fire Code
- Fire education – provide fire/EMS education programs and safety information to the public
- Solid Waste Program – enforcement of solid waste, abandoned property ordinances, blight reduction, and quality of life issues.
- Fire investigation - cause and origin
- Public education programs

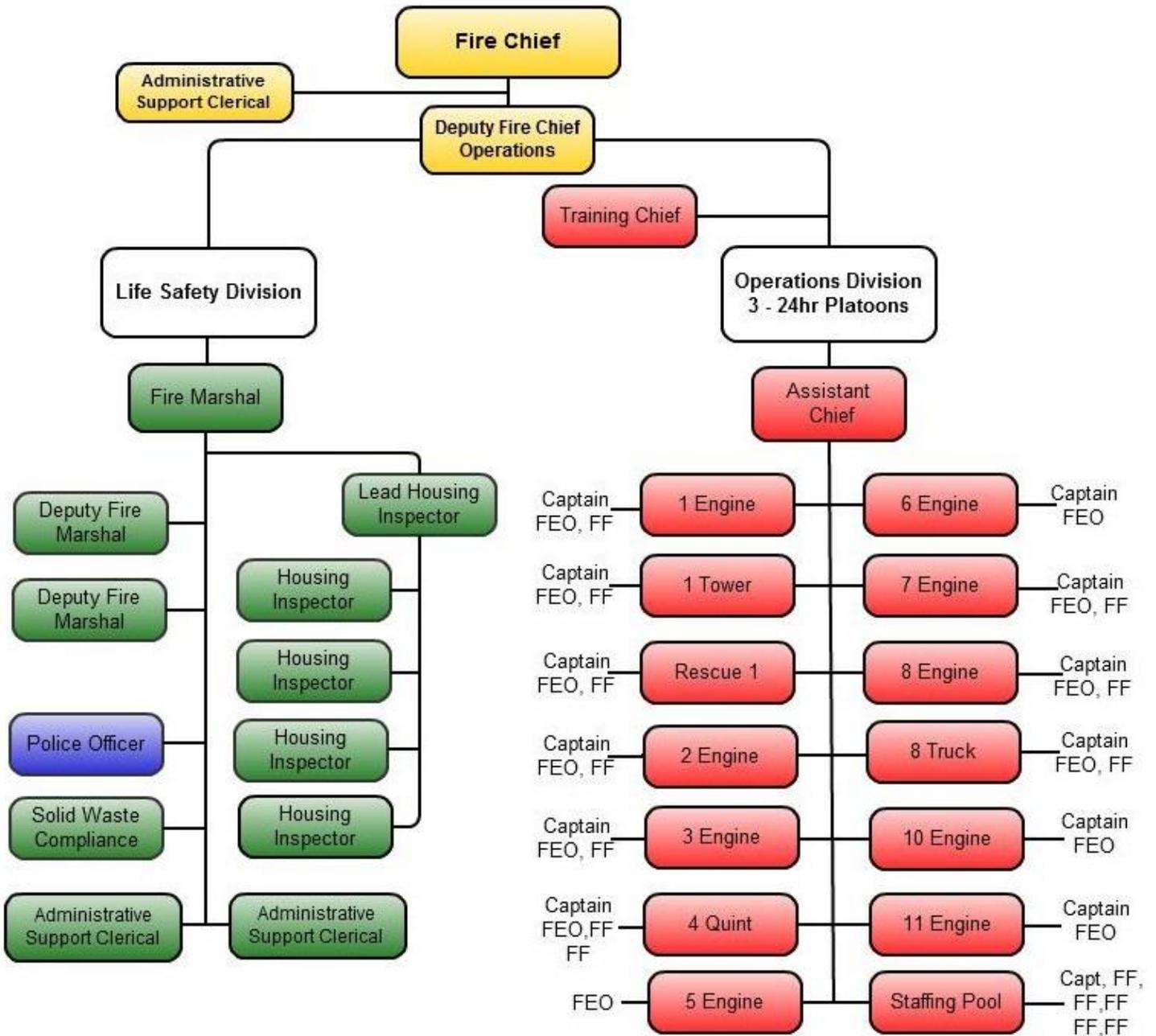
Emergency Operations:

- Respond to minimize the loss of life and property
- Emergency Medical Services (EMS) – provide emergency medical services
- Fire Response – providing effective response to fires
- Hazmat response – fully trained State hazmat team to provide regional response to hazmat incidents
- Specialized Rescue – providing other emergency response services such as Ice rescue, auto extrication, high angle rescue, confined space rescue, and water rescue.
- Safety and Training
- Participate in quality of life community programs

