



SOUTH METRO FIRE DEPARTMENT

1650 Humboldt Avenue • West St. Paul MN 55118

Phone: (651) 552-4176 • FAX: (651) 552-4195

www.smfdmn.org

AGENDA BOARD OF DIRECTORS MEETING

Meeting Date: November 20, 2024, at 4:30 PM

Meeting Place: South St. Paul, Training Room

- I. Roll Call
Board Members: Berry, Francis, Napier, Seaberg, Wippermann
- II. Adopt Agenda
- III. Communications/Recognitions
 - a. Introduction of New Firefighters
- IV. Consent Agenda
 - a. [October 9, 2024, Meeting Minutes](#)
 - b. [October 2024 List of Claims](#)
 - c. [October 2024 Bank Reconciliation](#)
 - d. [October 2024 Month End Budget Report](#)
 - e. [October 2024 Run Summary Report](#)
 - f. [2025 Board Meeting Schedule](#)
 - g. [Capital Budget Adjustment](#)
 - h. [PAR360 Contract Renewal](#)
- V. Committee Reports
 - a. None
- VI. Agenda Items
 - a. [Strategic Plan Presentation \(Dr. Chad Weinstein\)](#)
 - b. [Fire District Discussion](#)
 - c. [Health Insurance Renewal](#)
 - d. [Administration Wage Discussion](#)
 - e. Labor Negotiations
 - i. *Closed Session*
 1. *Motion to hold closed meeting pursuant to Minn. Stat. 13D.03 to review labor negotiation proposals*
 2. *Motion to re-open meeting*
- VII. Public Comment
- VIII. Adjourn

Next Regular Meeting – December 18, 2024, South St. Paul

MINUTES

SOUTH METRO FIRE DEPARTMENT BOARD OF DIRECTORS

Wednesday, October 9, 2024

South St Paul Training Room

Members Present: David Napier, Dennis Wippermann, Wendy Berry, James Francis, Tom Seaberg

Also Present: Chief Juelfs, Clara Hilger, Char Stark, Nate Burkett, Ryan Garcia

The meeting was called to order at 4:30 p.m.

ADOPT AGENDA

Motion was made to adopt the Agenda by Wippermann; seconded by Napier.
Motion carried.

COMMUNICATIONS/RECOGNITIONS

Ben Bailey letter of resignation.

CONSENT AGENDA

Motion was made to approve the Consent Agenda by Napier; seconded by Berry.
Motion carried.

COMMITTEE REPORTS

None

AGENDA ITEMS

SAFER Grant

The department was notified in September that we were awarded the grant in the amount of \$3,361,761.68. Acceptance of this grant will offset the wages and benefits for the additional eight firefighters for the three-year performance period.

Motion was made to accept the FEMA grant by Francis; seconded by Berry.
Motion carried.

General Service Employee Compensation

Chief Juelfs prepared a salary survey with comparable departments in our area. The data identified the majority of our general service employee ranges are not only below the current market but are the lowest. The board discussed the ranges but did not set the 2025 salary ranges.

Fire Chief's Performance Evaluation

Regular performance evaluations, of the fire chief, shall be conducted at least once a year. In the past, board member Wippermann has coordinated the evaluation process. Board member Wippermann agreed to coordinate the 2024 process.

Labor Negotiations

Motion to hold closed meeting pursuant to Minn. Stat. 13D.03 to review labor negotiation proposals by Berry; seconded by Napier.

Motion carried.

Motion to re-open meeting by Napier; seconded by Berry.

Motion carried.

PUBLIC COMMENT

None

MOTION TO ADJOURN

Motion to adjourn by Francis; seconded by Wippermann.

Motion carried.

The next regular meeting is scheduled on November 20, 2024, at 4:30 pm in South St. Paul

Respectfully submitted by:

Deb Wheeler

SOUTH METRO FIRE

Summary of List of Claims
Board Meeting of November 20, 2024

PAYROLL CHECK REGISTER:

Payroll Period	9/30 - 10/13		
Date Paid	10/18/2024		
Direct Deposit		\$	138,059.25
Payroll Period	10/14 - 10/27		
Date Paid	11/1/2024		
Direct Deposit		\$	141,089.75
Payroll Period			
Date Paid		\$	-
Direct Deposit			

TOTAL NET PAYROLL

\$ 279,149.00

DISBURSEMENT CHECK REGISTER:

Checks	11671 - 11734	\$	132,734.00
EFTS	3005 - 3033	\$	221,567.29

TOTAL DISBURSEMENT CHECKS

\$354,301.29

TOTAL PAYROLL, DISBURSEMENTS, ACH'S

\$633,450.29

Payment Register

From Payment Date: 10/9/2024 - To Payment Date: 11/13/2024

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
1-ANCHOR BAN - ANCHOR BANK									
Check									
11671	10/18/2024	Open			Accounts Payable	INT'L ASSN FIREFIGHTERS 1059	\$277.50		
11672	10/18/2024	Open			Accounts Payable	INT'L ASSN FIREFIGHTERS 724	\$1,587.30		
11673	10/18/2024	Open			Accounts Payable	STANDARD INSURANCE COMPANY	\$2,345.26	\$2,345.26	\$0.00
11674	10/24/2024	Open			Accounts Payable	ANCOM TECHNICAL CENTER	\$675.00	\$675.00	\$0.00
11675	10/24/2024	Open			Accounts Payable	ASPEN MILLS	\$927.27		
11676	10/24/2024	Open			Accounts Payable	AT&T MOBILITY	\$1,068.21		
11677	10/24/2024	Open			Accounts Payable	Berry/ Wendy	\$100.00		
11678	10/24/2024	Open			Accounts Payable	CARDMEMBER SERVICES	\$8,340.29		
11679	10/24/2024	Open			Accounts Payable	CDW Government	\$119.39		
11680	10/24/2024	Open			Accounts Payable	CONGDON/TIM	\$75.00	\$75.00	\$0.00
11681	10/24/2024	Open			Accounts Payable	DAKOTA COUNTY TREASURER	\$3,779.46		
11682	10/24/2024	Open			Accounts Payable	EMERGENCY APPARATUS MAINTENANC	\$4,137.55	\$4,137.55	\$0.00
11683	10/24/2024	Open			Accounts Payable	Emergency Technical Decon	\$1,638.50	\$1,638.50	\$0.00
11684	10/24/2024	Open			Accounts Payable	Field Training Solutions	\$590.00		
11685	10/24/2024	Open			Accounts Payable	Fire Catt	\$6,958.05	\$6,958.05	\$0.00
11686	10/24/2024	Open			Accounts Payable	Francis, James	\$100.00		
11687	10/24/2024	Open			Accounts Payable	Further	\$107.45	\$107.45	\$0.00
11688	10/24/2024	Open			Accounts Payable	GALLS, LLC	\$197.80	\$197.80	\$0.00
11689	10/24/2024	Open			Accounts Payable	HENRY SCHEIN	\$3,018.24		
11690	10/24/2024	Open			Accounts Payable	IMAGE TREND	\$1,250.00	\$1,250.00	\$0.00
11691	10/24/2024	Open			Accounts Payable	INT'L ASSN FIREFIGHTERS 1059	\$277.50		
11692	10/24/2024	Open			Accounts Payable	INT'L ASSN FIREFIGHTERS 724	\$1,539.20		
11693	10/24/2024	Open			Accounts Payable	LAKE ASSAULT BOATS	\$17,817.50	\$17,817.50	\$0.00
11694	10/24/2024	Open			Accounts Payable	LEVANDER, GILLEN & MILLER, P.A	\$247.00		
11695	10/24/2024	Open			Accounts Payable	Linde Gas and Equipment	\$156.19	\$156.19	\$0.00
11696	10/24/2024	Open			Accounts Payable	MacQueen Emergency Group	\$1,521.19	\$1,521.19	\$0.00
11697	10/24/2024	Open			Accounts Payable	METRO SALES, INC	\$537.29		
11698	10/24/2024	Open			Accounts Payable	Napier/ David	\$100.00		
11699	10/24/2024	Open			Accounts Payable	OXYGEN SERVICE COMPANY	\$149.89	\$149.89	\$0.00
11700	10/24/2024	Open			Accounts Payable	PERFORMANCE PLUS	\$85.00		
11701	10/24/2024	Open			Accounts Payable	Rihm Kenworth	\$850.20	\$850.20	\$0.00
11702	10/24/2024	Open			Accounts Payable	S ST PAUL/CITY OF	\$5,574.69	\$5,574.69	\$0.00
11703	10/24/2024	Open			Accounts Payable	Seaberg, Thomas	\$100.00	\$100.00	\$0.00
11704	10/24/2024	Open			Accounts Payable	Target Solutions Learning, LLC	\$276.64	\$276.64	\$0.00
11705	10/24/2024	Open			Accounts Payable	US Bank Equipment Finance	\$117.00		
11706	10/24/2024	Open			Accounts Payable	WEST ST PAUL/CITY OF	\$41,346.32		
11707	10/24/2024	Open			Accounts Payable	WIPPERMANN/DENNIS	\$100.00		
11708	10/24/2024	Open			Accounts Payable	Wisconsin Child Support Agency	\$65.00	\$65.00	\$0.00
11709	10/24/2024	Open			Accounts Payable	WITMER PUBLIC SAFETY GROUP INC	\$274.75	\$274.75	\$0.00
11710	11/07/2024	Open			Accounts Payable	ANCOM TECHNICAL CENTER	\$675.00		
11711	11/07/2024	Open			Accounts Payable	ARROW MOWER, INC	\$3.93		
11712	11/07/2024	Open			Accounts Payable	ASPEN MILLS	\$709.84		
11713	11/07/2024	Open			Accounts Payable	BOUND TREE MEDICAL	\$20.38		
11714	11/07/2024	Open			Accounts Payable	DAMA Metal Products	\$130.00		
11715	11/07/2024	Open			Accounts Payable	EMERGENCY APPARATUS MAINTENANC	\$658.70		

Payment Register

From Payment Date: 10/9/2024 - To Payment Date: 11/13/2024

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
11716	11/07/2024	Open			Accounts Payable	EMERGENCY AUTOMOTIVE TECH	\$6,248.87		
11717	11/07/2024	Open			Accounts Payable	GALLS, LLC	\$566.19		
11718	11/07/2024	Open			Accounts Payable	HENRY SCHEIN	\$838.72		
11719	11/07/2024	Open			Accounts Payable	INT'L ASSN FIREFIGHTERS 1059	\$277.50		
11720	11/07/2024	Open			Accounts Payable	INT'L ASSN FIREFIGHTERS 724	\$1,539.20		
11721	11/07/2024	Open			Accounts Payable	JOHNSON/TERRANCE	\$209.04		
11722	11/07/2024	Open			Accounts Payable	KAISER MFG., INC	\$2,831.60		
11723	11/07/2024	Open			Accounts Payable	KREMER SPRING,ALIGNMENT & BODY	\$4,670.98		
11724	11/07/2024	Open			Accounts Payable	LEVANDER, GILLEN & MILLER, P.A	\$728.00		
11725	11/07/2024	Open			Accounts Payable	LOCAL GOVERNMENT INFORMATION	\$580.00		
11726	11/07/2024	Open			Accounts Payable	MacQueen Emergency Group	\$106.83		
11727	11/07/2024	Open			Accounts Payable	MINNESOTA GLOVE & SAFETY,INC	\$259.98		
11728	11/07/2024	Open			Accounts Payable	NINTH BRAIN	\$118.74		
11729	11/07/2024	Open			Accounts Payable	PAT NOACK	\$46.48		
11730	11/07/2024	Open			Accounts Payable	PERFORMANCE PLUS	\$85.00		
11731	11/07/2024	Open			Accounts Payable	Rihm Kenworth	\$430.37		
11732	11/07/2024	Open			Accounts Payable	St Croix Fire and Safety	\$159.49		
11733	11/07/2024	Open			Accounts Payable	STANDARD INSURANCE COMPANY	\$1,421.08		
11734	11/07/2024	Open			Accounts Payable	X Shear	\$990.45		
Type Check Totals:							\$132,734.00	\$44,170.66	\$0.00
1-ANCHOR BAN - ANCHOR BANK Totals									

Checks	Status	Count	Transaction Amount	Reconciled Amount
	Open	64	\$132,734.00	\$44,170.66
	Reconciled	0	\$0.00	\$0.00
	Voided	0	\$0.00	\$0.00
	Stopped	0	\$0.00	\$0.00
	Total	64	\$132,734.00	\$44,170.66

All	Status	Count	Transaction Amount	Reconciled Amount
	Open	64	\$132,734.00	\$44,170.66
	Reconciled	0	\$0.00	\$0.00
	Voided	0	\$0.00	\$0.00
	Stopped	0	\$0.00	\$0.00
	Total	64	\$132,734.00	\$44,170.66

Grand Totals:

Checks	Status	Count	Transaction Amount	Reconciled Amount
	Open	64	\$132,734.00	\$44,170.66
	Reconciled	0	\$0.00	\$0.00
	Voided	0	\$0.00	\$0.00
	Stopped	0	\$0.00	\$0.00
	Total	64	\$132,734.00	\$44,170.66

All	Status	Count	Transaction Amount	Reconciled Amount
	Open	64	\$132,734.00	\$44,170.66
	Reconciled	0	\$0.00	\$0.00
	Voided	0	\$0.00	\$0.00
	Stopped	0	\$0.00	\$0.00
	Total	64	\$132,734.00	\$44,170.66

Payment Register

From Payment Date: 10/22/2024 - To Payment Date: 11/13/2024

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
1-ANCHOR BAN - ANCHOR BANK									
EFT									
3005	10/22/2024	Open			Accounts Payable	I C M A RETIREMENT CORP	\$1,200.00	\$1,200.00	\$0.00
3006	10/22/2024	Open			Accounts Payable	IRS - PR TAXES	\$28,402.73	\$28,402.73	\$0.00
3007	10/22/2024	Open			Accounts Payable	MN CHILD SUPPORT	\$388.55	\$388.55	\$0.00
3008	10/22/2024	Open			Accounts Payable	MN DEPT OF REVENUE	\$9,249.80	\$9,249.80	\$0.00
3009	10/22/2024	Open			Accounts Payable	MN II LIFE -- HSA	\$1,040.71	\$1,040.71	\$0.00
3010	10/22/2024	Open			Accounts Payable	MSRS	\$450.00	\$450.00	\$0.00
3011	10/22/2024	Open			Accounts Payable	MSRS - HCSP	\$2,733.25	\$2,733.25	\$0.00
3012	10/22/2024	Open			Accounts Payable	NATIONWIDE	\$3,100.00	\$3,100.00	\$0.00
3013	10/22/2024	Open			Accounts Payable	PUBLIC EMPLOYEES RETIRE ASSN	\$59,244.54	\$59,244.54	\$0.00
3014	10/22/2024	Open			Accounts Payable	Wisconsin Child Support Agency	\$455.22	\$455.22	\$0.00
3015	10/22/2024	Open			Accounts Payable	HIGHER STANDARDS	\$43.28		
3016	11/01/2024	Open			Accounts Payable	I C M A RETIREMENT CORP	\$1,200.00		
3017	11/01/2024	Open			Accounts Payable	IRS - PR TAXES	\$29,216.58		
3018	11/01/2024	Open			Accounts Payable	MN CHILD SUPPORT	\$388.55		
3019	11/01/2024	Open			Accounts Payable	MN DEPT OF REVENUE	\$9,544.04		
3020	11/01/2024	Open			Accounts Payable	MN II LIFE -- HSA	\$1,140.71		
3021	11/01/2024	Open			Accounts Payable	MSRS	\$450.00		
3022	11/01/2024	Open			Accounts Payable	MSRS - HCSP	\$2,992.00		
3023	11/01/2024	Open			Accounts Payable	NATIONWIDE	\$2,900.00		
3024	11/01/2024	Open			Accounts Payable	PUBLIC EMPLOYEES RETIRE ASSN	\$63,400.37		
3025	11/01/2024	Open			Accounts Payable	Wisconsin Child Support Agency	\$518.22		
3026	11/01/2024	Open			Accounts Payable	Further	\$2,325.00		
3027	11/01/2024	Open			Accounts Payable	CLOVER	\$14.95		
3028	10/31/2024	Open			Accounts Payable	HIGHER STANDARDS	\$31.72	\$31.72	\$0.00
3029	10/31/2024	Open			Accounts Payable	Further	\$11.72	\$11.72	\$0.00
3030	10/31/2024	Open			Accounts Payable	CLOVER	\$16.24	\$16.24	\$0.00
3031	10/31/2024	Open			Accounts Payable	Further	\$416.66	\$416.66	\$0.00
3032	10/31/2024	Open			Accounts Payable	OLD NATIONAL BANK	\$95.75	\$95.75	\$0.00

Payment Register

From Payment Date: 10/22/2024 - To Payment Date: 11/13/2024

Number	Date	Status	Void Reason	Reconciled/ Voided Date	Source	Payee Name	Transaction Amount	Reconciled Amount	Difference
3033	10/31/2024	Open			Accounts Payable	Further	\$596.70	\$596.70	\$0.00
Type EFT Totals:							\$221,567.29	\$107,433.59	\$0.00
1-ANCHOR BAN - ANCHOR BANK Totals									

EFTs	Status	Count	Transaction Amount	Reconciled Amount
	Open	29	\$221,567.29	\$107,433.59
	Reconciled	0	\$0.00	\$0.00
	Voided	0	\$0.00	\$0.00
	Total	29	\$221,567.29	\$107,433.59

All	Status	Count	Transaction Amount	Reconciled Amount
	Open	29	\$221,567.29	\$107,433.59
	Reconciled	0	\$0.00	\$0.00
	Voided	0	\$0.00	\$0.00
	Stopped	0	\$0.00	\$0.00
	Total	29	\$221,567.29	\$107,433.59

Grand Totals:

EFTs	Status	Count	Transaction Amount	Reconciled Amount
	Open	29	\$221,567.29	\$107,433.59
	Reconciled	0	\$0.00	\$0.00
	Voided	0	\$0.00	\$0.00
	Total	29	\$221,567.29	\$107,433.59

All	Status	Count	Transaction Amount	Reconciled Amount
	Open	29	\$221,567.29	\$107,433.59
	Reconciled	0	\$0.00	\$0.00
	Voided	0	\$0.00	\$0.00
	Stopped	0	\$0.00	\$0.00
	Total	29	\$221,567.29	\$107,433.59

**SOUTH METRO FIRE DEPT
BANK RECONCILIATION
October 31, 2024**

Old National Bank			
Ending Balance - Checking	\$	653,577.08	
Outstanding Disbursement Checks		(64,762.83)	
DIT		1,651,359.82	
Adjustments:			
RECONCILED BALANCE	\$	2,240,174.07	

CITY TREASURER'S BALANCE:			
Previous Month's Reconciled Balance	\$	1,164,109.96	
Daily Receipts Posted		1,728,023.23	
Disbursement Checks Issued		(392,254.23)	
Payroll Checks and Direct Deposits		(260,222.33)	
Journal Entries			
Rev Prior Month Adj:		594.20	
PR difference booked/cleared bank		2.00	
Deposit Tickets		(81.26)	
PR difference booked/cleared bank		2.50	
RECONCILED BALANCE	\$	2,240,174.07	

CASH ACCOUNT BALANCE:		\$	2,240,250.83
Journal Entries			
PR difference booked/cleared bank			2.50
PR difference booked/cleared bank			2.00
Deposit Tickets			(81.26)
RECONCILED BALANCE	\$	2,240,174.07	

Cash by Fund:

		Beginning Balance	Net Activity	Ending Balance
General Fund	101-10101	430,777.52	1,049,737.04	1,480,514.56
Grant Fund	201-10100	20,439.11	(30,241.74)	(9,802.63)
Fire Assistance Fund	240-10100	-	-	
Debt Service Fund	301-10101	1.34	-	1.34
Capital Fund	401-10101	713,486.19	56,051.37	769,537.56
	Total	1,164,704.16	1,075,546.67	2,240,250.83



Account Classification	Adopted Budget	Current Month Transactions	YTD Transactions	YTD Balance	% used/ Rec'd	Prior Year YTD Balance
Fund 101 - General Fund						
REVENUE						
Taxes	1,938,696.00	.00	1,103,504.95	835,191.05	57%	508,685.05
Intergovernmental Revenues	243,666.00	280,889.42	511,576.80	(267,910.80)	210%	259,067.56
Charges for Services	6,039,822.00	1,396,568.59	5,952,345.66	87,476.34	99%	1,612,885.93
Other Revenue	56,000.00	.00	20,103.82	35,896.18	36%	32,132.74
Other Financing Sources	.00	.00	.00	.00	+++	.00
REVENUE TOTALS	\$8,278,184.00	\$1,677,458.01	\$7,587,531.23	\$690,652.77	92%	\$2,412,771.28
EXPENSE						
Personal Services	7,332,449.00	509,040.40	5,725,160.62	1,607,288.38	78%	2,300,499.23
Supplies	238,677.00	46,792.22	150,174.91	88,502.09	63%	66,015.49
Contractual Services	446,114.00	53,921.67	358,128.01	87,985.99	80%	167,983.52
Other Charges	260,944.00	16,823.68	207,123.95	53,820.05	79%	27,911.40
Capital Outlay	.00	.00	.00	.00	+++	.00
Debt Service	.00	.00	.00	.00	+++	.00
Other Financing Uses	.00	.00	130,712.00	(130,712.00)	+++	(100,901.35)
EXPENSE TOTALS	\$8,278,184.00	626,577.97	6,571,299.49	\$1,706,884.51	79%	\$2,461,508.29
Fund 101 - General Fund Totals						
REVENUE TOTALS	8,278,184.00	1,677,458.01	7,587,531.23	690,652.77	92%	2,412,696.28
EXPENSE TOTALS	8,278,184.00	626,577.97	6,571,299.49	1,706,884.51	79%	2,461,508.29
Fund 101 - General Fund Totals	\$0.00	\$1,050,880.04	\$1,016,231.74	(\$1,016,231.74)		(\$48,812.01)
Fund 201 - Grant Fund						
REVENUE						
Intergovernmental Revenues	.00	.00	.00	.00	0%	.00
REVENUE TOTALS	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
EXPENSE						
Contractual Services	.00	.00	.00	.00	+++	.00
EXPENSE TOTALS	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
Fund 301 - Debt Service						
REVENUE						
Intergovernmental Revenues	186,650.00	.00	93,325.00	93,325.00	50%	136,837.50
REVENUE TOTALS	\$186,650.00	.00	93,325.00	\$93,325.00	+++	\$136,837.50
EXPENSE						
Contractual Services	186,650.00	.00	93,325.00	93,325.00	+++	136,837.50
EXPENSE TOTALS	\$186,650.00	.00	93,325.00	\$93,325.00	+++	\$136,837.50
Fund 301 - Debt Totals						
REVENUE TOTALS	186,650.00	.00	93,325.00	93,325.00	+++	136,837.50
EXPENSE TOTALS	186,650.00	.00	93,325.00	93,325.00	+++	136,837.50
Fund 301 - Debt Totals	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
Fund 401 - Capital Projects						
REVENUE						
Intergovernmental Revenues	.00	.00	.00	.00	0%	.00
Charges for Services	224,684.00	56,170.76	224,683.04	.96	100%	46,809.00
Other Revenue	.00	.00	.00	.00	+++	.00
Other Financing Sources	.00	.00	130,712.00	.00	+++	(100,901.35)
REVENUE TOTALS	\$224,684.00	\$56,170.76	\$355,395.04	\$0.96		(\$54,092.35)
EXPENSE						
Motor Vehicles	367,000.00	.00	30,411.29	336,588.71	8%	(1,305,054.43)
Office Equipment	77,302.00	.00	54,801.66	22,500.34	71%	24,622.36
Other Equipment	208,700.00	119.39	162,226.47	46,473.53	78%	82,736.21
EXPENSE TOTALS	\$653,002.00	\$119.39	\$247,439.42	\$405,562.58	38%	(\$1,197,695.86)
Fund 401 - Capital Projects						
REVENUE TOTALS	224,684.00	56,170.76	355,395.04	(130,711.04)	158%	(54,092.35)
EXPENSE TOTALS	653,002.00	119.39	247,439.42	405,562.58	38%	(1,197,695.86)
Fund 401 - Capital Projects	(\$428,318.00)	\$56,051.37	\$107,955.62	(\$536,273.62)		\$1,143,603.51
Grand Totals						
REVENUE TOTALS	8,689,518.00	1,733,628.77	8,036,451.36	653,066.64	92%	2,495,441.43
EXPENSE TOTALS	9,117,836.00	626,697.36	6,912,063.91	2,205,772.09	76%	1,400,649.93
Grand Totals	(\$428,318.00)	\$1,106,931.41	\$1,124,387.45	(\$1,552,705.45)		\$1,094,791.50