Breakout of Division Expenses

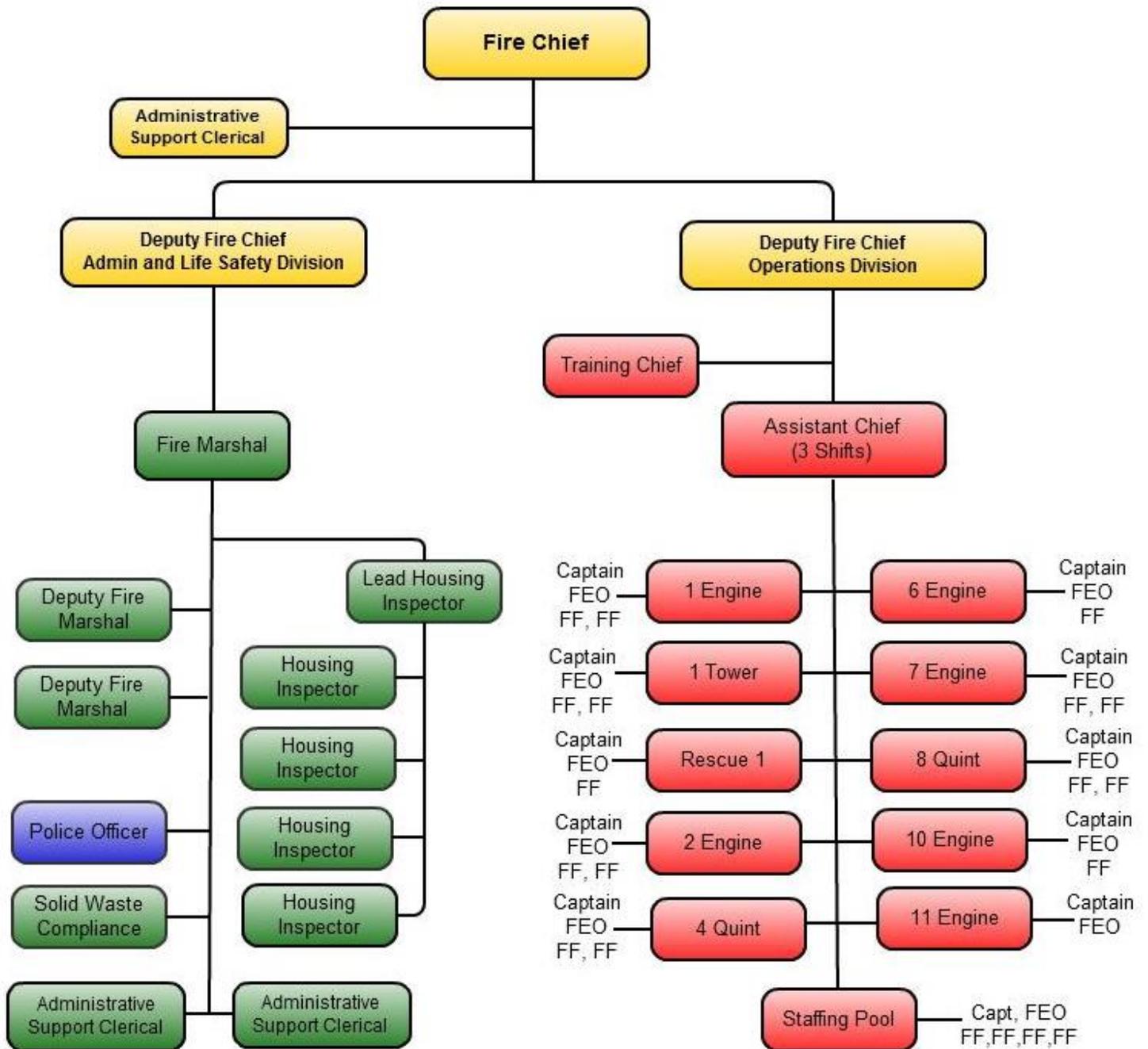


2012 Org Chart Prior to Reorganization



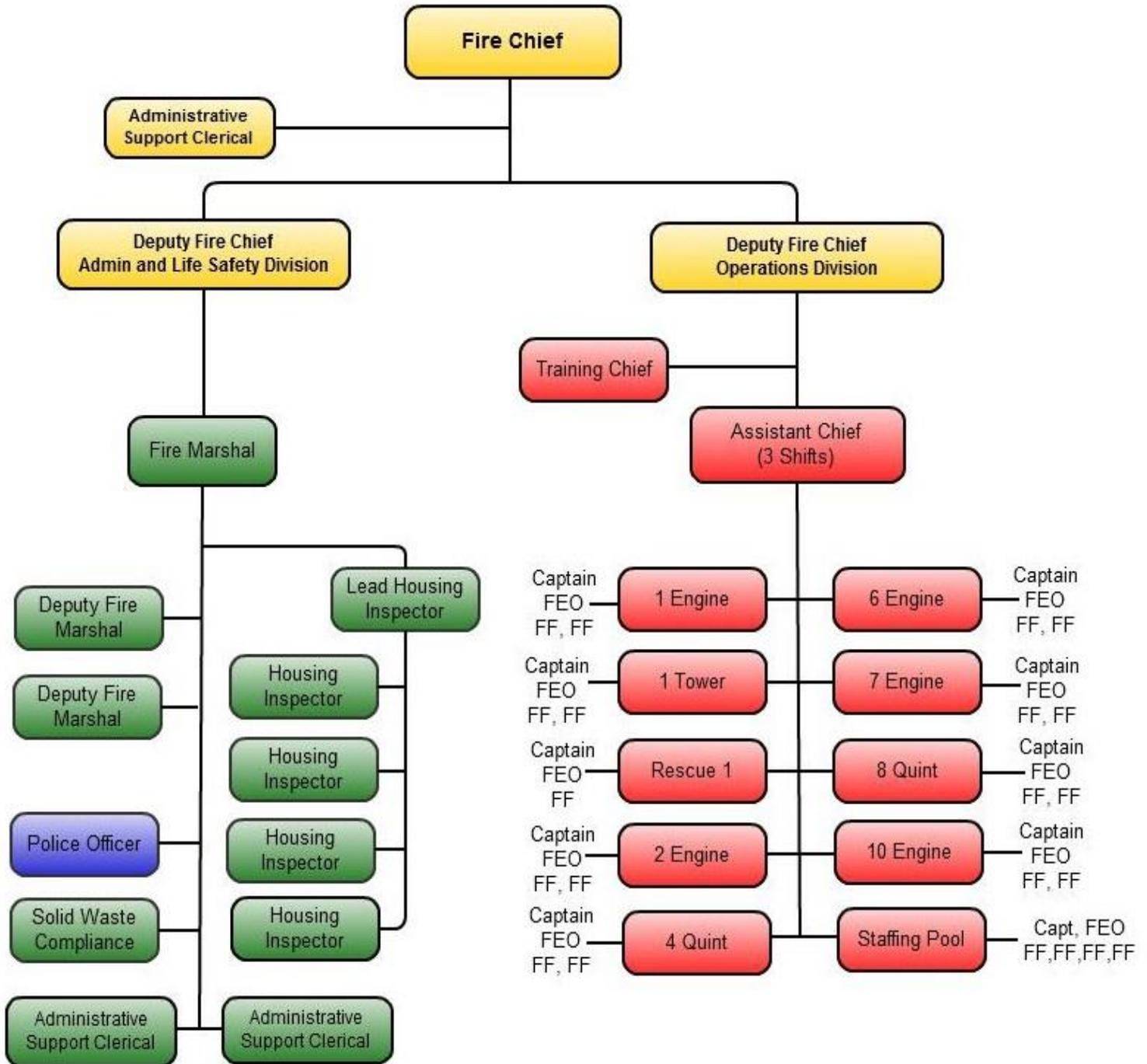
9 Stations

2013 Organizational Chart (Current)



8 Stations

2013 Organizational Chart (After Full Plan Implementation)

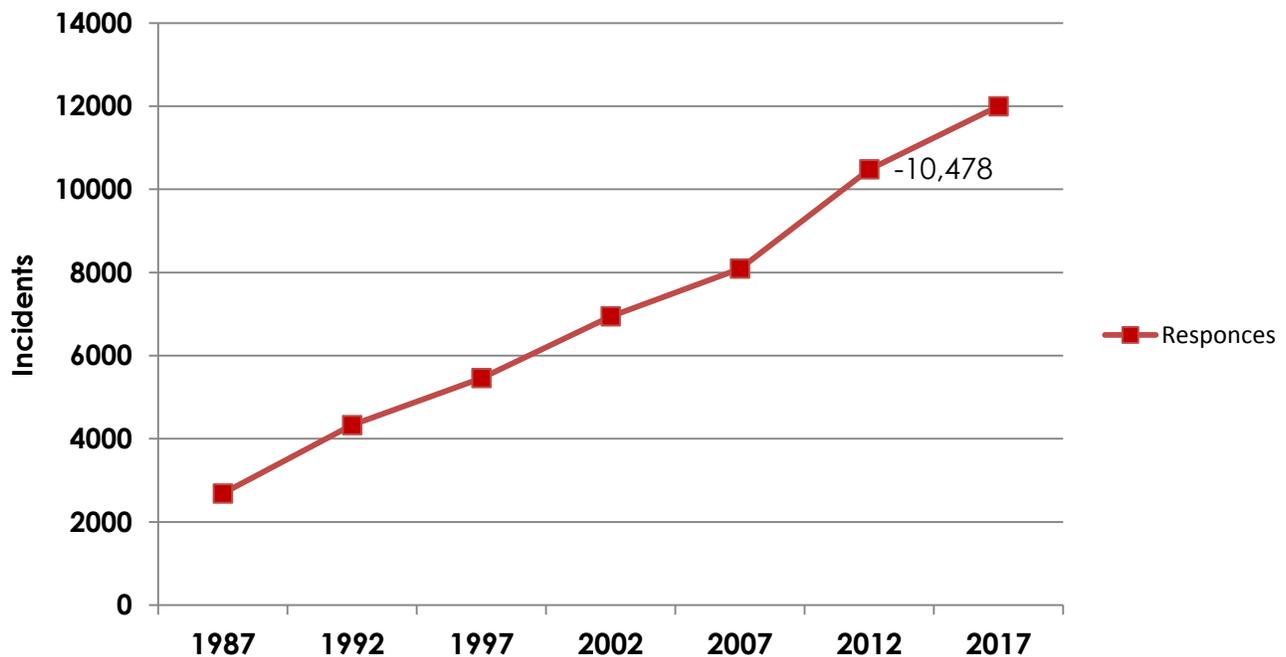


7 Stations

Significant Trends and Changes

Increasing Demand for Services – Over the last twenty years, calls for service have increase by 230%. The increase is due to society's tendency to utilize emergency services more frequently as well as the new emergency service programs. As the demand for services rise, there has been an increase in emergency and non-emergency workload. Time management is critical to ensure we have well trained prepared to respond staff. To address this we are utilizing video and computer technology to reduce the time necessary to train, attend meetings, and eliminate travel. 2012 was the first year we exceeded 10,000 calls. The emergency response trends we have seen over the last 25 years will likely continue, increasing demand for service throughout the 5-year plan.

25 Year Fire Department Response History With 5 year Forecast



Emergency Management – As a City of the First Class, Duluth has its own Emergency management program and is in a similar relationship with the State as counties. Over the last decade, the requirements of emergency management programs have greatly expanded. Added work related to NIMS and emergency management training, planning, federal reporting, exercises, grant management, and sheer volume of meetings has made it increasingly difficult to be effective with a part time emergency manager. In 2009, the state began providing us \$20,000 per year to help support our emergency management program. These funds have supported local and regional

training, emergency management tools, support and upgrades of the Emergency Operations Center.

With our EMPG dollars, we sponsored intermediate and advanced National Incident Management System (NIMS) training classes. Thirty-five fire, police, and public works employees successfully completed the advanced training. This greatly expanded our incident management capabilities. In addition, we have grown from one certified emergency manager to four. This has expanded the depth of this important position.

In 2012, the training and planning were put to a test. The 500-year flood of 2012 highlighted the importance of Emergency Management and the need for preparedness. In 2013, we will be focusing on training into areas such as Hazard and Risk assessments, debris management, EOC Operations, and sheltering. Emergency management will continue to be part of employees training requirements.

In 2013, a new Deputy Chief position was added with part of the duties being focused on emergency management. This new EMPG support position will help with the significant time demands related to emergency management.

Development into Rural Areas – Rural areas of Duluth have recently seen a sharp increase in development. In most cases, larger developments are required to have fire hydrant systems that provide adequate fire flow. However, we have seen single-family homes built without adequate fire flow and greater distances to fire stations. This development trend will be monitored. We have compensated for this growth through agreements with our mutual aid partners to provide water. However, a long-term solution to achieve response time standards and water supply requirements will be required if growth continues to expand into rural areas

Regionalization – With stressors on city budgets and limited resources available, the days of every fire department providing all services are gone. Cooperation between departments and regionalization of specialized services are the future of public safety. However, regionalization is not new to the fire services.

Minnesota has been successful in regionalizing specialized services such as bomb squads, hazmat response, rescue divers, collapse rescue, trench rescue, and communication needs. As we look for efficiencies, areas not traditionally regionalized should be examined. A few examples of regional groups we belong to are Homeland Security Emergency Management Region 2, Fire Chiefs Arrowhead Region 3, Coast Guard Western Lake Superior Region, and others.

Expanding Services: Part of the fire departments mission is to adapt to meet the needs of the citizens of Duluth. The fire department is becoming involved in programs that traditionally were not a fire department function. For example: The fire department's role in blight has gone from a small player in the driving agency for enforcement. These new programs require additional training, resources, and policies.

Another example is the emergency medical services (EMS). The addition of limited drug therapy, advanced airways, rehab procedures and other upgrades to the EMS program has improved patient care and fire fighter safety.

Apparatus - New Federal diesel fuel and diesel motor requirements have resulted in fewer fire apparatus manufacturers and higher costs for fire apparatus. The new requirements have raised this cost by as much as 60% since 2005. In addition, chassis and motor combinations traditionally used in the fire service may no longer be adequate due to the decrease in horsepower, newer type engines, and availability. With our new staffing plan and fewer apparatus, our apparatus cost will be reduced. With the increase cost, we are looking for alternate funding sources (FEMA) and deployment model that will lengthen the useable life of the apparatus.

Hiring Recruitment / Testing – in 1987, the fire department began to requiring candidates to be fire fighter I and II certified prior to taking the hiring examine. This pre-training requirement was instituted as a cost saving tool that would limit the necessary time to train fire fighters. While the program has reduced the initial cost of training a fire fighter, our firefighter candidate pool has dwindled from over 1000 applicants down to 100. This has impacted the diversity of the department and raises the question if the short-term cost savings of the pre-training is worth the loss the long-term value of having diverse candidate pool. With diversity come different life, work and educational experiences. In 2013, we will look at this issue and potential changes to our hiring methods. Our goal of recruitment has to be at the heart of the discussion as well. Without a diverse candidate pool, we cannot have a diverse department.