2024 Run Summary

South Metro Fire Department

	January	February	March	April	May	June	July	August	September	October	November	December	YTD TOTAL	2023 YTD TOTAL
FIRE INCIDENTS														
111 Building fire	2	3	5	9	7	5	4	7	2	9			53	25
112 Fire in structure other than in a building													0	
113 Cooking fire, confined to container	1	1	2					1		1			6	1
114 Chimney fire													0	
116 Fuel										1			1	
118 Trash	1												1	3
121 Fire in mobile home used as fixed residence													0	1
130 Mobile property (vehicle) fire, other								1					1	3
131 Passenger vehicle fire	1		1	1		2	3		1	1			10	8
132 Road Freight or transport vehicle fire						1							1	2
133 Rail vehicle fire													0	
134 Water vehicle fire													0	1
135 Aircraft Fire													0	
138 Off-road vehicle or heavy equipment fire													0	1
142 Brush or bursh & grass mixture fire		1	3	1	1		1		1	2			10	6
143 Grass Fire													0	2
151 Outside rubbish fire		1	3		3		3	2		3			15	5
154 Dumpster fire		1				2	4	1	2				10	9
163 Outside equipment fire			1	1					1	2			5	7
	5	7	15	12	11	10	15	12	7	19	0	0	113	74
OVERPRESSURE RUPTURE, EXPLOSION, OVERHEAT (NO FIRE)														
200 Overpressure rupture, explosion, overheat other					1		1						2	1
243 Fireworks explosion (no fire)													0	
251 Excessive heat, scorch burns with no ignition	6	4	4	2	6	5	8	5	5	1			46	49
	6	4	4	2	7	5	9	5	5	1	0	0	48	50
RESCUE & EMERGENCY MEDICAL SERVICE														
311 Medical assist, assist EMS crew		1					1	1					3	1
321 EMS call, excluding vehicle accident with injury	525	452	487	517	501	462	475	488	496	462			4865	4153
322 Motor vehicle accident with injuries	3	6	7	10	7	11	14	6	13	7			84	77
323 Motor vehicle/pedestrian accident (MV Ped)	3			1	1	1	2	2	2				12	3
324 Motor vehicle accident with no injuries.	3	2	2	1	6		2		4	5			25	28
341 Search for person on land						1		1					2	
350 Extrication, rescue, other													0	2
352 Extrication of victims from vehicle													0	
353 Removal of victim(s) from stalled elevator	1		1	3	2	3	3	4	2				19	10
355 Confined Space Rescue								1					1	
357 Extrication of victim(s) from machinery													0	
360 Water & ice related rescue, other		1				2							3	
361 Swimming/recreational water areas rescue													0	
362 Ice Rescue													0	
365 Watercraft rescue			1										1	
372 Trapped by power lines0													0	
381 Rescue or EMS standby					3								3	2
	535	462	498	532	520	480	497	503	517	474	0	0	5018	4276
HAZARDOUS CONDITION (NO FIRE)														
400 Hazardous condition, other													0	2
411 Gasoline or other flammable liquid spill					2				1				3	5
412 Gas leak (natural gas or LPG)	2	1	2	5	3	5		3	1	1			23	31
413 Oil spill				1			5						1	1
421 Chemical hazard (no spill or leak)					1			1		1			3	1
422 Chemical spill or leak								2					2	4
424 Carbon monoxide incident	2	1	1	1		4	2	5	4	3			23	13
440 Electrical equipment problem		1	1	1	3	5	1	1					13	7
442 Overheated motor		1	1		2		2	3	1	1				
444 Power line down	2			1	5	2	7	16	4	5			42	44
445 Arch, shorted electrical equipment	1	1	1	1		2	3	7	1	2			19	33
460 Potential accident													0	1
461 Building or structure weakened or collapsed													0	1
462 Aircraft standby													0	
463 Vehicle accident, cleanup		1											1	1
471 Explosive, bomb removal													0	
481 Attempt to burn									1				1	1
	7	6	6	10	16	18	20	38	13	13	0	0	147	145
SERVICE CALL														
500 Service Call, other		1											1	
510 Person in distress, other						3			1				4	4
519 Person in distress													0	
520 Water problem, other				1		1							2	1
522 Water or steam leak	1	1						1		1			4	2
531 Smoke or odor removal	1			1				1					3	5
542 Animal Rescue					3	8	1						3	
551 Assist police or other governmental agency	10	17	14	9	14	5	5	5	6	2			87	82
553 Public service	3	2	1	3	3	18	16	14	18	12			90	46
554 Assist invalid	41	41	68	47	49	46	33	57	41	66			489	328
561 Unauthorized burning	1	1	9	6	3	7	2	6	7	10			52	41
	57	63	92	67	72	88	57	84	73	91	0	0	744	509



2024 Run Summary

South Metro Fire Department

	January	February	March	April	May	June	July	August	September	October	November	December	YTD TOTAL	2023 YTD TOTAL
GOOD INTENT CALL														
600 Good intent call, other	3		3	4	2	1	2	3	3	2			23	19
611 Dispatched & canceled en route	10	7	12	10	22	15	16	16	13	14			135	167
621 Wrong location													0	1
622 No incident found on arrival at dispatch address	6	8	8	4	6	6	7	14	8	9			76	67
631 Authorized controlled burning	2	2	2		1			2	3	1			13	7
650 Steam, gas, other mistaken for smoke				1									1	
651 Smoke scare, odor of smoke		2	4	2	1	2	1	1	2	2			17	26
652 Steam, vapor, fog or dust thought to be smoke	3								1				4	1
653 Smoke from barbeque, tar kettle													0	1
661 EMS call, party transported by non-fire agency (661)													0	
671 HazMat release investigation w/no HazMat	2	3	6	9	3	4	4	6	7	3			47	27
	26	22	35	30	35	28	30	42	37	31	0	0	316	316
FALSE ALARM & FALSE CALL														
700 False alarm or false call, other	1				2			1	1				5	3
710 Malicious false call		2				1	2	1		2			8	3
714 Central Station, malicious false alarm			1	1		2		1	1				6	4
715 Local alarm system, malicious false call	1			1	1	2		1	1	1			8	16
721 Bomb scare - no bomb				1									1	
730 System malfunction, other					1		1		1				3	1
731 Sprinkler activation due to malfunction	4		3	1	4		3	2	1	1			19	8
732 Extinguishment system activation malfunction													0	
733 Smoke detector activation due to malfunction	3	3	1	3	8	5	8	5	2	2			40	35
735 Alarm system sounded due to malfunction	8	5	4	3	3	2	10	8	1	2			46	41
736 CO detector activation due to malfunction	5	3	1	1		2	6	3	3	2			26	8
740 Unintentional transmission of alarm, other				1				1	1				3	1
741 Sprinkler activation, no fire - unintentional			1	1				1		1			4	3
743 Smoke detector activation, unintentional	8	1	3	4	3	3	7	6	3	6			44	37
744 Detector activation, no fire - unintentional		1	1	2	1	1	1	1	1				9	6
745 Alarm system activation, no fire - unintentional	1	4		4	4	5	11	4	2	7			42	40
7451 False Alarm	8	8	7	10	12	12	10	8	10	9			94	60
746 Carbon monoxide detector activation, no CO	2	2	4	1	4	1		2	1				17	18
	41	29	26	34	43	36	59	45	29	33	0	0	375	284
SEVERE WEATHER & NATURAL DISASTER														
814 Lightning strike (no fire)													0	1
	0	0	0	0	0	0	0	0	0	0	0	0	0	1
SPECIAL INCIDENT TYPE														
900 Special type of incident, other				2									2	0
911 Citizen Complaint				1		1							2	5
	0	0	0	1	0	1	0	0	0	0	0	0	2	5
Not Reported	1	3					3	1	1				9	5
	1	3	0	0	0	0	3	1	1	0	0	0	9	5
MONTHLY RUN TOTAL														
	678	596	676	688	704	666	690	730	683	662	0	0	6773	5678
BLS Transports														
	168	169	188	185	167	160	174	160	204	169			1744	1427



SOUTH METRO FIRE DEPARTMENT

1650 Humboldt Avenue • West St. Paul MN 55118

Phone: (651) 552-4176 • FAX: (651) 552-4195

www.smfdmn.org

DATE: November 20, 2024

TO: President and Board

FROM: Mark Juelfs, Fire Chief

RE: **2025 Board Meeting Schedule**

Summary:

Per Section 4.2 of the Joint and Cooperative Agreement, the Board is required to hold a meeting at least once each calendar quarter. Attached is the proposed Board Meeting Schedule for 2025. Historically, these meetings have been scheduled for the third Wednesday of each month at 4:30 pm; similar scheduling is proposed for 2025 with two exceptions. With the Boards permission I would like to schedule the February meeting for the fourth Wednesday due to a conflict with my schedule and schedule the October meeting for the second Wednesday due to a conflict with the Minnesota State Fire Chiefs Conference.

To assist with planning for 2025, the following is an overview of several significant topics that will come before the Board for consideration.

March

- Election of Board Officers & Committee Appointments

April

- 2024 Audit Report

July

- Approve 2026 Budget and submit it to the Cities.

September

- Certify 2026 Proposed Levy Amount

December

- Adopt 2026 Budget
- Certify 2026 Levy
- Adopt 2026 Fee Schedule
- Insurance Renewals
- Fire Chief's Performance Review

Recommendation:

Adopt the 2025 Board Meeting Schedule

Attachment:

2025 Board Meeting Schedule



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SOUTH METRO FIRE BOARD OF DIRECTORS 2024 MEETING CALENDAR

<u>Date</u>	<u>Time</u>	<u>Location</u>
January 15 th	4:30 PM	West St Paul Lobby Conference Room
February 26 th	4:30 PM	West St Paul Lobby Conference Room
March 19 th	4:30 PM	West St Paul Lobby Conference Room
April 16 th	4:30 PM	South St Paul Training Room
May 21 st	4:30 PM	South St Paul Training Room
June 18 th	4:30 PM	South St Paul Training Room
July 16 th	4:30 PM	West St Paul Lobby Conference Room
August 20 th	4:30 PM	West St Paul Lobby Conference Room
September 17 th	4:30 PM	West St Paul Lobby Conference Room
October 8 th	4:30 PM	South St Paul Training Room
November 19 th	4:30 PM	South St Paul Training Room
December 17 th	4:30 PM	South St Paul Training Room



SOUTH METRO FIRE DEPARTMENT

1650 Humboldt Avenue • West St. Paul MN 55118

Phone: (651) 552-4176 • FAX: (651) 552-4195

www.smfdmn.org

DATE: November 20, 2024

TO: President and Board

FROM: Mark Juelfs, Fire Chief

RE: **Budget Adjustment**

Summary:

Staff pre-ordered portable radios in late October for the new Firefighters that will be hired in 2025 with the SAFER grant. Portable radios are critical for our operations and Firefighter safety. Historically when we have ordered radios, they have taken four to six months to be delivered. On this occasion we received a message that they were shipping shortly after the order was placed. Staff are requesting to bring the monies that are allocated for this purchase in the 2025 capital fund into the 2024 capital fund to make payment for this purchase. The capital fund balance can support this adjustment. To properly account for the expenses a budget adjustment to the following account needs to be made.

- Increase the capital expense account 401-42200-40570 by \$31,260.80.

Budget Impact:

Increased expenses for the 2024 capital fund by \$31,260.80.

Recommendation:

Motion to make the requested budget adjustments.



SOUTH METRO FIRE DEPARTMENT

1650 Humboldt Avenue • West St. Paul MN 55118

Phone: (651) 552-4176 • FAX: (651) 552-4195

www.smfdmn.org

DATE: November 20, 2024

TO: President and Board

From: Mark Juelfs, Fire Chief

RE: Par360 Contract Renewal

Summary:

The mental health of firefighters continues to be a significant concern within the fire service. Mental health issues (PTSD) are a leading cause of medical retirements within public safety. South Metro took a proactive approach to ensuring our Firefighters mental health concerns are addressed by adding the PAR360 program in 2020. To ensure that South Metro continues to address and make progress in the realm of Firefighter mental health, I am proposing signing another one-year contract with Blue Peak Consulting to continue providing the PAR360 program to our Firefighters. PAR360 provides:

- 1.Embedded Department Visits** – Visits to the department once every five weeks; consultation, care, trainings, and support may be done during these visits.
- 2.Priority Care Coordination**– Immediate expert assistance via a call line for referrals and resources. This can be conducted on site during embedded department visits or by phone when needed in between visits ensuring no one is left behind.
- 3.Individual Pre-Plan Meetings** – Dedicated annual sessions for resilience pre-planning sessions with behavioral health providers familiar with firefighter challenges; these will be conducted on site during clinician visits.
- 4.Crisis Response** – Response that focuses on building resiliency and communication after a traumatic event has occurred with department personnel; up to 40 hours annually. Additional hours needed that exceed 40 hours will be billed separately.
- 5.Stress Management Modules**– Online self-paced training modules for all department members.
- 6.Chief Consultation and Support** – Ongoing direct line for Chiefs to mental health experts. Monthly Chief conference calls of all PAR360 member Chiefs to address concerns and issues unique to respective departments and provide networking and problem sharing/solving opportunities.

The only changes to the previous contract were to update the effective dates and pricing.

Budget:

The board approved 2025 preliminary budget includes monies dedicated to mental health evaluations and training. The budget supports the contract amount.

Recommendation:

Approve the contract with Blue Peak Consulting LLC

Attachment:

Blue Peak Consulting LLC Contract



BLUE PEAK CONSULTING

SERVICES AGREEMENT

This Agreement is entered into and effective as of this 1st day of January, 2025 (the “Effective Date”), by and between South Metro Fire Department, a joint powers agency (“SMFD”), having an address of 1650 Humboldt Ave, West St. Paul, MN 55118 and Blue Peak Consulting, L.L.C., a Minnesota limited liability company (“Consultant”), having an address of 1640 Hampshire Ave North, Golden Valley, MN 55427.

WHEREAS, Consultant is a licensed psychologist in the State of Minnesota who has the experience, knowledge, and training to counsel and treat soldiers, veterans, police officers, fire fighters, and other emergency responders.

WHEREAS, SMFD does endeavor to engage the services and assistance of a third-party consultant to provide mental health and resiliency services to employees and staff of SMFD;

NOW, THEREFORE, in consideration of SMFD retaining Consultant to provide mental health services, it is agreed as follows:

1. SCOPE OF SERVICES

SMFD hereby retains the Consultant to provide Services in the area of mental health and resilience either in person, virtually, remote, and/or a combination thereof (the “Services”) from 01/01/2025 until 12/31/2025 (the “Event” of “Events”).

(a) The services shall include the following:

1. **Embedded Department Visits** – Visits to the department once every five weeks; consultation, care, trainings, and support may be done during these visits.
2. **Priority Care Coordination**– Immediate expert assistance via a call line for referrals and resources. This can be conducted on site during embedded department visits or by phone when needed in between visits ensuring no one is left behind.
3. **Individual Pre-Plan Meetings** – Dedicated annual sessions for resilience pre-planning sessions with behavioral health providers familiar with firefighter challenges; these will be conducted on site during clinician visits.
4. **Crisis Response** – Response that focuses on building resiliency and communication after a traumatic event has occurred with department personnel; up to 40 hours annually. Additional hours needed that exceed 40 hours will be billed separately.*
5. **Stress Management Modules**– Online self-paced training modules for all department members.
6. **Chief Consultation and Support** – Ongoing direct line for Chiefs to mental health experts. Monthly Chief conference calls of all PAR360 member Chiefs to address concerns and issues unique to respective departments and provide networking and problem sharing/solving opportunities.

(b) Additional services, beyond those described above, will require additional fees to be



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discussed and agreed upon by the parties.

2. SMFD DUTIES

- (a) Compensation: In consideration for the Services provided by Consultant to SMFD as set forth in paragraph 1 above, SMFD agrees to pay Consultant the remainder (\$18,450.00) of the total Event fee of \$36,900.00 (the total “Event Fee”). Consultant’s obligation to render services hereunder is conditioned upon SMFD’s payment of said fee on a timely basis. The Event Fee shall be paid according to the following schedule:
- (b) Payments will be structured as follows:
- i. Total Event Fee will be broken into four equal payments over the course of the contract (25%; or \$9,225.00) of the total Event Fee (**\$36,900.00**).
 - ii. Invoices will be submitted on or close to the following dates and are due within 30 days of invoice date:
 - January 1st 2024 (PAID as scheduled)
 - July 1st 2024 (PAID as scheduled)
 - January 1st 2025
 - July 1st 2025
 - A lump sum payment of remainder balance of Total Event Fee can be made at any time with no penalty.
- (c) Total Event Fee is based on a projected 45 personnel within SMFD at the time of 01.01.2025. SMFD will provide Consultant with an active roster of personnel as of 01.01.2025; any additional personnel above the 45 projected will be an additional \$420.00 on 01.01.2025; additional will be added to the Total Event Fee. SMFD agrees to pay the additional amount if SMFD roster is above the projected 45 personnel.
- (d) Late Payments: All payments due under this Agreement will be considered late and in arrears if not paid within ten (10) days of the due dates specified in Paragraph 1(a) and will become subject to a late penalty fee of 2.5% of the balance owed plus interest calculated at the annualized rate of 18% per annum, or 1.5% compounded monthly, or the maximum allowed by law.
- (e) Tools to be Provided by SMFD: SMFD agrees to provide all tools, information, and documentation that may be required by Consultant to effectively perform said responsibilities in connection with the performance of Services. SMFD shall provide laptop, or other mechanism in which to project power point presentation materials, as well as a microphone and water for any in-person educational training events, at SMFD’s expense.

3. TERM

This Agreement shall commence on the Effective Date and shall terminate on December 31, 2025 or cancellation by either party in accordance with paragraph 4, whichever occurs first.

4. CANCELLATION



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Except as provided in Section 8, SMFD may cancel this Agreement for any reason by providing 30 days' written notice to the Consultant. Consultant shall be paid for any unpaid work, if any, prorating the compensation rate in paragraph 2 within 15 days of cancellation. Consultant may cancel this Agreement for any reason by providing 30 days' written notice to SMFD.

5. NO GUARANTEES

Consultant cannot guarantee the outcome of Services and Consultant's comments about the outcome are expressions of opinion only. Consultant makes no guarantees other than that the Services described in Paragraph 1(a) shall be provided to SMFD in accordance with the terms of this Agreement. SMFD acknowledges that Consultant cannot guarantee any results for Services and such outcomes are based on subjective factors that cannot be controlled by Consultant.

In performing its Services, Consultant will use that degree of care and skill ordinarily exercised, under similar circumstances, by reputable members of its profession in the same locality at the time the Services are provided. No warranty, express or implied, is made or intended by Consultant's undertaking herein or its performance of Services.

6. CONFIDENTIALITY

SMFD Information: Any and all SMFD information and data of a confidential nature, including but not limited to any and all personnel data or medical data (hereinafter referred to as "Confidential Information"), shall be treated by Consultant in the strictest confidence and not disclosed to third parties or used by Consultant for any purpose other than for providing SMFD with the services specified hereunder without SMFD's express written consent. Upon request, Consultant hereto will promptly return or destroy all documents containing Confidential Information and delete all electronic records of or containing the same.

7. INDEPENDENT CONTRACTOR

(a) Independent Contractor Relationship: This Agreement shall not render Consultant an employee, partner, agent of or joint venturer with SMFD for any purpose. Consultant is and will remain an independent contractor in its relationship to SMFD. Consultant is or remains open to conducting similar tasks or activities for entities other than SMFD and holds itself out to the public to be a separate business entity. Consultant shall retain sole and absolute discretion in the manner and means of carrying out the activities and responsibilities under this Agreement. Consultant shall be responsible to the ownership and management of SMFD, but Consultant will not be required to follow or establish a regular or daily work schedule, however Consultant will be available pursuant to the Services listed in paragraph 1(a). Consultant will not rely solely on the equipment or offices of SMFD for completion of tasks and duties set forth pursuant to this Agreement. Any advice given to Consultant regarding Services performed for SMFD shall be considered a suggestion only, not an instruction. SMFD retains the right to inspect, stop or alter the work of Consultant to assure its conformity with this Agreement and SMFD needs. Consultant and SMFD agree to conform to any and all IRS tests necessary to establish and demonstrate the independent contractor relationship between SMFD and Consultant.

(b) Taxes & Benefits: Consultant will be responsible for filing its own tax returns and to pay taxes in



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accordance with all provisions of applicable Federal and State law. SMFD shall not be responsible for withholding taxes with respect to Consultant's compensation. Consultant shall have no claim against SMFD for vacation pay, sick leave, retirement benefits, social security, worker's compensation, health or disability benefits, unemployment insurance benefits or employee benefits of any kind.

8. FORCE MAJEURE

Neither party is liable for failure or delay in performance of the party's obligations under said Agreement if such failure or delay in performance is as a result of causes and/or circumstances beyond the party's reasonable control and without its fault or negligence. Such Force Majeure events include but are not limited to accident, illness, Acts of God (including death, fire, flood, earthquake, storm, hurricane, or other natural disaster) or of the Public Enemy, acts of war, acts of the government in its sovereign capacity, fires, floods, epidemics, quarantine restrictions, unusually severe weather, terrorist activities, nationalization, government sanction, blockage, embargo, labor dispute, strike, lockout or interruption or lack of funding, failure of electricity or telephone service.

Should any such occurrence impede or delay travel and execution of any obligation under said Agreement, every reasonable effort will be made by both parties to mitigate, modify or alter said Agreement as to meet their stated and agreed upon obligations.

Either party may terminate this Agreement effective immediately without 30 days' notice for a Force Majeure event and Consultant will reimburse SMFD a prorated refund of the Total Event Fee within 30 days of the effective date of termination.

9. WARRANTIES

- (a) Consultant's Warranties: Consultant represents, warrants and covenants that Consultant has full authority to enter into this Agreement and that all of the Services, will be rendered using sound, professional practices and in a competent and professional manner by knowledgeable and qualified personnel.
- (b) SMFD's Warranties: SMFD represents, warrants and covenants that SMFD has full authority to enter into this Agreement and has or will obtain, during all times relevant hereunder, all of the necessary consents, rights, licenses, clearances, releases or other permissions to lawfully consummate the transactions and lawfully discharge, in all material respects, each and every of SMFD's obligations or duties set forth hereunder, whether performance is due now or hereafter during the Term.

10. LIMITATION OF LIABILITY

With regard to the Services to be performed by the Consultant pursuant to the terms of this Agreement, the Consultant shall not be liable to SMFD, or to anyone who may claim any right due to any relationship with SMFD, for any acts or omissions in the performance of Services on the part of the Consultant or on the part of the agents or employees of the Consultant, except when said acts or omissions of the Consultant are due to willful misconduct or gross negligence. SMFD and its SMFDs, agents, employees, heirs or assigns shall hold the Consultant free and harmless from any obligations, costs, claims,



BLUE PEAK CONSULTING

judgments, attorneys' fees, and attachments arising from or growing out of the Services rendered to SMFD pursuant to the terms of this Agreement or in any way connected with the rendering of Services, except when the same shall arise due to the willful misconduct or gross negligence of the Consultant and the Consultant is adjudged to be guilty of willful misconduct or gross negligence by a court of competent jurisdiction. The Services provided by Consultant DO NOT create a doctor-patient or therapist-patient relationship. Information provided DOES NOT create a doctor-patient or healthcare practitioner-patient relationship between SMFD employees and Consultant or its personnel.

11. EFFECT OF HEADINGS

The subject headings of the paragraphs and subparagraphs of this Agreement are included for convenience only and shall not affect the construction or interpretation of any of its provisions.