SWOT Analysis (Administration Division)

Internal Strengths	Internal Weaknesses
<ul style="list-style-type: none"> • Working relationships with other departments (Teamwork) • Understanding of budget process • Successful at acquiring Federal and State grants to augment funding • Administrators and support staff committed to provide the best support possible for efficient fire operations • Understanding of Life Safety programs • Emergency Management training • National Fire Academy training • Working relationships with regional and state partners 	<ul style="list-style-type: none"> • Lack of long term planning • Need for city policy training • Limited leadership succession plan
External Opportunities	External Threats
<ul style="list-style-type: none"> • Expanded relationships with civic and business organizations • Supervisory training for upcoming department leaders • Cross training of staff to provide more services to the community • Membership on State Regional Radio Board, Radio Advisory Committee, and User Committee to have input into future regional communications upgrades • Regionalization of appropriate services • Technology upgrades to improve efficiency and reduce cost 	<ul style="list-style-type: none"> • Significant loss of department leadership in next two years • Increased demand for limited dollars • The instability in Federal, State, and City economy • Increasing costs to maintain basic services • Decreasing availability of grant dollars

SWOT Analysis (Emergency Operations Division)

Internal Strengths	Internal Weaknesses
<ul style="list-style-type: none"> • Working relationships with other departments • Competent and dedicated employees • Well established EMS program • Safety committee • Progressive fire suppression, EMS, and rescue services • Employees are young and dedicated • Hazardous materials team • Specialized emergency services 	<ul style="list-style-type: none"> • Loss of experienced members of the department due to mass retirements • Limited leadership training • Challenge of organizational change • Lack of dollars for training budget • Lack of succession plan
External Opportunities	External Threats
<ul style="list-style-type: none"> • Reorganization of department to address adequate rig staffing • Recruitment efforts to have more diverse pool of fire fighter candidates • Expansion of EMS services • Formation of a training alliance to share resources with other departments • Establishment of formalized employee evaluation and development programs • Role in fire inspection and pre-planning 	<ul style="list-style-type: none"> • New standards requiring more costly personal protective equipment • Lack of resources to support new programs • Expanded hazards such as pandemic response, weapons of mass destruction, and bioterrorism • Instability in local government aid affecting our ability to maintain services.

SWOT Analysis (Life Safety Division)

Internal Strengths	Internal Weaknesses
<ul style="list-style-type: none"> • Aggressive origin and cause investigation • Occupational Permit Program • Juvenile fire setter, and community support programs • Fire company elementary school Program • General fire safety education programs • Blight Program • Solid Waste compliance program • Established working relationships with other departments • Vast Institutional knowledge • Continuing education to keep staff technically informed • Rental licensing program 	<ul style="list-style-type: none"> • Lack of support from the courts • Technology upgrade • Lack of fire prevention officer development • Lack of performance objectives • Challenge of organizational change • Lack of adequate resources to deal with condemned properties
External Opportunities	External Threats
<ul style="list-style-type: none"> • Grants for various fire prevention programs • Fire sprinkler/fire alarm permitting • Rental housing inspection program • Fire prevention officer development • Company Level Fire Prevention Training • Computer software upgrades • Administrative citations and nuisance abatement • Streamlined development process • Established performance goals 	<ul style="list-style-type: none"> • Misperceptions of public and press • Resistance to rental reform • Increased regulations to deal with demolition of condemned properties • Increased foreclosures

III. OPERATIONS

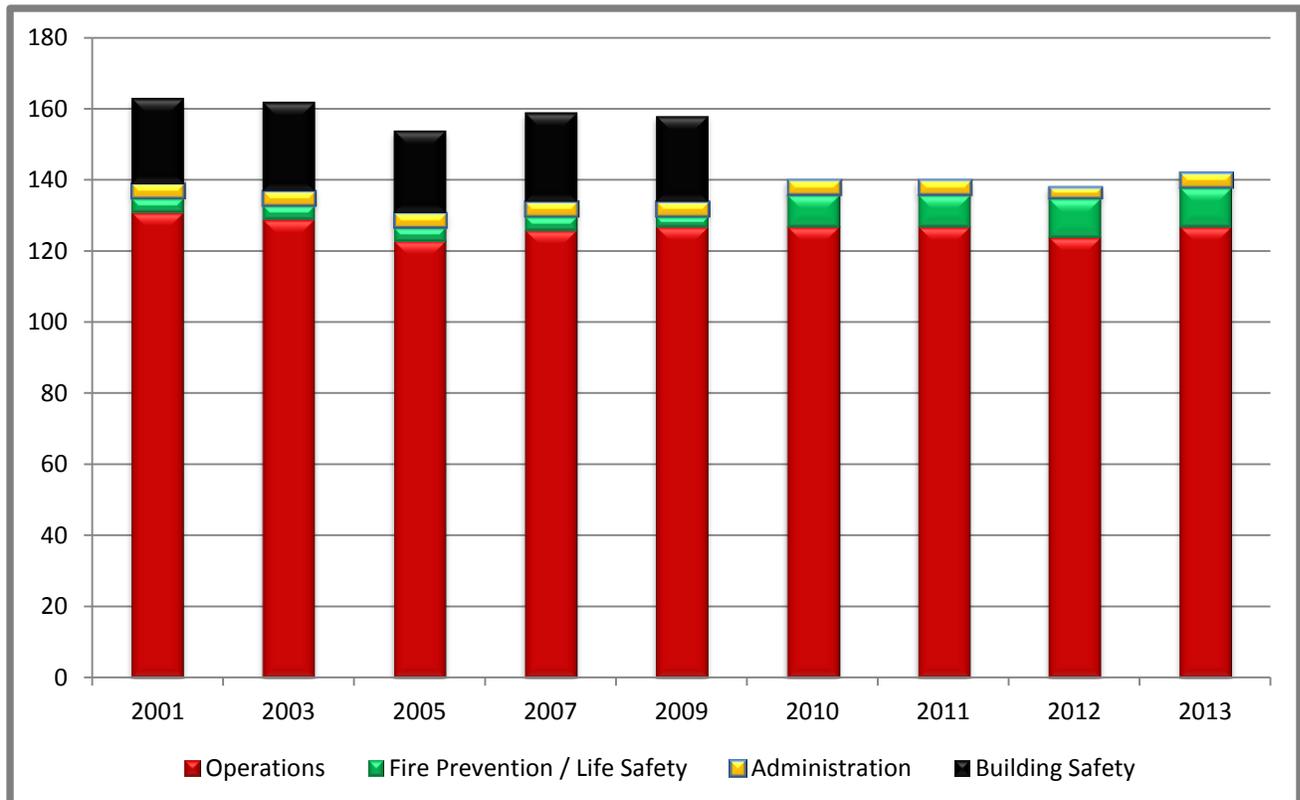
Revenues

Fire department revenues are limited to the rental-licensing program, operational permit program, various State aids, and grants. The largest and most costly division does not have revenue generation opportunities. The permit revenue levels have slightly increased over the years. State Aid has declined significantly over the last five years. Revenues cover approximately 5% of the cost of the department. Significant additional resources have been generated through local, state and federal grants allowing the department to offset operational cost.

Personnel

The Fire Department staff is comprised of highly skilled and committed employees. The skills needed to be successful vary between divisions. Fire Operations requires career long training to insure proficiency at lifesaving skills. As services expanded, training has exponentially increased to the point it is required nearly every workday.

Staffing History

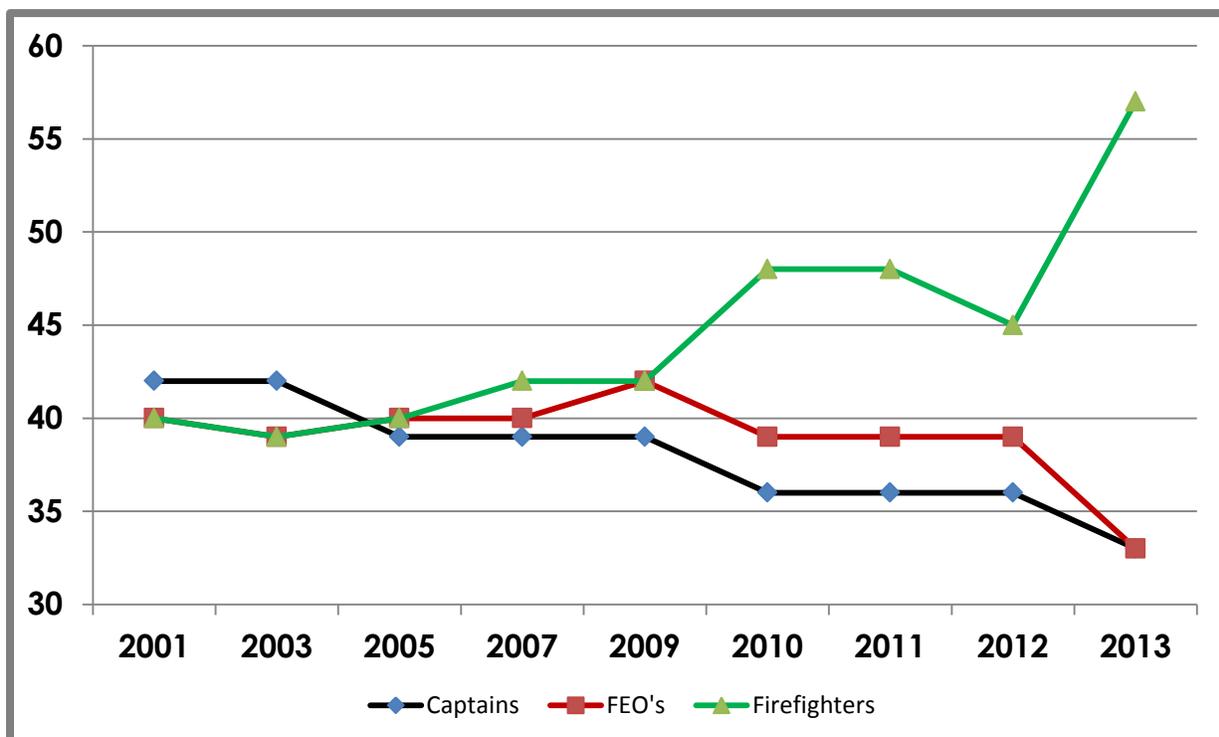


The Life Safety staff provides code and inspection services. Staff requires ongoing continued education to remain current with state and local codes as well as inspection and investigation techniques. Life Safety staff require excellent customer service skills. They are often dealing with people in stressful situations. These employees insure a safe environment and high quality of life for the citizens of Duluth and our visitors

The Administration staff provides leadership, policymaking, planning, budget development /oversight, and department management. In addition, the administration staff provides emergency management services for the entire city.