12. ENTIRE AGREEMENT; MODIFICATION; WAIVER

This Agreement constitutes the entire Agreement between the parties pertaining to the subject matter contained in it and supersedes all prior and contemporaneous Agreements, representations, and understandings of the parties. No supplement, modification or amendment of this Agreement shall be binding unless executed in writing by all the parties. No waiver of any of the provisions of this Agreement shall be deemed, or shall constitute, a waiver of any other provision, whether or not similar, nor shall any waiver constitute a continuing waiver. No waiver shall be binding unless executed in writing by the party making the waiver.

13. COUNTERPARTS

This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

14. ASSIGNMENT

This Agreement shall be binding on, and shall inure to the benefit of, the parties to it and their respective heirs, legal representatives, successors, and assigns; provided, however, that neither party may assign any of its rights under this Agreement, except to a wholly owned subsidiary entity, without the written consent of the other party. The Consultant may assign its rights under this Agreement and make use of third party independent contractors to provide services at its sole discretion.

15. NOTICES

All notices, requests, demands, and other communications under this Agreement shall be in writing and shall be deemed to have been duly given on the date of service if served personally on the party to whom notice is to be given, or 3 calendar days after mailing if mailed to the party to whom notice is to be given, by first class mail, registered or certified, postage prepaid, and properly addressed as follows:

To Consultant at: Blue Peak Consulting, LLC
1640 Hampshire Ave N.



BLUE PEAK CONSULTING

Golden Valley, MN 55427

To SMFD at: South Metro Fire Department
1650 Humboldt Ave
West St. Paul, MN 55118

With Copy to: South Metro Fire Department Attorney
LeVander, Gillen & Miller, P.A. C/O Korine Land
633 South Concord Street, Suite 400
South St. Paul, MN 55075

Any party may change its address for purposes of this paragraph by giving the other parties written notice of the new address in the manner set forth above.

16. GOVERNING LAW; VENUE; MEDIATION; ARBITRATION

This Agreement shall be construed in accordance with, and governed by, the laws of the State of Minnesota as applied to contracts that are executed and performed entirely in Minnesota.

17. SEVERABILITY

If any term, provision, covenant or condition of this Agreement is held by an arbitrator or court of competent jurisdiction to be invalid, void or unenforceable, the rest of the Agreement shall remain in full force and effect and shall in no way be affected, impaired or invalidated.



BLUE PEAK CONSULTING

18. SIGNATURES

IN WITNESS WHEREOF, the parties to this Agreement have duly executed it on the day and year first above written.

Consultant:

Blue Peak Consulting, L.L.C.,
a Minnesota limited liability company

Signed: _____

Name: Margaret Gavian

Title: Owner

Client:

South Metro Fire Department
a joint powers agency under Minn. Stat. § 471.59

Signed: _____

Name: Tom Seaberg

Title: President



SOUTH METRO FIRE DEPARTMENT

1650 Humboldt Avenue • West St. Paul MN 55118

Phone: (651) 552-4176 • FAX: (651) 552-4195

www.smfdmn.org

DATE: November 20, 2024

TO: President and Board

From: Mark Juelfs, Fire Chief

RE: Strategic Plan

Summary:

In late winter of 2024 South Metro engaged the services of Ethical Leaders in Action to assist with the creation of a three-to-five-year strategic plan. South Metro personnel met with Dr. Chad Weinstein from Ethical Leaders in Action beginning in late 2023 and throughout 2024 to develop the attached strategic plan. Although we had some delays getting this document before the Board, staff is proud of the work and time that went into developing this plan. While some of the items are already in progress because of the delay, they are all still relevant and staff believes they should remain in the plan. Dr. Weinstein will do an overview of the planning process and the strategic plan at the November Board meeting.

Budget:

No budgetary impact

Recommendation:

Review the strategic plan document and adopt the plan with any recommended changes.

Attachment:

Strategic plan draft dated October 6, 2024.



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SOUTH METRO FIRE DEPARTMENT

Strategic Plan Draft

Submitted to the SMFD Fire Chief and Board of Directors
for Approval

October 6, 2024

**Process Facilitated by C. A. Weinstein
Ethical Leaders in Action, Inc.**

Executive Summary

The South Metro Fire Department (SMFD) has engaged in an internal strategic planning process beginning in late 2023. This executive summary is intended as an overview of the resulting strategic plan. It awaits any final changes from the Fire Chief, and then approval (with or without modification) from the Board of Directors.

Mission and Values

The new mission of the SMFD is: *Serve our community with pride and excellence to preserve life and protect property.* The Shared Values are stated as follows:

- **Integrity.** We are truthful, responsible, and accountable to the community and one another for providing selfless service.
- **Compassion.** We care about the people we serve, and we truly want to help them.
- **Excellence.** We work to provide the highest level of service in all that we do.
- **Competence.** We are lifelong learners, always building capability and expertise to prevent harm.
- **Response.** We work to reduce risk, solve problems and leave situations better than we found them.

Our purpose is to positively impact everyone in our community.

Situation Summary

SMFD's key strengths are its people and the service we provide. This begins with qualified and dedicated firefighters and officers of all ranks, and includes a Board of Directors that provides sound governance, unwavering support for departmental leadership, and concern for the well-being of firefighters. Personnel are very well-trained and well-equipped to deliver a full range of emergency response as well as fire prevention and public education.

The most significant limitations of the agency are staffing levels and station facilities. Both of these issues are urgent, and are addressed in the strategic initiatives set forth in the plan. SMFD also seeks to expand community risk reduction efforts, and to drive continuous improvement in operations, including EMS.

Externally, the department benefits from very supportive communities and strong relationships with mutual aid partners, including a shared academy for new firefighters. The greatest external challenges facing the department relate to the availability of qualified and interested candidates for employment.

Strategic Initiatives

The department will pursue five inter-related initiatives aimed at addressing the key factors outlined above. Strategic initiatives to be pursued over the next 3-5 years:

1. Staffing and Leadership Growth
2. Facilities and Infrastructure
3. Employee Recruitment and Retention
4. Operational Improvement
5. Community Risk Reduction

Next Steps

The document will be reviewed by the Fire Chief, and amended, as necessary. It will then be presented to the Board of Directors for input and adoption. It will then be up to the leadership team to inform the rest of the department and to begin implementation.

Introduction

This report establishes and documents the South Metro Fire Department's strategic direction for the next three to five years, based on input from all department employees and directors, in a process facilitated by Ethical Leaders in Action, Inc. It is also informed by a thorough, independent Standard of Cover study conducted by CityGate.

The strategic plan was developed in accordance with the following principles:

1. **The strategic initiatives are based on a thoughtful, internal assessment of the strategic status of the SMFD, as articulated in the plan.** Firefighters and officers at all ranks worked together to develop a clear understanding of SMFD's strengths and limitations, and the external circumstances that will either support or challenge the pursuit of SMFD's mission over time.
2. **Each initiative and all efforts are to be focused on achieving meaningful improvement in one or more of the following respects:**
 - a. **Excellence in Service Delivery.** This includes the SMFD's readiness and capacity, and is intended to include all aspects of service delivery, from risk prevention and public education through emergency medical services and fire/rescue responses.
 - b. **Sound Stewardship of Public Resources.** Investments are to be aligned with real benefits to the community, and made in ways that manage costs and benefits, short and long-term.
 - c. **Fairness.** This includes advancing principles of justice and equity with respect to all stakeholders. Fairness also requires appropriate transparency and accountability in leadership at all levels of the department. The strategic plan recognizes that firefighter safety and wellness are critical aspects of fairness.
3. **The plan advances feasible initiatives with a sharp focus on the next 3- 5 years and a much longer-range view of the department, as well.** We recognize that our departmental priorities must be considered within the broader context of the needs of the communities we serve. This plan contemplates longer-range implications for all initiatives, but projections are limited to a more foreseeable time horizon. Necessary, strategic investments such as facilities replacement and upgrades will have both immediate and long-lasting budgetary and operational implications.
4. **Our strategic priorities reflect the perspectives of departmental leaders at all levels (including union leadership and internal subject matter experts).** The Fire Chief is ultimately accountable for the content of this plan, and for leading in its implementation. At the same time, effective implementation requires cooperation from every member of the department and external stakeholders, as well. Therefore, the plan itself is informed by broad departmental input.

This report consists of the following sections:

1. The above **Executive Summary**, providing a high-level overview of the entire strategic plan.
2. This **Introduction**, including the Table of Contents, below.
3. A statement of the SMFD's newly revised **Mission and Organizational Values**
4. **Strategic Situation Summary** and SLOT Analysis
5. **Strategic Initiatives**
6. **Conclusion**

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South Metro Fire Department Mission and Values

As part of this strategic planning process, departmental officers (captains and chiefs) determined that the departmental mission statement and core values merited an update. The primary goals of this update were to reflect the current thoughts and values of the department today, created by today's leaders. The previous versions, while clear and useful, were created by leaders who are no longer a part of the organization. Officers also determined that a statement of vision was not necessary based on the content of the new mission and values. The vision of the department is to achieve its mission and to exemplify its core values.

South Metro Fire Department Mission

Serve our community with pride and excellence to preserve life and protect property.

Our Shared Values

- **Integrity.** We are truthful, responsible, and accountable to the community and one another for providing selfless service.
- **Compassion.** We care about the people we serve, and we truly want to help them.
- **Excellence.** We work to provide the highest level of service in all that we do.
- **Competence.** We are lifelong learners, always building capability and expertise to prevent harm.
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Our purpose is to positively impact everyone in our community.

Strategic Situation Summary and SLOT Analysis

Overview

The South Metro Fire Department (SMFD) is a joint powers organization serving the cities of South Saint Paul and West Saint Paul, dedicated to community risk reduction and all-hazard response. The department provides pre-hospital emergency medical services and basic life support (BLS) emergency medical transportation. The cities and surrounding areas include a wide range of public and private occupancies, from heavy industry to houses of worship and from educational and health care institutions to storefronts and other small businesses. Housing stock is equally diverse, from large historic homes to modern multi-unit housing. The surrounding area includes the Mississippi river and other lakes and waterways, as well as public parks and other green spaces. SMFD is equipped and prepared to respond to emergencies in each of these settings, under all circumstances. At the time of this report's publication, Fire Department responses are approaching 8,000 calls for service a year, a number which continues to rise.

SMFD provides comprehensive fire prevention and community risk management services, including fire inspections and public education services to its service area. As part of operations, the agency supports a highly skilled water and ice rescue team, and participates in the Dakota County Special Operations Team and Minnesota Task Force 1 to provide:

- Hazardous Materials (HazMat) response
- Urban Search & Rescue, including:
 - High- and low-angle rope rescue
 - Confined space rescue
 - Trench and below-grade collapse rescue
 - Structural collapse rescue
- Tactical Emergency Medical Services

The department is a recognized regional leader in fire suppression and other operations and has earned a reputation for excellence in all manner of emergency response. The department also takes justified pride in the quality and compassion of its EMS services, which comprise approximately 70% of calls for service. The department also benefits from strong relationships with other agencies, including an academy for new firefighters that has been shared with Burnsville and Eagan Fire Departments, and will soon include Lakeville Fire Department. This collaboration not only conserves resources, but also promotes effective collaboration and better coordination between frequent mutual aid partners. The department responds with a fleet of four ambulances, four engines, two aerials, a boat suitable for river operations, and a range of utility vehicles.

While SMFD's fleet and equipment are strong, facilities represent one of the department's key limitations. The department operates out of two stations that are not collectively adequate to optimally support current operations, or to accommodate growth. Indeed, upcoming hiring plans are limited by the space available to accommodate new staff.

Other areas for development growth include continued leadership development at all levels. To ensure that the department will continue to meet its mission while retaining and developing its talented staff, additional leadership capacity is needed, as captains currently struggle to provide front-line leadership along with administrative responsibilities. The portfolios of current chief officers are also too broad, leading to delays and sometimes bottlenecks in the implementation of changes and growth within the department.

Each of the above topics is described in more detail in the following factor analysis ("SLOT").

SLOT Analysis

Input from department members directly informed the following SLOT analysis, which describes the status of the department relative to the above strategic mission and scope. (A more common acronym is SWOT, where “limitations” is replaced by “weaknesses.”)