In 2011, Building Safety Division was split. The rental-housing component combined with fire prevention to make the Life Safety Division. The construction component was combined with the planning department into a new one-stop-shop and no longer is managed by the Fire Department.

Staffing Changes- In 2012, we began our reorganization. The plan is based on the 2011-2012 Independent Study. One of the areas highlighted was apparatus consolidation to improve staffing on remaining apparatus. This resulted in reducing the number of Captains and FEO's and increasing firefighters. The chart below shows the numbers of Operations staff over the last 12 years. The reduction in the number of apparatus and the shift from Captains and FEO's to fire fighters will result in a cost savings and better span of control in the department.

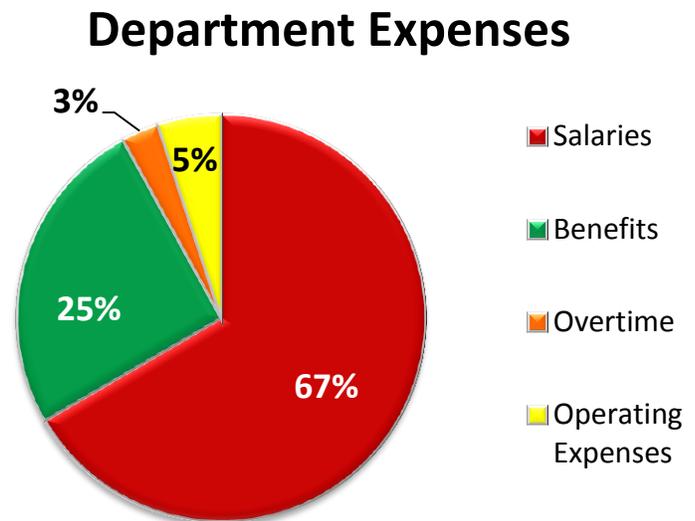


Key Expenses

Personnel – Skilled and dedicated employees are the department's greatest asset. Our employees allow us to bring the programs and services to our citizens. This is reflected in how the budget dollars are allocated. Ninety-five percent of the budget is personnel expenses.

The remaining five percent of the budget is used for building expenses, tools, supplies, and safety equipment needed to fulfill the department's mission.

There is a significant cost to protect our personnel. Personnel protective equipment, breathing apparatus, medical evaluations, and specialized training, are all required to make our staff as productive and safe as possible.



In the past, it was rare for fire fighters to leave the department until reaching retirement. Generational changes, mobility of the PERA pension system, and elimination of some retiree benefits make moving to different departments more common. This is problematic being they take with them the investment we made in their training and experience. This practice is likely to continue and may support the change in our testing process to include more candidates.

Apparatus - The cost of apparatus has been rising very quickly. This is largely due to new pollution standards for diesel motors and that there are fewer manufactures that build fire apparatus. The costs for similar fire engines have increased by 58% since 2005. The increasing cost makes the longevity of the apparatus more important. Our new deployment model reduces the amount of apparatus we have to replace, lowering the cost of our fleet and maintenance. The addition of light medical units will save on 60% of the wear and tear on our largest most expensive apparatus. This will extend the life of the apparatus and reduce maintenance cost.

Location & Facility

A priority of the department operational study was to look at station locations and conditions. The assessment made several comments concerning stations. The study concluded our stations are in good condition and well maintained with the exception of Station 5 on Park Point. The deployment models showed our fire stations are located in appropriate areas with two exceptions. If there is future expansion of development in rural areas of the city, fire coverage will have to be re-evaluated.

The consultants recommended the closure of Station 5 due to the extremely low call volume and the ability of Headquarters to cover the response area. Station 5 was closed in July of 2012. They also had concerns about station 11. The recommendation of a possible station consolidation with Station 4 will be a priority for 2013. The cost-benefit for the consolidation has been completed and supports moving forward.

Legal issues

The fire department uses the City Attorney's Office in matters that concern code adoption, code enforcement, contract issues, labor issues, drafting of contracts, and processing resolutions and ordinances. The services they provide meet the needs of the department. Occasionally we have a significant issue that the Attorneys office provides legal advice and support.

Key Suppliers

A majority of our suppliers are local vendors. We attempt to keep purchasing local when possible and competitive. Online purchasing has increased in areas where appropriate. We carry enough supplies to allow for uninterrupted service for over a month. Prices have been stable and there are no real concerns with general purchases. Fire apparatus issues raised earlier are a concern.

Capital Expenditures

Major Purchases: In the last few years major capital improvements projects have been underway in the Public Safety Communication System (2.3 million) and apparatus program (1.8 million). Both of these projects had Federal or State grant funding for a significant portion of each project.

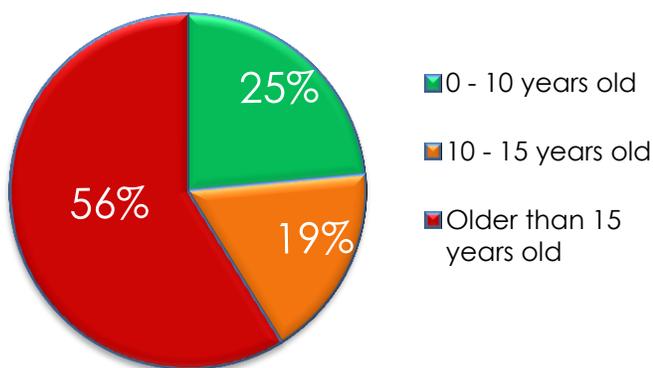
Fire Station: Plan's to build a fire station in conjunction with the station consolidation, is in process. At the time of this report, we plan to finance and build the station in 2013 - 14. The investment into a new station will reduce capital maintenance in the two older stations being replaced. The new station will reduce cost on utilities, maintenance, and reassign staff to provide four fire fighters on our apparatus.

Apparatus: Our largest capital expense is fire apparatus. Our apparatus replacement program assumes a 15-year life span for front line apparatus. The national average expected frontline life of fire apparatus is twelve years and four years in reserve.

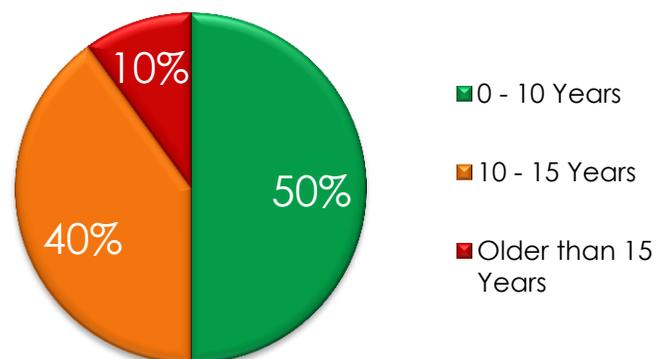
With the new staffing and apparatus plan, we have reduced the number of apparatus and reassigned the newest apparatus, resulting in the older equipment being eliminated. In addition, we have purchased two new quints (truck and engine combination). While the rising cost of apparatus is still a concern, the recent increases due to pollution and fuel mandates have stabilized.

In 2013, we have also put in service medical response units in Station 8 and Station 4. We expect this to significantly reduce the wear and tear on our most expensive apparatus resulting in a longer useful life of our investment. Below are two charts that show the changes in our fleet from before the reorganization to 2013 the apparatus plan.

2012 Fleet Age



2013 Fleet Age



IV. WHAT DO WE WANT TO ACHIEVE/WHAT DO WE WANT TO BECOME?

Vision

The Duluth Fire Department is a team of professionally trained and dedicated employees whose diverse strengths create the positive environment necessary to accomplish our critical life safety mission and provide exceptional customer service for our community. Quality service, positive reform, and measurable improvement will serve to inspire community pride and leave a lasting legacy of Duluth as Minnesota's safest city.

Five-Year Goals & Objectives

Goal	Objective	Tactics	Measure
Provide effective customer service	Meet the standard of coverage (NFPA 1710)	<ul style="list-style-type: none"> Maintain city coverage to safely arrive in five minutes or less Address building issues that have slowed response times. 	<ul style="list-style-type: none"> % of time that firefighters are out of the station in 60 seconds or less % of the time that travel time to emergency events is four minutes or less % of time that at least 14 firefighters arrive at fires in 8 minutes or less
	Increase customer satisfaction with the Fire Department	<ul style="list-style-type: none"> Provide customer service training to all employees Create surveys to send to citizens served 	<ul style="list-style-type: none"> % of citizens that report satisfaction with the Fire Department
Goal	Objective	Tactics	Measure
Reduce risk in the community	Reduce public illness, injury and death	<ul style="list-style-type: none"> Sustain public fire education with a focus on risk reduction. Deliver life safety message to all schoolchildren in Duluth. Expand commercial inspection 	<ul style="list-style-type: none"> # of lives lost due to fires # of civilian injuries due to fires # of lifting assist # of commercial inspections conducted # of preplans completed

	Deliver life safety information to the public	<ul style="list-style-type: none"> • Add a preplan component inspection program • Enhance rental program • Expand role of fire companies in education 	<ul style="list-style-type: none"> • # of complaints associated with rental housing
	Keep structures safe	<ul style="list-style-type: none"> • Expand commercial inspection program • Strengthen rental housing program 	<ul style="list-style-type: none"> • % of hazardous materials facilities inspected annually • % of 4+ unit housing buildings inspected annually • % of commercial/industrial properties inspected annually
	Expand nuisance abatement program	<ul style="list-style-type: none"> • Continue vacant and foreclosed property board up program • Utilize vacant property registration program • Fund cleanup program for solid waste, yard waste, condemned homes and vacant vehicles. • Fire company blight Inspection program 	<ul style="list-style-type: none"> • # of vacant buildings secured • #of vacant home registered • # of nuisance complaints • # Number of Blight inspections • % of blighted properties that self-correct after visit
	Preparedness Program	<ul style="list-style-type: none"> • Continue vacant and foreclosed property board up program • Utilize vacant property registration program • Fund program to deal with issues such as solid waste, yard waste, condemned homes and vacant vehicles. • Firefighter blight program 	
	Threat and Hazard Risk Assessment	<ul style="list-style-type: none"> • Complete Local Threat and Hazard Identification and Risk Assessment (THIRA) • Participate in Regional THIRA program 	<ul style="list-style-type: none"> • Get state approval of THIRA

Goal	Objective	Tactics	Measure
Reduce risk to employees	Reduce firefighter injuries	<ul style="list-style-type: none"> Review all fire fighter accidents and make recommendations Review all vehicle accidents and make recommendations 	<ul style="list-style-type: none"> # of firefighter injuries # of firefighters that receive an annual health review # of Fire Department vehicle accidents # of workdays lost to injury
Strengthen the workforce	Recruit and retain a diverse workforce	<ul style="list-style-type: none"> Review procedures for fire fighter recruiting and testing to be used for future hiring Work with HR and Human Rights office to increase under represented population candidate pool 	<ul style="list-style-type: none"> % of applicants for Fire Fighter that are women % of applicants that are from underrepresented population % of workforce that are women % of workforce that are from under represented population
	Prepare employees for leadership positions	<ul style="list-style-type: none"> Encourage officers to attend college courses until they complete a four-year fire-related degree 	<ul style="list-style-type: none"> % of workforce that continue their education % of workforce who receive an annual performance review
	Improve employer-employee relationships	<ul style="list-style-type: none"> Increase department wide communications Give job satisfaction survey to all employees 	<ul style="list-style-type: none"> % increase in employee job satisfaction Job evaluations
Provide good value to the taxpayers	<p>Capture revenue from sources outside the General Fund</p> <p>Cost savings in employee back to work program</p> <p>Community EMT/Paramedic Program</p>	<ul style="list-style-type: none"> Apply for all available grant funds to hire and train personnel as well as purchase new equipment Identify best practices from around the country and bring them to Duluth Work with medical provider to have fire fighters return to work as soon as possible Improve ISO insurance rating Investigate fire department accreditation program Evaluate Value of Community EMT/Paramedic program 	<ul style="list-style-type: none"> Value of grants obtained vs. the annual budget. % of revenue derived from housing inspection revenue % of revenue derived from commercial inspection program
	Measure budget against benchmark cities		<ul style="list-style-type: none"> # of fire fighters per square mile Cost per citizen for fire and EMS services # of firefighters per 1,000 Response time comparison

V. HOW ARE WE GOING TO GET THERE?

Major Issues and Recommended Solutions

Issue 1 - Continued Implementation of Fire Department Operational Study – In 2012 we completed an independent operational study and instituted many of the recommendations. These changes represent major operational and cultural change for the department. While we have addressed most of the staffing issues, there are still organizational, management, and communication work to be done.

Recommended Solution – 2013 will be the year that the remainder of the study recommendations is implemented. The following actions are recommended:

- Complete management responsibility expansion
- Combination of Station 4 & 11 and associate staffing improvements.
- Improve department-wide communications
- Address succession planning

Issue 2 - ISO – The Insurance Services Office (ISO) is an independent organization that serves insurance companies, fire departments, insurance regulators, and others by providing information about risk. ISO's field staff visits communities around the country to collect information about their fire departments, their fire alarm and communications systems, and their water supplies. ISO analyzes that information and assigns a Public Protection Classification. Currently Duluth is a Class 4, but only a few points away from a Class 3. Our goal is to improve our ISO rating of Duluth. Improving the city's class rating, will have two significant impacts. It will reduce commercial fire and residential insurance cost. It will also help improve our operations in those areas evaluated by ISO.

Recommended Solution – Work with ISO to make necessary changes to improve the city's Public Protection Classification rating. The following actions are recommended:

- Contact ISO for information on how to improve ISO rating.
- Do a self-assessment prior to any formal request
- Find areas that need improvement
- Budget for necessary upgrades
- Complete scheduled onsite ISO evaluation

Issue3: Performance Measures – For the last six years we have tracked performance measures based on fire department response, department makeup, and other measurable areas. While some of the measurements are based on national standards, most are outside our control. Simply regurgitating response records does not serve a meaningful purpose. In 2013, we hope to provide or more useful performance measurements that can used to improve processes and outcomes of the department.

Recommended Solution – Establish performance measures that serve a purpose and help with decisions made concerning services.

- Examine software tools that can better manipulate the data to provide program specific information.
- Utilize data gathered to validate current programs and procedures as well as searching for efficiencies.
- Do annual comparisons to similar departments, cites, and services.
- By the end of 2013, have new program in place.

Issue 4: - Succession Planning and Staff Development – Most organizations are struggling with an aging workforce and people retiring in unprecedented numbers. The fire department has lost a great deal of experience in operations at the Assistant Chief rank and below. The command staff has begun to turn over and within a few years most of the command staff will retire. This is concerning because very few employees have an understanding of department management principles, budgeting, policy development, and code enforcement. It is critical to develop future leaders of the department. The following actions are recommended:

- Have Assistant Chiefs and Captains take on a more active role in management
- Budget for professional development of employees
- Encourage employees to attend post-secondary education
- Provide mentoring to those who have shown interest in taking on leadership roles
- Support committees to deal with department issues
- Involve employees in equipment purchases decisions
- Work to share information with a greater percentage of the department
- Explore onsite classes related to department management
- Explore re-establishing College degree programs

Issue 5: Fire Department Accreditation - The Commission on Fire Accreditation International (CFAI) program is a comprehensive self-assessment and evaluation model for fire and emergency service organizations. Using this program, fire and EMS sectors can improve their level of professionalism, while enhancing service delivery. The program helps determine risks and fire safety needs, evaluates performance of the department, and provides a method for continuous improvement.

The CFAI program provides an excellent self- assessment process for fire and EMS agencies to evaluate themselves. Accreditation and self-assessment improve organizational professionalism, promotes excellence within the fire and EMS service, and encourages quality improvement through a continuous self-assessment process. The assessment process helps identify the areas of strength and weakness within a department. It creates methods or systems for addressing deficiencies while building organizational success and encourages professional growth.

Accreditation requires a significant time commitment. It provides a process covering a broad range of services and. The largest portion of time required to achieve accreditation is the self-assessment process. Data gained from the testing and research accreditation model estimates 700 to 1000 staff hours to complete the entire process. While this time commitment and the corresponding financial commitment of salaries may seem overwhelming, it should be considered in relation to the outcome.

One of the concurrent benefits of the accreditation process is the development of planning documents, including short-term action and long-term strategic plans. The accreditation process, in addition to subsequent planning documents, are a valuable tool in the budgeting process as well as a basis for justifying departmental programs and services. Considering the time and financial commitment to plan and budget, the accreditation process is well worth the time.

Recommended Solution – Examine the feasibility of gaining fire department accreditation. The following actions are recommended:

- Contact with Commission on Fire Accreditation International (CFAI) to determine the program time requirements and cost
- Command staff to determine if accreditation is reasonably possible
- Conduct self-assessment in 2013 - 2014
- Budget for accreditation program prior to 2014

Issue 6: NFPA 1710 Fire Apparatus Staffing & OSHA Regulations – With our reorganization plan, we will have gone from 8% NFPA 1710 staffing compliance in 2011 to 73% in 2013. With the planned combination of Station 4 & Station 11 we will be at 100%.

Recommended Solution – Continue moving forward with plan recommendations

- Combination of Station 4 & 11 and redistribution of displaced staff to reach 100% compliance.
- Monitor effectiveness of new staff plan and adjust if improvements are needed.

Issue 7: Workforce Diversity– In the mid 1980's, the department changed from open testing to requiring certifications prior to testing. The unintended results have been a reduction in the applicant pool by 90%. This was done as a cost saving measure. It eliminated the need for a training academy. Despite the reduction in applicants, the Duluth Fire Department has nearly three times the national percentage of female fire fighters. We have not been as successful in attracting the underrepresented populations to take our exam.

Recommended Solution – Work with schools and other departments to get a more diverse candidate pool.

- Establish a recruitment program for high schools and colleges
- Research best practices in fire fighter hiring
- Work with Human Resources and Human Rights office to attract additional underrepresented population candidates
- Explore going back to an open test and fire fighter academy

Issue 8: Regionalization - Mutual aid agreements are at the heart of providing regional services and have been in place for decades. However, with expanding needs in the region, traditional mutual aid agreements may not provide the resources to adequately respond to every hazard. To address our needs and the needs of the region as a whole, we need to take a new look on how we best to share resources.

Recommended Solution: Expand regional partnerships to insure adequate responses.

- Review current Mutual Aid Agreements
- Expand Mutual Aid Agreements to the Cloquet Fire District.
- Examine feasibility of Auto Aid with local mutual aid partners

Issue 9: Incident Command and Control System – The Incident command system serves as a management tool for simple to complex emergencies expanding and contracting as the incident changes. While the incident command system is relatively unchanged, Incident management has changed over time.. How a fire scene it managed has a direct impact on safety and extinguishment. In 2013, we are improving our fire scene management to incorporate national standards and best practices into our SOG's

Recommended Solution:

- Complete National Recognized Blue Card Type 4 and 5 Incident command training. (Entire Department)
- Update SOG's to reflect new Incident management system
- Incorporate an Incident commander aid into our responses
- Use performance measures to evaluate the effectiveness of the new program
- Provide incident management awareness other departments

Issue 10: Reduction in Grant Opportunities – Over the last decade the fire department has been successful at gaining grants for issues such as our all-hazard siren warning system, new 800MHz radio system, staffing, fire apparatus purchase, fire safety equipment and tools, mobile data computers, video conferencing system, and other department improvements. We have had an excess of four million dollars in grants supporting our mission. Recent budget trends at the federal and state level raises concerns about their sustainability of grant award reductions the amount of grant support we will be receiving into the future.

Recommended Solution – Examine all possibilities for grants opportunities

- Continue to apply for FEMA grants to support our mission
- Advocate for both State and Federal grant programs.
- Consider grant reductions in long term planning and funding of programs.
- Explore non-traditional grant funding opportunities.

VI. WHAT RESOURCES ARE WE GOING TO USE?

Finance Plan - Budget to Actual Financial Statement

Budgetary Notes

The finance plan for the 2013-2017 timeframe assumes a stable staffing plan. This includes utilizing the Safer Grant for three positions in 2013 & 2014, and then funding those positions through the general fund the remainder of the business plan cycle. The increase in costs are reflected in the spreadsheet below.