- **Strengths** – Factors internal to SMFD that contribute to its ability to succeed.
- **Limitations** – Factors internal to SMFD that inhibit, limit, or threaten its ability to succeed.
- **Opportunities** - Factors primarily outside SMFD that promote or contribute to success.
- **Threats** - Factors primarily outside SMFD that tend to inhibit success or pose risks to the department.

In a very meaningful sense, this SLOT analysis represents a consensus of how department leaders and employees see the organization. As such, it is intended to serve as a baseline for discussion of strategic priorities, and to inform operational decisions, as well. Even as these factors change over time, grounding leadership discussions in the mission and circumstances of the SMFD is a useful technique for focusing all participants on a shared perspective of the department.

Strengths

- The department’s capabilities are both broad and deep. SMFD, along with its partner agencies, truly offers a comprehensive all-hazard response. Officers and firefighters are highly committed to full proficiency and sound execution of all technical disciplines. This includes emergency medical services as well as fire suppression and rescue, on land and on the water.
- SMFD’s fire prevention and community risk reduction services are also strong, working in concert with other agencies and outside stakeholders. In addition to inspections of all commercial and multi-family residential occupancies, SMFD programs address:
 - Substance abuse and mental health, in partnership with police departments and their social workers.
 - Fall prevention, in partnership with Dakota County Public Health
 - *Sound the Alarm*, a program in partnership with Red Cross to provide free smoke alarms.
 - Promotion of smoke free multi-unit housing (smoking is a leading and especially deadly cause of house fires).
 - Free bystander CPR training through Heart Restart.
 - Fire Extinguisher training for commercial and multi-unit residential employees.
- SMFD has made extensive investments in training at all levels of the organization over the past several years, supporting all aspects of emergency response readiness, leadership, and firefighter wellness. The department has a strong integration between training and operations: training priorities are set by operational needs, and training is conducted by instructors and formal leaders on shift and in dedicated “in service” settings. As the department structure grows to include battalion chiefs, these leaders will likewise contribute to the capacity to conduct excellent and highly relevant training.

To maintain this key strength, the department must continue to look to the outside for emerging science and

practical developments and continue to thoughtfully integrate that learning into its operations and training. This is a strength of the agency, and must continue to remain one though continued, ongoing learning.

- The department's excellent capabilities are primarily due to the quality of its employees. SMFD's consistently strong teams are the result of multiple factors. Constructive, effective labor-management relationships and processes promote engaged and committed teams. Workforce quality is also bolstered by the department's rolling hiring practices, and by leaders' willingness to uphold professional standards in evaluating new employees and in managing the performance of all employees. While there has been some turnover of employees in the recent past, this has stabilized in the past year.
- SMFD has the best available equipment and an excellent fleet, including personal protective equipment and leading technology for firefighter connectedness on-scene, as well as rescue equipment. SMFD is equipped and trained for interoperability with neighboring departments.

Limitations

- Station facilities are aging and present significant operational and strategic challenges:
 - Interior spaces are not conducive to healthy and efficient on-shift working conditions and cannot accommodate an optimal number of new hires.
 - Some station locations are no longer all optimal for expedient response, given how the cities have developed since the stations were built.
 - Despite recent remodeling, station conditions do not represent an asset in recruiting firefighters who have many options in the current job market.
- The absence of internal support resources (e.g., IT, Human Resources, or finance) makes it difficult for the department to execute some administrative tasks, and consumes the time of senior chiefs, who could otherwise be providing leadership, direction, and direct support for the department's strategic objectives.
- Funding is a perennial challenge, given the breadth of services and the necessity to maintain high quality standards. The communities of West Saint Paul and South Saint Paul are well-served by a shared department that provides BLS EMS transportation and works with ALS transport providers as colleagues. However, operating at these standards also requires considerable resources.
- Leadership capacity must be increased, to ensure continued operational excellence and to strengthen an organizational culture that supports firefighter engagement.
 - Chief officers and staff captains are task-saturated with projects. The same is true for a segment of the department that bears more than their proportional share of the project work. Due to this saturation, execution is sometimes flawed – "Things can fall through the cracks."
 - The capacity of senior leaders is especially limited during times of transition or growth, which limits chiefs' presence at stations. The department has been filling open positions and expects to be adding staff, consistent with the strategic initiatives outlined below. Currently, some crews at Station Two report feeling

like they don't see chief officers very often, creating a sense of an "in crowd" and "out crowd" in the minds of some personnel.

- The tenure of senior leaders creates a need for succession planning and accelerated officer development.

Opportunities

- The Joint Powers Board, representing the interests of the member cities, continues to demonstrate very high levels of support for the efforts of the South Metro Fire Department. Board members recognize that the budgetary requirements of the department represent a considerable commitment of taxpayer dollars, and understand the benefits earned by those dollars.
- SMFD relies on strong relationships with other agencies. These include mutual and auto-aid organizations, especially those participating in the joint training academy, as well as ALS medical transport providers. These strong relationships promote excellent and efficient service delivery.
- The fire service and surrounding industries continue to research practices and develop technologies related to firefighter wellness and operational effectiveness in fire suppression, rescue, and pre-hospital emergency medical services. These potential innovations often represent opportunities for SMFD's continuous improvement.

Threats

- As a joint powers organization, SMFD depends on support from policymakers representing two cities for its operations and for its long-range sustainability. While this has not been a problem in the past, a volatile political climate nationally and even locally represents an ongoing risk for department support. It is important to note that long-range projects within the fire department require longer-range commitments from two cities.
- Both cities' needs for infrastructure investments compete with the fire department for funding.
- The pool of qualified job applicants remains insufficient to meet the needs of agencies seeking to hire them, both locally and nationwide.
- The fire service nationwide has experienced a cultural shift as the workforce is less willing to work extra shifts, take on extra duties, or otherwise compromise personal and family time for work responsibilities beyond the standard scope of their positions. This is a risk factor to which SMFD leaders must remain sensitive.
- Demand for emergency response services could exceed capacity. SMFD's communities continue to grow, especially with respect to higher-density occupancies. Multi-unit housing and assisted living facilities not only increase call volume, but also increase the complexity of access and transport. Therefore, the growing population will generate more calls for service, and those calls may take longer, on average, than is the case today.
- OSHA is currently considering an overhaul of 29 CFR 1910.156, which would establish new requirements for fire brigades based on relevant NFPA standards. While NFPA standards represent guidelines or best practices, OSHA regulations have the force of law. The nature and impact of these new legal requirements is uncertain at this time, and OSHA continues to extend the comment periods and revision timelines for these actions. It is likely, however, that compliance with these new requirements will require additional funding and may result in changes to how SMFD and its mutual aid partners engage in fire suppression operations.

- Sometimes maintaining strengths entails certain threats. As noted in the strengths above, SMFD currently shares a training academy with other agencies. That program has been and continues to be successful. Its continued success is dependent on participation and investment by all partners in the academy. This represents a threat to the extent that SMFD cannot control the actions of its partner agencies.

The strategic initiatives framed in the following section are intended to guide the actions that will help SMFD pursue the mission defined above, in light of these strategic factors.

Strategic Initiatives

The South Metro Fire Department is committed to excellent service in all respects. Delivering on this commitment requires ongoing investment; it pays off directly in terms of lives and property saved, risks averted, and problems addressed. Indirect benefits include enhanced community vitality through public safety and sound risk management. This strategic plan is comprised of the following initiatives, undertaken in light of the above strategic self-assessment. Our highest strategic aim is to ensure that the department remains capable and ready to meet the community's needs in the future.

The work of implementing the strategic plan over time is organized in terms of the strategic initiatives defined below:

1. Staffing and Leadership Growth
2. Facilities and Infrastructure
3. Employee Recruitment and Retention
4. Operational Improvement
5. Community Risk Reduction

Each of these are described in terms of (1) overall objective, (2) high-level tasks (3) timeline, and (4) performance indicators. Some initiatives also include additional implementation guidance.

These initiatives are framed to be flexible; most include key decisions that will affect how the initiatives are to be pursued. This open-ended approach is intentional; the department recognizes a high level of dependency on outside factors for the achievement of many objectives. Perhaps the most significant limiting factor will be funding, especially for larger capital projects and for staffing increases. SMFD regularly pursues grants to fund multiple initiatives, which are rarely guaranteed. We also recognize that budgetary support from member cities is limited, and we are committed to sound stewardship of public funds. Beyond funding, initiatives are also dependent on cooperation from other stakeholders. For these reasons, flexibility is a built-in feature of this strategic plan.

Initiative 1: Staffing and Leadership Growth

Over the past several years, SMFD has made a number of investments in leadership development to ensure that company and chief officers are equipped and aligned to work together as a cohesive leadership team. This initiative builds on that momentum, particularly as the staffing model undergoes a significant change: the integration of a battalion chief over each shift. The creation, promotion into, and operationalization of that position and the changes that it implies for both senior chiefs and captains, will be a significant focus of this initiative, along with continuation of efforts to increase leadership capacity and skills, to ensure that emerging leaders are preparing for promotion at all levels of the agency.

Overall Objectives:

Build leadership capacity to support operations and strategic development of the SMFD, consistent with our shared values. Develop future leaders at all levels and maintain a high-performance culture of professionalism. Establish and uphold performance standards for all roles in the department.

Expand staffing to meet service demands without undue stress on the workforce.

Major Tasks:

- Create and fill three battalion chief positions.
- Reallocate leadership responsibilities, operational roles, and administrative duties.
- Hire firefighters to backfill leadership promotions and to add two firefighters per shift.
- Invest in professional development for leadership succession.

Timeline:

- Captain selection process complete; candidates are identified.
- Firefighter hiring is ongoing. Five new candidates starting in Fall 2024.
- Engineer training and selection process complete Fall, 2024.
- SAFER Grant will support the hiring of eight firefighters in 2025.
- Update and document leadership and operational responsibilities of officers to include battalion chiefs.
- Evaluate and update selection criteria for engineers and captains by Spring, 2025.
- Battalion chiefs assume positions in July 2025.
- Identify and implement expanded opportunities for officer leadership development through 2025.

Performance Indicators:

- Successful hiring, training, and integration of new firefighters into operations.
- Promotion of battalion chiefs and promotion of captains.
- Operational roles fully documented.
- Reduced use of forced and voluntary overtime in operations when fully staffed.
- Maintenance of performance standards consistent with Standards of Cover, even as call volume continues to increase.

Initiative 2: Facilities and Infrastructure

Along with staffing levels, station facilities have been identified as a key limitation of SMFD. While long-term solutions will require significant community investments, the department must find cost-effective and feasible ways to meet short-term, increasingly urgent needs for space to accommodate new officers and larger crews.

Overall Objectives:

Upgrade facilities to support full complement of staff and operational responsibilities. Plan for future new station located to support reduced response times.

Major Tasks:

- Engage the Cities in planning for facilities-related needs.
 - Short term needs include additional space to accommodate new battalion chief positions and new hires.
 - Long-term, the existing two fire stations need to be reconstructed pursuant to recent facilities study.
- Plan to finance, purchase, and specify two new engines.
- Monitor OSHA requirements to bring about compliance concerning facilities.

Timeline:

- Develop funding options for fire engines in Spring, 2025.
- The fire department needs to be included in infrastructure plans for both cities. (Plans in development 2024)
- Urgent needs for space must be met by July 2025 (when battalion chiefs are in place).
- Engines specified in 2028 or earlier for 2030 delivery.

Performance Indicators:

- Facilities improved to meet expanded leadership and crew numbers.
- Long-term facilities planning is underway, in concert with cities.
- New engines specified and in operations on schedule.

Initiative 3: Employee Recruitment and Retention

While Initiative One is focused on expanding operational and leadership capacity, this initiative is focused more on organizational culture and processes that support hiring and retention.

Overall Objective:

SMFD becomes and remains an employer of choice, recruiting and retaining excellent staff. SMFD must also develop and implement recruiting strategies suitable for the current and projected tight market for firefighters.

Major tasks:

- Study and plan to hire people without experience or training (e.g., cadet programs).
- Develop and implement marketing strategies to attract employees.
- Develop strategy to reduce lateral departures. Look at SMFD “Value proposition” for employees.
- Continue to pursue firefighter wellness efforts.
- Continue to engage firefighters and officers in various leadership development efforts, including internally led programs.