There will be significant savings through our reorganization that is not fully yet realized. This include savings related to two fewer stations, fewer Captains and FEO's, and reduced fleet size. As these actual costs are realized, the plan will be updated.

Also include in the section are new programs we wish to begin, maintain, or expand and recognizing the financial impact of those programs.

Budget Forecast

	2012 Budget	2013 Budget	2014 Projection (2%)	2015 Projection (2%)	2016 Projection (2%)	2017 Projection (2%)
Revenues						
Administration	472,700	772,700	788,154	548,917	559,895	571,093
Life Safety	676,200	825,000	841,500	858,330	875,497	893,007
Total Revenues	1,148,900	1,597,700	1,629,654	1,662,247	1,695,492	1,729,402
Expenditures						
Salaries	9,091,100	9,072,400	9,253,848	9,693,925	9,887,803	10,085,560
Overtime	277,500	405,000	413,100	421,362	429,789	438,385
Benefits	2,964,100	3,460,600	3,529,812	3,600,408	3,672,416	3,745,865
Other Expenses	774,900	683,300	696,966	710,905	725,123	739,626
Total Expenditures	13,107,600	13,621,300	13,893,726	14,426,601	14,715,133	15,009,435
Net Expenditures	(11,958,700)	(12,023,600)	(12,264,072)	(12,764,353)	(13,019,641)	(13,280,033)
Staffing Levels (FTE)	141	142	142	142	142	142

Proposed Programs Budgetary impact

New Program / Initiative	Year Implemented	Program Cost	Annual vs. One-time?	Funding Source
Fire Department Accreditation Program	2014	\$10,000	One Time	General Fund
Desired Outcome - A more efficient department due to the self-examination and knowledge gained through the accreditation process.				
Expansion of Blight Program	2014	\$20,000	Annual	General Fund
Desired outcome - Late in 2012, we began paying for cleanup of blighted properties when other tools have not worked. We currently have \$30,000 budgeted. We will monitor in 2013, but expect additional funding is needed to fully utilize the program.				
Continue Safer Grant staffing past two year grant period	2015	\$250,000	Annual	General Fund
Desired Outcome - Continue funding three positions past the grant period. These positions are needed to staff to the level as outlined in our Fire Department reorganization plan and to meet OSHA and NFPA standards.				
Advanced Officer Training	2015	\$30,000	Annual	General Fund
Desired Outcome - Higher education management classes provided on duty as an outreach from local colleges or online tool. This is part of officer training and succession planning.				
Community Wide CPR/Defib Classes	2015	\$25,000	Annual	General Fund
Desired Outcome – Establish community wide CPR and Defib training to allow for a more trained community in medical response. Training classes provided at local community clubs and businesses.				
Community EMT/Paramedic Program	2015	\$100,000	Startup/ Less Annual After	General Fund & Grant
Desired Outcome: The Community EMT/Paramedic program has been established in Minnesota to allow fire fighters to make proactive visits to homes to provide preventive or recovery care. The program will be a bridge for people that have care needs that can be done outside the hospital. The cost savings is the reduction in calls for preventable issues, fewer returns to the hospital, and healthier community. The program is to be funded through Medicare, and possible grant support.				

Workforce Plan

Staffing continues to be the most important challenge for the Fire Department. We are working with mutual aid and automatic aid partners to ensure that we have adequate response resources when a large-scale event happens in Duluth. We will continue to redeploy resources around the city to best address public safety needs as they arise.

Over 90% of Fire Department employees provide direct emergency service on the street. A key issue for the future is finding new leaders in the Department that are willing to transition from emergency response to an administrative leadership positions. Creating a work environment that features effective communication, outstanding labor management relations, and increasing morale will be a priority for the Fire Department over the next five years.



Staffing Model: Until 2012, the fire department has operated under the same staffing model for decades. In 2012, the department completed a fire department operational study that looked to improve performance and fiscal responsibility. This resulted in significant change to not only our staffing plan, but also the organizational culture of the department. The new staffing model looks for the most efficient and safest way to provide services based on national standards and department experience.

In 2013, we are addressing the management structure of the department. With so few managers, we have an inefficient span of control, lack of time for planning, difficulty with new initiatives, lack of mentoring new leaders, and limited succession planning. With the addition of a Deputy Chief and expanded roles of the Assistant Chiefs, we are working towards improving department communications, direction, and oversight.

With more managerial support, we will be able to spend more time focusing on department planning, employee mentoring, growth, and other functions that we have not had been able to do in the past. This will provide for a healthier organization.

Employee Training, Professional Development, and Performance Evaluations: Training is an important function of Administration, Fire Operations, and Life Safety. Training in department programs and job related tasks is adequate. The new video conferencing equipment expands our capabilities. We fail to meet expectations related to advance training including post-secondary education, management / supervisory training, and professional development. We need to work with the higher education community to bring this training to the stations. Additional training to support succession planning is important. City financial support of higher education degrees was eliminated as a cost saving measure years ago. The program should be reexamined now that less expensive online options are available.

Performance evaluations began in 2011 and will continue into 2013. Using the evaluation process, we hope to find employees with the aptitude and desire to take on leadership roles and develop the skills necessary to fill replace retiring senior staff.

Diverse Workforce – Hiring Process: The Duluth Fire Department's workforce has seen tremendous change in the last ten years. One aspect of this business plan was to take a critical look at the hiring process and diversity in the workforce.

Operations Division: A December 31st, 2007 Equal Employment Opportunity Commission report states that 8 % of the fire fighters workforce is female. That is three times the national fire department average. Since that time, we have hired an additional three females increasing our female firefighter amount to of the department to 9%. The 2007 report also states that 3% of the workforce is from underrepresented populations. Since then, that number has doubled reaching 6%. The Duluth area is 92% white.

Life Safety Division, The life safety division has uniformed and civilian employees. Of the uniformed, 33% are female. Of the civilian 50% are female. Over 10% of the division is from unrepresented populations.

The Department has institutionalized strategies to hire, promote and maintain a highly qualified diverse workforce. Focused recruitment will be required to maintain a workforce that accurately mirrors the community we serve. We do need to look closely at our candidate pool. While we are getting qualified candidates, but the pool of candidates lacks diversity and most have similar education and life experiences. We need to examine if going back to open testing is preferable. Open testing results many more candidates testing with a much more diverse background and education. While this may result in increased training cost, the long-term value of a more diverse department may outweigh the short-term additional cost.

WORKFORCE ACTION TABLE

Key Workforce Objective	Measurement	Short-Term Actions	Expected Completion	Long-Term Actions
Performance Management, including professional development plans	% of dept. that gets annual performance evaluation % of department with professional development plan	Work with HR to establish annual performance evaluations Use performance evaluations to track percent of department pursuing education	On-Going	Accurately track employees that are using continuing education as part of their professional development
Assess training needs and fund and provide identified training	% increase in training provided to fire companies % reduction in fuel use	Use 2 way video system to increase training opportunities Support ongoing Ed and regional training	On-Going On-Going	
Expand diversity in our candidate pool	% of applicants from an under-represented population. % of applicants hired from under represented population	Meet with HR to discuss hiring practices and develop strategies to encourage under-represented to apply for positions	On-Going	Ongoing recruitment and consideration of changing hiring practices / requirements
Life Safety	# of employees that attend code update classes and receive certification	Have life safety employees attend annual training	On-Going	
Improvement through the fire department accreditation and ISO	Achieve fire department accreditation	Begin Accreditation and ISO process	2013	

Technology Plan

Introduction: Information technology continues to play a greater role in the day-to-day business of the Duluth Fire Department. Statistics gathered through technology used by the department help justify budget requests, project-staffing needs, redesign response plans, report performance measures, and prepare annual reports. Data is becoming increasingly important during response and incident management.

Video Conferencing: Video conferencing equipment has enabled live video training in fire stations eliminating the need for travel to the training facility. This has three significant advantages. It saves on fuel costs, reduces wear on the apparatus, and keeps the apparatus in their districts for immediate response. As this equipment ages, it will need to be replaced. That is likely not until near the end of this business plan cycle.

Mobile Data Computers (MDC's) in Fire Rigs: As GIS capabilities grow, computers in fire apparatus become more valuable. Mapping routes to incidents, building systems information, chemical storage, and fire hydrant locations are a few examples of data that is helpful in responses. We secured grant funding for the project and completed the installation in 2012. As we become more familiar with this tool, we expect to expand its capabilities. We also plan to provide computer support to our housing inspectors in the field. While it may not be MDC's, it will provide similar advantages.

TECHNOLOGY ACTION PLAN TABLE

Key Business Technology Need	Desired outcome/result	When	One-time costs	Ongoing Costs	Source of Funding
Video Conferencing	Replacement of equipment to keep efficiencies	2017	\$125,000	\$15,000	Capital Purchase and General fund Maintenance
Performance Measurement/data tracking software tool	More useful data in making operational and service decisions	2014	\$25,000	Maintenance	FEMA Grant
Mobile app for Rental housing reporting.	In field reporting making use of wait time in field	2013/2014	\$25,000	Maintenance, training, and replacement cost	FEMA Grant and/or capital equipment bonding.

Equipment Plan

Apparatus Purchasing Plan – Apparatus purchases are planned 5 years in advance.

Replacement of equipment at the appropriate time is critical because fleet costs rise rapidly near the end of the equipment's life expectancy. Leasing of fire apparatus has been examined to determine the cost effectiveness. With the current interest rates and bonding costs, bonding still remains the most effective way to finance fire apparatus.



With the reorganization of the department and reduction in fleet size, there is a reduction in fleet cost and capital expenditures needed to replace aging fleet. However, with fewer apparatus, it is important to have a well-maintained fleet and commit to the replacement schedule.

Apparatus Replacement Program.

2013		2014		2015		2016		2017	
No.	Amount	No.	Amount	No.	Amount	No.	Amount	No.	Amount
7340 New	\$585,000 <u>\$35,000</u> \$620,000	7321	\$550,000	7332 7336	\$500,000 \$30,000 \$35,000 <u>\$35,000</u> \$600,000	7325 7348 7342	\$30,000 \$30,000 <u>\$35,000</u> \$95,000	7334	\$1,250,000
8 Quint Includes 2012 Bonding Squad 244		Rescue One		Engine 10 Plow Truck Squad 251 Squad 250		Boat /Trailer Solid Waste Plow Truck		1 Tower	

Space Plan

Station Needs: The fire department has successfully maintained its fire stations. This is due to a combination of several factors. Fire fighters do the routine maintenance themselves as well as all the cleaning. They take pride in maintaining the buildings they work and live in. Our professional City Building Maintenance team makes major repairs that require specialized skills. A well-planned proactive capital improvement program and excellent support from the Architect's office are invaluable.

The fire administration has updated fire stations through the capital bonding process with noticeable success. Overall, our buildings are in good shape. We plan 5 years out for needed repairs and upgrades.

Changes: With the closure of Station 5 and planned combination of Station 4 and Station 11, our planned station reconfiguration will be complete. We will have gone from nine stations to seven while providing similar response. With annexation being considered south of the city, response options and potential resource needs are being determined for annexed areas. Below is the 5-year capital improvement plan for the fire department. When the new station is built, this plan will change due to stations being eliminated with planned improvements in the schedule.

2013 – 2017 Fire Capital Improvements	2013	2014	2015	2016	2017
Station 1 - Air Conditioner Replacement			100,000		
Station 1 – Driveway		100,000			
Station 1 – Masonry		50,000			
Station 1 – Remodel	125,000				
Station 2 - Roof Replacement		250,000			
Station 2 - Tuck Pointing					75,000
Station 2 - Window Replacement				120,000	
Station 4 & 7 Brick Repair		100,000			
Station 6 - Drainage and Driveway			100,000		
Station 8 - Drainage and Driveway				150,000	
Station 10 & 6 Remodel for Staffing Plan	100,000				
Station 10 Apparatus Floor & Upgrade	130,000				
Furnace Replacement			50,000		
Station Overhead Doors	75,000	75,000	120,000		
Station Roof Replacements			250,000		
Station Structural Access Approaches	50,000				
Station Ventilation	100,000	50,000	60,000		
Total	580,000	625,000	680,000	270,000	75,000

VII. Management and Organization

Management Team

The management team for the fire department is in transition. As part of the department re-organization, several important recommendations are being implemented. These changes are taking place in 2013. The goal of the change is to provide a more robust proactive management team.

The first recommendation is the addition of a second deputy fire chief. The management responsibilities will be divided into two areas: emergency services and administration. The emergency services deputy chief primary duties will be to supervise the emergency response staff, purchase their equipment, and maintain policies related to response and safety. The second deputy chief will be the administrative deputy chief. Primary responsibilities will include the supervision of the Life Safety, emergency management, internal and external communications, and other administrative programs. Both deputy chiefs will be responsible for budgeting, planning (long and short term), discipline, and fully capable of working in either deputy chief position. This would bring individual work for the chief and the D/C's to a level where the department can actually begin to plan strategically for the fire department and the City's future.

A second change is a change in the management culture of the department. The Asst. Chiefs, Fire Marshal, and Training chief will play a more active role on the management team and will be expected to have more management responsibilities and duties. The deputy chiefs will provide support and direction for the management team.

These changes will allow the management team to be more proactive in areas such as strategic planning, performance measures, succession planning, mentoring, and improved department communications.

Succession Planning

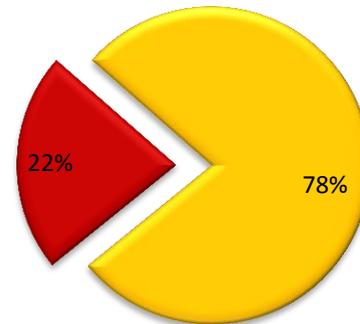
The traditional method of succession planning is to screen employees for skills that fit existing jobs that will soon be vacant. This process may no longer be effective in our work environment. There is a clear need to focus on developing leadership skills through succession planning rather than merely filling positions through traditional ways that tend to promote the status-quo.

Over the years, little time has been devoted to professional development of employees not already holding a leadership position. This needs to change. More responsibility and training needs to be given to those employees that will serve in a future leadership role.

Succession planning is important to the organization to insure a smooth transition in leadership. It also provides needed skills to be successful skills needed to be successful. To get a better understanding of challenges with succession planning I have attached three charts. The first chart and second chart both illustrate the urgency to prepare for the future today. With 22% of the department eligible for retirement today and 42% eligible to retire within five years, there will be a significant loss of experience and institutional knowledge.

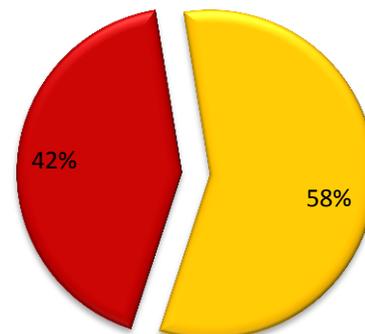
Employees Eligible to Retire Today

■ Eligible to Retire ■ Not Eligible



Employees Eligible to Retire in 5 Years

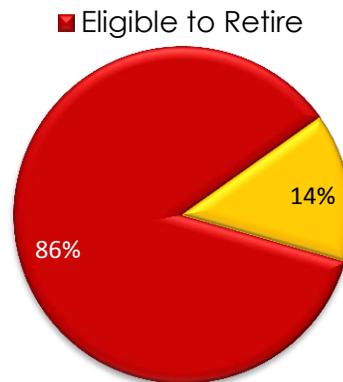
■ Eligible in 5 Years ■ Not Eligible



The final chart reinforces the need for succession planning today. It shows that 86% of our management team is eligible for retirement within 5 years. The time for mentoring and passing the organizational knowledge is now.

Historically, there have not been resources allocated for training outside the operational and safety areas. Funding needs to be focused to allow participation in educational opportunities such as those offered by our local colleges, National Fire Academy, and Emergency Management Institute. Training combined with an aggressive internal mentoring program and leadership opportunities will plant the seeds to prepare us for the future.

Administrative Staff Eligible to Retire in next 5 Years



Fire Administration 1501

 <p>A portrait of a man with short grey hair, smiling, wearing a dark blue uniform with a 'DEPUTY CHIEF' name tag and a badge.</p>	 <p>A portrait of a man with a mustache, smiling, wearing a white uniform with a 'CHIEF' name tag and a badge.</p>	 <p>A portrait of a man with short dark hair, smiling, wearing a dark blue uniform with a 'C.V. SMITH' name tag and a badge.</p>
<p>Deputy Chief Bryan Bushey</p>	<p>Fire Chief John Strongitharm</p>	<p>Deputy Chief Charles Smith</p>
 <p>A portrait of a man with short brown hair, smiling, wearing a dark blue uniform with an 'R. BOOTH' name tag and a 'CAPTAIN' badge.</p>	 <p>A portrait of a man with short brown hair and glasses, smiling, wearing a dark blue uniform with an 'ASST. CHIEF' name tag and a badge.</p>	 <p>A portrait of a man with short brown hair and glasses, smiling, wearing a dark blue uniform with a 'CAPTAIN' name tag and a badge.</p>
<p>Acting Asst. Chief Ron Booth</p>	<p>Asst. Chief "B" Erik Simonson</p>	<p>Acting Asst. Chief Jarry Keppers</p>
 <p>A portrait of a woman with short blonde hair, smiling, wearing a white uniform with a 'FIRE MARSHAL' name tag and a badge.</p>	 <p>A portrait of a man with short dark hair, smiling, wearing a dark blue uniform with an 'M. CONSIE' name tag and a 'CAPTAIN' badge.</p>	 <p>A portrait of a woman with curly brown hair and glasses, smiling, wearing a red turtleneck and a white jacket.</p>
<p>Fire Marshal Marnie Grondahl</p>	<p>Training Chief Mike Consie</p>	<p>Admin Support Ellen Kreidler</p>

Fire Emergency Operations 1502



Engine 1 "A"

Corey Swartout Bill Chopskie Gary Olson
Matt Wedin (Missing)



Rescue 1 "A"

Dan Lattner Scott Kleive Carmine Langlois Jr,



Engine 1 "B"

Dylan Hendrickson Mikel Roe
Sandy McComb (Missing) Rob Morehouse (Missing)



Rescue 1 "B"

Ben Gasner Giff Trethewey Brian Black



Engine 1 "C"

Marty Schubitzke Shawn Krizaj
Aaron Bujold Andrew Golz



Rescue 1 "C"

Josh Wightman Brent Consie Mark Kortesma



Tower 1 "A"

Jeremy Helm Jeff Johnson Chris Martinson
Tim Pagelkopf (missing)



Engine 2 "A"

Trevor Olsen Michael Rowe
Monica Correll Steve Swanson



Tower 1 "B"

Robert Mesedahl Dane Youngblom
Chris Orman Steve Gibson



Engine 2 "B"

Michael Chad Alex Owen
Michael Hinaus Jess Peterson



Tower 1 "C"

Frank Heller Clinton Reff
Eric Thompson Aaron DeCook



Engine 2 "C"

John Wisneski Sara Rowe
Mitch Peterson Jacob Gunderson



Quint 4 "A"

Corey Danelski Bob Noldin Gary Gilbertson
Tom Simmonds - Missing



Engine 6 "A"

Mark Herman Bill Donovan
Open



Quint 4 "B"

Jeff Runquist Heath Wiersma
Rick Grondahl John Kienzle



Engine 6 "B"

Steve Sauve Carla Gamradt
Open



Quint 4 "C"

Gene Olsen Amanda Lambert
Jon Otis Perry Ludwig



Engine 6 "C"

Timothy Lane Dan Krueger
Open



Engine 7 "A"

Caleb Lofald Lee Pufahl Marcus Hardin Brad Bushey



Quint 8 "A"

Dennis Edwards Dan Smith Tim Aune Chris Cid



Engine 7 "B"

Darrell Youngblom Greg Church
Matt Swanson Dave Mesedahl



Quint 8 "B"

Dan Johnson Scott Willis
Joe Pырlik Joel Heikes



Engine 7 "C"

Sandra Merritt Scott Engstrom
Dave Torgerson Chad Cooke



Quint 8 "C"

Marlin Carlson Conrad Sunde Dan Fuentes
Brian Shand (Missing)