Implementation Notes Concerning this Initiative:

- Firefighter hiring applies to both Initiatives 1 and 3. It is supported by SAFER grant funding.
- These programs require staff time and enthusiastic dedication; staff are already highly committed to normal operational duties.
- SMFD will seek to engage city communication teams to assist in marketing strategies for recruitment.
- Increase engagement with local colleges through job fairs and presentation to firefighter classes.
- Consider engaging high schools to participate in job fairs and to explore offering EMT and/or Firefighter classes in high schools.

Timeline:

- Pursue hiring of firefighters consistent with Board-adopted Standards of Cover:
 - Hire eight firefighters in 2025 pursuant to the SAFER grant.
- Engage with colleges in 2025.
- Determine potential for high school programs in 2026 and begin implementation in 2027.
- Follow development and integration of battalion chief positions (noted in Initiative 1) with leadership development aimed at officers and emerging leaders. (2025-2027)

Performance Indicators:

- Hiring completed on schedule.
- Leadership development and wellness programs continue (with new leadership content) year after year.
- College recruitment participation increased in 2025 and 2026.
- High school program feasibility evaluated in 2025 and implemented, if indicated, in 2026 and 2027.
- Firefighter retention improvements are noted year over year.

Initiative 4: Operational Improvement

The department already functions at a high level and is regarded as a leader among local agencies. The purpose of this initiative is to maintain, and to some degree accelerate, continuous improvement. It includes updating documentation to reflect current practices, along with continuous improvement of those practices. EMS quality assurance processes will be formalized and practiced as well.

Overall Objectives:

Develop standards and measures for improvement for all aspects of operations, and train and prepare to consistently meet standards and progress in important areas.

Major tasks:

- Develop and implement a pre-plan program for industrial, commercial, and multi-unit residential occupancies.
- Respond to new OSHA requirements for emergency response.
- Implement quality assurance program for EMS.
- Update standard operating guidelines (SOGs) to reflect current operations.
- Implement changes to comply with adopted SMFD Standards of Cover.

Timeline:

- Pre-plan program outline complete in 2024.
- Compliance with OSHA requirements for the fire service will be determined by OSHA adoption and will be ongoing.
- Quality assurance program for EMS implemented by Summer 2025.
- SOG update completed by Fall 2025.

Performance Indicators:

- Pre-plans maintained and updated according to program parameters.
- Meeting or exceeding quality standards established for EMS service delivery.
- After-action reviews (formal or informal) reflect substantial adherence to SOGs.

Initiative 5: Community Risk Reduction

The “best” fire or emergency is the one that never occurs. This initiative increases the capacity and efforts of SMFD to support community safety and resilience, beginning with an analysis of community risks that will be used to prioritize and guide efforts.

Overall Objectives:

To expand from current efforts that are focused on fire prevention to full community risk reduction, guided by an analytical community risk assessment, and implemented on an ongoing basis.

Major tasks:

1. Complete a full community risks assessment.
2. Hire overdose risk mitigation specialist.
3. Develop and implement communication strategies to empower residents to mitigate risks and prepare for emergencies.
4. Consider the addition of a new full-time community risk reduction specialist.

Implementation Notes Concerning this Initiative:

A formal community risk assessment is to be completed by SMFD personnel in concert with contracted subject matter experts. While the department currently is operating based on an intuitive understanding of community risks, a thorough assessment will help the department to prioritize programming to achieve maximum impact.

A grant is pending for a full-time overdose risk mitigation specialist. If grant application is denied, the department will work with cities on alternative approaches to mitigate this significant community health risk factor.

The department will engage with communications departments of both cities to develop an integrated communications strategy aimed at empowering residents to mitigate risks and prepare for emergency events. Priorities are to be informed by the community risk assessment.

A full-time community risk reduction specialist may be considered after execution of the current hiring plan, i.e., after 2027. Responsibilities for such a position would include:

- Liaison and cooperation with West Saint Paul Police, South Saint Paul Police, and Dakota County public safety and public health agencies.
- Execute ongoing social media communication with the public.
- Present and coordinate fire survival, fire prevention, and health-related public education programming.
- Function as a public information officer for the department in concert with command.

Timeline:

- Community Risk Assessment completed by June 2025.
- Overdose specialist hired under grant or alternatives identified by Spring, 2025.
- Community empowerment strategy in place and communication rolling out by December 2025.

Performance Indicators:

- Specific performance indicators will be determined by the community risk assessment.

Conclusion

This strategic plan reflects the best strategic thinking and teamwork of all ranks of the South Metro Fire Department. It begins with a new statement of SMFD's mission and core values, and an assessment of the agency's strengths, limitations, and external factors that affect our ability as an agency to achieve that mission.

The five interrelated strategic initiatives aim to build on South Metro's strengths and to mitigate our weaknesses. We recognize that the timeline of these initiatives will shift based on our experience in implementing them, the availability of funding and other resources, and potentially with other emergent priorities. The strategy is intended to guide actions alongside SMFD's already demanding workload, to assure that available mindshare, staff time, and other resources are allocated to the continuous improvement of the agency, assuring our long-term success.

This full draft is now ready for review and any amendments by the South Metro Fire Department Board of Directors. That Board has already been identified as a key strength of the agency, providing sound governance and consistent support to the Fire Chief and leadership team.

Appendix: Strategic Planning Process Overview

The strategic plan was undertaken by SMFD as an internal effort facilitated by an outside consultant as part of a broader, ongoing leadership development effort. The document reflects input from the entire department as described below, and has been approved, in substance, by a meeting of all officers. The Fire Chief retains the ultimate authority for approving the document to be submitted to the Board of Directors. With the Board's approval, the Fire Chief remains the executive authority responsible for guiding implementation of the strategy. If that implementation is successful, however, every member of the department will participate in it in one way or another.

The leadership team was first engaged in this strategy process in 2023, with the drafting of a new mission statement and set of core values. While the former words remained relevant, none of the current leadership or rank and file had participated in the creation of those words, and so the engagement of the current team began with multiple facilitated discussions and exercises about the "essence" of SMFD, and about the values that reflect our agency at its best. The mission statement and core values were drafted, and then left to set for several months, to see whether they remained compelling to the leadership team when seen through fresh eyes. With very minor verbal changes, those documents were agreed upon by the leadership team and have been approved by the Fire Chief.

The process of gathering strategic input began with the rank and file. Each shift participated in a facilitated strategic planning workshop to provide input to an initial SLOT analysis and to identify key strategic priorities for initiatives. Firefighters unable to participate on shift were offered individual or small-group sessions to obtain their input. Union officials also participated in this process, either on shift or as individuals.

The consultant then conducted individual interviews with each officer at all ranks. Impressions from the shift meetings were shared as starting points, and each officer's individual perspectives were noted and integrated into an initial draft. The Fire Chief provided further input to this initial draft.

The leadership team (all ranking officers) then met over three sessions to review increasingly complete drafts of the strategic plan. The consultant conducted some individual interviews and reviewed related documents to improve each draft. Notable documents included the recent Standards of Cover and facilities studies.

This document is a refinement of the most recent draft on which the leadership team commented, in September of 2024. It is ready for approval by the Fire Chief, and then by the Board of Directors.



SOUTH METRO FIRE DEPARTMENT

1650 Humboldt Avenue • West St. Paul MN 55118

Phone: (651) 552-4176 • FAX: (651) 552-4195

www.smfdmn.org

DATE: November 20, 2024

TO: President and Board

FROM: Nate Burkett, WSP City Manager
Ryan Garcia, SSP City Administrator
Mark Juelfs, SMFD Chief

RE: **Fire Protection District Discussion**

SUMMARY

We jointly submit this memo to the Board to discuss and make recommendations related to the long-term facility, operational and financial needs of SMFD, including the potential formation of a fire district to govern SMFD.

We understand that it is an objective of the Board to evaluate and consider the benefits and drawbacks of a transition to a fire protection district model. In its evaluation and consideration of a transition to a fire protection district model, we suggest that it is essential that the Board be able to clearly state answers to one or more of the following questions prior to advancing any decision related to transitioning to a fire district:

- Current concerns - Are there concerns with the *governance or operations* of SMFD under the current model that a fire district model can be expected to resolve?
- Anticipated challenges – Are there operational, financial, regulatory, or other known challenges that the Board is aware of that threaten the viability of the current model that would be reasonably expected to be minimized, mitigated, or eliminated by transitioning to a fire district model?
- Long-term benefits - What are the clear and convincing benefits of transitioning to a fire district model – in governance, finance and/or operations?

EVALUATION

Issues Raised by Fire Department Assessment Study

The two most notable concerns raised through the Fire Department Assessment Study completed by CNH Architects in December 2022 are:

Firefighter Health and Safety. Both Fire Stations 1 and 2 are lacking in space for health and safety best practices. Most importantly, the CNH Study identified the lack of separate storage and cleaning spaces for turnout gear to protect firefighters from carcinogens as a critical deficiency at the current facilities. There are several other firefighter health and safety concerns between both locations that should be resolved as quickly as practicable.

- Resolving this concern does not require transitioning to a fire district model.
- This concern may be resolved by either renovating both fire stations or constructing a single fire station.

Lack of Overall Space. Both Fire Stations 1 and 2 are lacking in overall space for storage of equipment, training, industry standard pull-through bays, and the ability to leave doors open on equipment for faster turnout times. In addition, there are less than adequate facilities for firefighter downtime (dorms and common space) and personal hygiene including individual changing rooms and locker rooms.

- Resolving this concern does not require transitioning to a fire district model.
- This concern may be resolved more economically by constructing a new single fire station.

Issues Raised by Standards of Cover Study

The Standards of Cover Study (SOCS), completed by CityGate Associates in December 2023, reminded us that the level of fire protection services within a jurisdiction is a local policy decision. To put a finer point on it, there is not a “mandatory” level of fire protection service/emergency response that a community must offer. With this in mind, the SOCS identified three (3) ways in which SMFD’s response and deployment system is currently stressed:

Dispatch processing and travel time performance. the SOCS noted that while overall call to arrival performance by SMFD was faster than the consultant’s recommended goal of 7:30, both call processing/dispatch and first unit travel were slower than recommended.

- Transitioning to a fire protection district model would not resolve this stressor.
- Dispatch processing relies, at least to a degree, on factors mostly outside SMFD’s direct control (Dakota 911).

Rising EMS Demand – the SOCS noted that a national trend impacting SMFD, that of an ever-increasing demand for low-acuity EMS responses, continues to add strain on the department.

- Transitioning to a fire protection district model would not resolve this stressor.
- There is a growing sentiment that moving away from EMS as the default (and generally only) response to mental health and low-acuity medical incidents should be the goal, on a sub-regional, non-911, non-sworn firefighter response basis.

Station travel time coverage and staffing limitations – the SOCS essentially resolves that the service area is too large for only one fire station without sacrificing response times, which the SMFD Board confirmed were a priority to maintain if not improve. The suggestion by the SOCS is that the currently “excellent” department-wide response times were attributable to many incidents being close to both current fire station locations. Additionally, The SOCS noted that SMFD’s current daily minimum staffing of 8 personnel (13 at “full staffing”) fell on the light side, and recommended increasing daily staffing to at least 12 personnel plus a chief officer. Finally, the SOCS recommended SMFD adopt a 5:00 minute travel time and, when that measure cannot be substantially met, consider adding a third station.

- Transitioning to a fire protection district model is not required to maintain the current two-station setup, or to (theoretically) add additional stations in the future.
- Transitioning to a fire protection district is not required to increase daily minimum staffing.

To Staff's knowledge, no concerns about the current governance model or financing structure of SMFD have been raised by the SMFD Board, either City Council, or members of the community. Operationally, the issues that are raised through the previous studies do not require that SMFD transition to a fire protection district as a solution.

Costs and Benefits of a Fire District

Overall, we can generally agree that the public policy outcome we are all seeking related to this question is to ensure long term stability of efficient and effective fire and EMS response throughout both cities.

To this point, we have only been made aware of one potential clearly articulable benefit to transitioning to a fire district, which is that it is more transparent because of the levy and bonding authority of the district. However, questions remain related to this potential benefit in that there is no distinct line item on Minnesota property tax statements for "fire district". Under current law property tax statements will show the fire district levy as a "special taxing district" similar to the current EMS district which could be argued to be less transparent than the current status.

To facilitate a full evaluation of the fire district model there are several questions that need to be resolved.