Engine 10 "A"

Matthew Ketola Ed Schumacher
Mike Hoeffling (Missing)



Engine 11 "A"

Jamie Dawson Andy Robbins



Engine 10 "B"

Phil Rogers Damon Laurion Kevin Haney



Engine 11 "B"

Jason Siegle Tom Guntzburger



Engine 10 "C"

Jeff Dellwo Rick Konczak Aaron Bujold



Engine 11 "C"

Wesley Bertson Dean Cooke



FEO Chad Rindahl



FEO Laura Napurski



FF Dylan Mills



FF Anthony Schilling



FF Marcie Thole



FF Brian Hill



FF Jon Reis

A
Shift Pool



Captain Greg Church



FEO Eric Roadfeldt



FF Nicholas Biondich



FF Shawn Houser



FF Lori Swor



FF Paul Gucinski



FF Nick Flemming

B Shift Pool



Captain Dan Krueger



Captain Peter Johnson



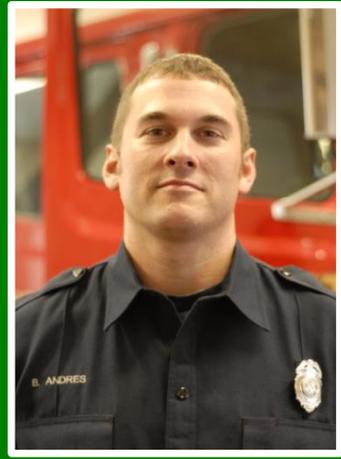
FEO Lisa Consie



FEO Ben Johnson



FEO Sherri Roadfeldt



FF Brian Andres



FF Eric Kilpo



FF Luke Erikson



FF Corey Grooms

Life Safety Division 1503

			
Deputy Fire Marshal Jim Reed	Deputy Fire Marshal John Edwards	Lead Housing Jim Mlodozyniec	Solid Waste Officer Karen O'Donnell
			
Housing Inspector Rick Shilla	Housing Inspector Sara Benning	Housing Inspector Brian Swanson	Housing Inspector Greg Smith
			
Police Office Jim Rodman	Administrative Support Sue Turk	Administrative Support Laura Owen	

Outside Professional and Advisory Support

- TriData's Consultants
- Insurance Service Organization (ISO)
- Commission on Fire Accreditation International (CFAI)
- State Fire Marshal's Office
- International Association of Fire Fighters
- Minnesota State Fire Chiefs Association
- Minnesota Department of Labor and Industry
- Minnesota Department of Homeland Security
- United States Coast Guard
- NFPA
- International Fire Chief's Association

VIII. Appendices

- Performance Measures
- Insurance Service Organization (ISO) Program
- Commission on Fire Accreditation International (CFAI)

2007–2012 Performance Measures & 2013 Goals

(Yellow shaded is within our control, White is event driven and outside our control)

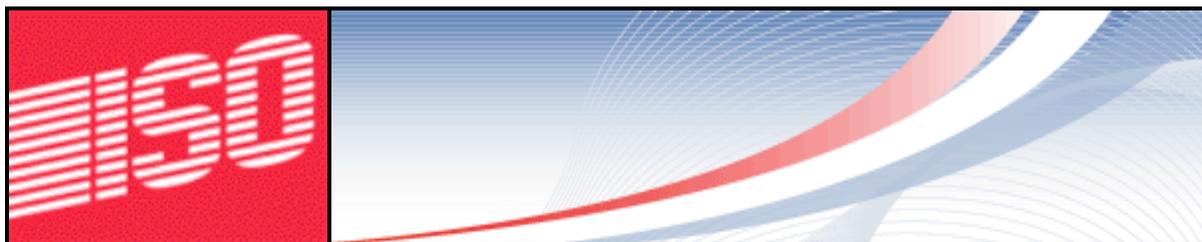
Performance Measures & 2011 Goals	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Goal
% of the time that response to emergency events is five minutes or less	77.2%	73.3%	79.8%	81.3%	79.4%	76.9%	80%
% of the time that NFPA standard of 4 minutes or less travel time	79.7%	78.5%	78.0%	78.7%	80.2%	73.7%	80%
% of Fire Department runs that are EMS	64.2%	63%	54.3%	59.4%	64.3%	64.2%	63%
% of Fire Department runs that are fires	5.4%	4.1%	2.5%	2.7%	3.1%	3.3%	3%
% of Fire Department runs that are canceled enroute	5%	6.8%	5.5%	5.8%	6.8%	4.8%	NA
% of Fire Department runs that are other Alarms	16.1%	17.9%	32%	26.7%	18.2%	21%	NA
% of Fire Department runs that are false alarms	9.5%	8.2%	5.7%	5.4%	7.6%	6.7%	NA
% of fires contained to room of origin	67%	68%	58%	56%	56%	52.2%	60%
% of fires contained to structure of origin	98%	98%	99%	100%	94%	100%	95%
Percentage of vehicle accidents requiring extrication	12%	10%	13%	8%	3.8%	3.4%	10%
Number of lifting assist	317	403	376	374	392	364	300
# of lives lost due to fires	1	4	3	0	2	0	0
# of civilian injuries due to fire	9	14	16	6	4	5	0
Number of Structure Fires	158	161	170	129	145	135	125
# Structure fires in Occupied buildings	144	147	155	118	134	122	100
# Structure fires in Vacant buildings	14	14	15	11	11	13	10

Performance Measure &	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Goal
Number of Fire fighter injuries (emergency activity)	10	10	9	12	5	3	0
Number of fire fighter Injuries (non-emergency activity)	6	9	8	8	9	4	0
% of fire fighter injuries resulting in lost time	31%	63%	47%	30%	36%	54%	0
Number of vehicle accidents (emergency activity)	10	7	5	4	6	4	0
Number of vehicle accidents (non-emergency activity)	2	0	5	4	8	5	0
# of 1 & 2 family rental license Inspections	568	1213	820	518	2504	2295	2000
# of rental license re-inspections	382	322	429	315	1173	999	750
# of 3+ family rental license inspections	89	138	39	24	692	798	500
# of Solid Waste Inspections	2191	1620	1423	1886	1902	1375	1500
# of Tenant Complaints	220	181	102	119	127	163	100
# of operational permits inspection completed	328	324	490	775	452	539	600
# of Car Seats Installed	607	603	517	470	380	380	500
# of fire investigations conducted	45	44	46	50	44	50	50
% of fire investigations ruled arson	40%	34.1%	39%	20%	41%	33%	30%
# of 2 ND and 5 th grade students that received fire education	885	1368	1300	1200	1301	1305	1300
# of pre-School students that received fire education	235	220	225	245	235	220	250
# of adult education presentations	22	15	12	14	19	16	25

Performance Measures and Goals	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Goal
% of citizens that report satisfaction with the Fire Department and excellent/good	N/A	N/A	92%	89%	90%	93%	95%
% of workforce who receive an annual performance review	0%	0%	0%	0%	100%	100%	100%
% of total sworn workforce that are women	8%	8%	8%	8%	8%	9.5%	10%
% of total sworn workforce that are people from the underrepresented population	3%	3%	4%	4%	4%	4%	5%
Number of firefighters per 1000 residents	1.49	1.49	1.49	1.49	1.49	1.49	1.49
Number of firefighters Per Sq. Mile	1.85	1.85	1.85	1.85	1.85	1.80 1.85	1.85

Note: Several of the tracked areas changed significantly starting in 2009. This is due to how the calls were classified. A significant drop or increase is likely due to the classification change and not an actual change in captured data.

INSURANCE SERVICES OFFICE, INC



About ISO

ISO is a leading source of information about property/casualty insurance risk. For a broad spectrum of commercial and personal lines of insurance, we provide statistical, actuarial, underwriting, and claims data; policy language; information about specific locations; fraud-identification tools; consulting services; and information for marketing, loss control, and premium audit.

ISO is an advisory organization, and insurers may use our information, modify it, or not use it, as they see fit. ISO is a member of the Verisk Analytics Family of Companies.

Information about individual communities and properties

ISO collects information useful in many aspects of insurance underwriting. That information includes evaluations of public fire protection, flood risk, and the adoption and enforcement of building codes in individual communities. Information on municipal services helps the communities with their efforts to manage and mitigate their risk.

We perform the evaluations as a service to the insurance industry and do not charge a fee to the communities.

Through the Public Protection Classification (PPC™) program, ISO evaluates municipal fire-protection efforts in communities throughout the United States. A community's investment in fire mitigation is a proven and reliable predictor of future fire losses. So insurance companies use PPC information to help establish fair premiums for fire insurance — generally offering lower premiums in communities with better protection. Many communities use the PPC as a benchmark for measuring the effectiveness of their fire-protection services. The PPC program is also a tool that helps communities plan for, budget, and justify improvements.

Commission on Fire Accreditation International (CFAI)



About Accreditation & CFAI

Local government executives face increasing pressure to "do more with less" and justify their expenditures by demonstrating a direct link to improved or expanded services. Particularly for emergency services, local officials need criteria to assess professional performance and efficiency. The CFAI accreditation process provides a well-defined, internationally recognized benchmark system to measure the quality of fire and emergency services.

CFAI Mission

The Commission on Fire Accreditation International (CFAI) is committed to assisting and improving fire and emergency service agencies around the world in achieving organizational and professional excellence through its strategic self-assessment model and accreditation process to provide continuous quality improvement and enhancement of service delivery to the community and the world at large.

CFAI Program

The CFAI program is a comprehensive self-assessment and evaluation model that enables fire and emergency service organizations to examine past, current, and future service levels and performance and compare them to industry best practices. This process leads to improved service delivery by helping fire departments:

- Determine community risk and safety needs.
- Evaluate the performance of the department.
- Establish a method for achieving continuous organizational improvement.

A task force of highly qualified and dedicated chief fire officers, trainers, city/county administrators, and academic professionals worked together to create the self-assessment model—the basis for CFAI accreditation. The goals that guide the development process emphasize that the system must be:

- Applicable across the broad spectrum of the fire service industry
- Challenging
- Contemporary, not revolutionary
- Able to evolve over time
- Achievable!
- Useful for a comprehensive organizational evaluation