What impact would a fire district model have on service delivery? Both communities currently enjoy objectively (per the SOCS) "excellent" response times for fire and EMS. At this time there is no evidence to suggest that transitioning to a fire district model without some other change will improve service delivery. To our understanding, no other operational changes to improve service delivery have been proposed or suggested for evaluation at this time.

What impact would a fire district model have on operational and capital costs? There is no expectation that transitioning to a fire protection district model would control costs versus the current JPA model. The recent studies have helped us to gain a better understanding of future demands on/of the department as it relates to capital equipment and personnel needs. Transitioning to a fire district will not control costs on its own. For example, the current operating cost spread out across WSP and SSP, whether it is levied by a fire district or the cities separately is expected to have generally the same impact on the average property taxpayer. There is no data to suggest that operating under a fire protection district model will necessarily decrease or even moderate over time, all else being equal. There is a possibility that a single station model could moderate costs, but for the time being the Board resolved through the SOCS that consolidation to a single station was not desirable.

How will the fire district model promote stability? SMFD has been operating since 2008 with strong governance stability and a good partnership between the city council and city staff of both WSP and SSP. We do not know what, if any impact, transitioning to a fire district would have on to maintain this currently stable situation any more than we can guarantee that the currently stable conditions will persist.

How will a fire protection district model help resolve the concerns raised in the Fire Department Assessment and Standards of Cover Studies? One advantage a fire protection district has is that a fire protection district has separate bonding authority from the cities it serves. While this is an advantage in that, from an accounting perspective, neither city has to carry the debt, from a practical perspective the net result of the issuance of bonds by a fire district is the same as the issuance of bonds by the cities similar to the spread of the operational levy mentioned above.

Are the respective city councils willing to further separate their influence over the provision of fire and EMS services? The theory behind a fire protection district is that a separate and independent board has full control over the financing (levy) of the fire district which insulates the department from political influence. The alternative side of this is that the influence of the WSP and SSP city councils becomes limited. The new Fire District Board would have the ability to levy property taxes outside of the approval of each city council unless some agreement is made prior that requires the approval of each city council. If this is the case, how is it different from the current model? Furthermore, should the fire district expand in geographic service area, each city council would be further removed from being able to influence their desired policy outcomes. If, for example, WSP represented 10% of a service area, it is likely that WSP would have 10% of the voting power in an enlarged fire district. Are both city councils and the Fire Board willing to cede that influence?

If there is interest in expanding the geographic area of the fire district, who are the potential partners and how will differences in services be resolved? The service standard in the SMFD service area is very high. Most of our neighbors and potential partners do not have as high of a level of service. How would the differences in service expectations be reconciled? Are WSP and SSP willing to lower our response time standards? Are potential partners willing to raise theirs? There are also differences in EMS service areas; some potential partners run ambulance, and some do not. Some have their own EMS service area whereas others, like SMFD, contract with a hospital system.

CONCLUSION

While there may be benefits in some contexts and jurisdictions with a Fire Protection District model, Staff is of the opinion that there is limited justification at this time for SMFD to abandon the collaborative JPA model that has served our communities well since 2008 and transition to a Fire Protection District. Particularly given the Board's inclination to retain two fire stations based on the SOCS, it would seem that very little tangible benefit to either community, or its principal policymakers, by transitioning to a Fire Protection District. At this time – it is Staff's consensus that there is no compelling reason to pursue a Fire Protection District. The statute permitting fire districts is unlikely to change in such a way that hinders our ability to create a fire district should circumstances or demands impacting the Department or either/both City(ies) change in the future. Staff does support continuing to take steps within the coming years to resolve the concerns raised in the Fire Department Assessment and Standards of Cover Studies, and stands ready to serve the SMFD Board with these important actions.

Budget Impact:

None at this time.



SOUTH METRO FIRE DEPARTMENT

1650 Humboldt Avenue • West St. Paul MN 55118

Phone: (651) 552-4176 • FAX: (651) 552-4195

www.smfdmn.org

DATE: November 20, 2024

TO: President and Board

FROM: Mark Juelfs, Fire Chief

RE: **Health Insurance Renewal**

Summary:

During the renewal process for 2025, the Labor-Management Committee met with our broker to review our renewal options. We reviewed our current plan with Health Partners, along with plans from Blue Cross Blue Shield and Medica. After reviewing the renewal information, members of the Labor-Management Committee and our broker, W.A. Group, agreed that the most appropriate option for 2025 is to move to Blue Cross Blue Shield for our medical and dental insurance. We will continue to offer our current two plans, an HSA plan, and a traditional co-pay plan. The move to Blue Cross Blue Shield results in an increase of 7% to our plan costs. If we had stayed with Health Partners, the increase would have been 14.2%. The change will have minimal impact on our employees care choices.

The Labor Management committee also recommends adding the third-party service Kavira to our Health Insurance. This program provides additional services for the employees including in-house health visits for many common ailments and prescription services. This added benefit could significantly lower the cost of health care services for our employees. Although this is an additional expense of \$17,000 in 2025, once we become a large employer in 2026 Blue Cross Blue Shield offers a discount that offsets the cost of this additional benefit.

Along with the health insurance, life and long-term disability insurance plans also need to be renewed. The life and long-term disability plan premiums remain at the current rate, with no premium increase. The department also offers interested employees the option to voluntarily participate in a vision care plan, rates for this plan will also remain the same.

I will meet with each of the labor unions to negotiate any increase in employer contributions.

Budget Impact:

The increases outlined above and adding Kavira are below 2025 budget estimates.

Recommendation:

Authorize staff to make payments in accordance with the premium renewals as outlined above for health insurance, dental insurance, life insurance and long-term disability insurance, and voluntary vision care plans.

Attachments:

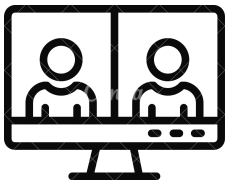
Kavira brochure



Clinic Hours

House Visits: Weekdays 8am-7pm
Virtual Visits: Weekdays 8am-7pm,
Weekends 10am-2pm

Health care, like it should be.



Virtual Care First

- ✓ Diagnose
- ✓ Prescribe
- ✓ Treatment
- ✓ Peace of Mind



Rx Refills & Delivery

Prescription management,
Free Rxs, and delivery.



Mobile App

Secure, HIPAA-compliant
messaging and video chats
with expert providers.



House Visits

When in-person care is needed,
our clinicians come to you.

- ✓ In-Home Labs
- ✓ In-Home Exams
- ✓ In-Home X-Rays
- ✓ In-Home Acute Care



Free Care

Employees and their families
receive unlimited free care
on demand.*

KaviraHealth.com

*First dollar coverage regulations apply
for HSA-eligible individuals.



We offer:

Acute Care

- Asthma
- Athlete's foot
- Bronchitis
- Bug bites
- Cold sores
- Cough, cold & flu
- Diarrhea
- Ear concerns (pain, drainage, wax)
- Gout flare up
- Insomnia
- Hand, foot, mouth
- Muscle or joint pain
- Pink eye
- Rashes, skin conditions
- Burns
- Sprains and strains
- Sinus infection
- Sore throat
- Stitch removal
- UTI (female)
- Vaginitis (yeast or BV infection)
- Various viral illnesses
- Wart evaluation
- Many more

Chronic Care

- Acne
- Anemia (mild) evaluation
- Anxiety / Mild-moderate depression
- Asthma
- Constipation
- Diabetes type 2
- Eczema
- Epi-pen refills
- Gout
- Hair Loss
- Heartburn (GERD)
- High cholesterol
- Hypertension
- Hypothyroidism
- Obesity
- Osteoarthritis
- Seasonal allergies

Wellness Services

- Wellness exams
- Sports physicals
- Contraception
- Tobacco / nicotine cessation
- Wellness goals

Diagnostics

- X-rays (non-emergency)
- EKGs
- Lab Tests

This is not a comprehensive list of treatable conditions. Decisions to treat specific medical conditions will be based on patient medical history, complexity, and provider discretion.



SOUTH METRO FIRE DEPARTMENT

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Phone: (651) 552-4176 • FAX: (651) 552-4195

www.smfdmn.org

DATE: November 20, 2024

TO: President and Board

FROM: Mark Juelfs, Fire Chief

RE: General Service Employee Compensation

Summary:

The Department employs both hourly wage and salaried General Service employees. To properly set the general service employees wage schedule for 2025 and 2026 staff performed a comparison with the following departments.

- Brooklyn Park
- Burnsville
- Eagan
- Edina
- Maplewood
- Oakdale
- Richfield
- Roseville
- St. Louis Park

The results of this comparison were presented to the Board at the October meeting. The comparison identified that our Deputy Chief Officers' pay is lagging comparable to similar positions in the above departments. The Training Chief position is harder to compare because most of our comparable departments don't have a Training Chief position and the duties are assigned to a Deputy Chief level position. Therefore, the Training Chief pay range below is between the comparable Deputy Chief and Assistant Chief positions in the above departments. Below are the suggested pay ranges for Deputy Chief and Training Chief including a 3.5% increase in 2026.

1. Pay Ranges

Deputy Chief

2025: \$127,907 – \$159,884

2026: \$132,384 – \$165,480

Training Chief

2025: \$118,138 – \$147,673

2026: \$122,273 – \$152,842

Our Executive Assistant positions wages were set following the compensation study in 2022. The compensation study was implemented over 2023 and 2024. The review of the current pay range indicated that the pay range is set at an appropriate level. Therefore, staff are recommending the same 3.5% COLA that our labor unions are going to receive in 2025 and 2026 for this position.

Executive Assistant

- i. 2025: \$73,568 - \$91,960
- ii. 2026: \$76,143 - \$95,179

Budget Impact:

While the salary range increases are higher than anticipated in the approved preliminary budget, the increases can be absorbed with minimal impact on the 2025 budget.

Recommendation:

Approve the General Service Employee compensation adjustments as outlined above.

Attachments:

Deputy Chief of Operations Job Description
Deputy Chief of Prevention and EMS Job Description
Training Chief Job Description
Executive Assistant Job Description

Deputy Chief - Operations

1201.1 OBJECTIVE

The Assistant Fire Chief position is a senior level management position whose primary responsibility is to assist the Fire Chief in planning, organizing and directing all fire department operations.

1201.2 ESSENTIAL JOB FUNCTIONS

- (a) Directly supervise all Fire Captains. Assist and guide subordinates as needed, evaluate performance, provide assigned instruction and recommend developmental steps.
- (b) Plan and direct fire shift staffing and scheduling to ensure the effective utilization of all personnel.
- (c) Serves as lead for personnel matters and assists HR and perform confidential duties as required.
- (d) Assist in promoting on-going communication between shifts.
- (e) Assist and advise the shift captains in the operations of the suppression shift.
- (f) Develop and oversee Fire/EMS training programs and establish minimum training standards and safety practices. Delivery of training programs as necessary and through effective delegation.
- (g) Review and analyze information regarding operations, trends, laws, regulations, and standards affecting the fire department for the purpose of proposing and developing policies and strategies for effective fire and EMS operations.
- (h) Develop and manage the Fire Department budget within guidelines established by the Fire Chief. Authorize department expenditures in line with budget limitations.
- (i) Coordinate Fire Department operations with City departments and outside agencies to ensure proper communication and effective provision of fire suppression/EMS services to the community.
- (j) Develop recommendations on improvements in department operations based on research, personal observation and community/staff feedback.
- (k) Manage and direct Fire Department Data and Information systems. Implement programs to incorporate department statistical data and GIS systems.
- (l) Represent the Department on assigned committees and task forces both internally and externally.
- (m) Provides supervision, direction and assists in the development of subordinates. Assists and guides subordinates as needed, evaluates their performance, provides assigned instruction, and recommends development steps. May conduct transfers, suspensions, promotions, discharges, assignment, rewards, discipline, and has authority to settle the determination of grievances. May also suspend a subordinate with or without pay, as a disciplinary measure, pending final determination of the

South Metro Fire Department

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Deputy Chief - Operations

matter by the Fire Chief. Participates in union negotiations. And serves in a confidential capacity as required by this senior management position.

- (n) Develops a budget that represents fire/EMS operations division needs, and participates in the budget process making recommendations and/or balancing the department budget.
- (o) Perform other duties as assigned by the Fire Chief, including but not limited to recommending employee transfers, suspensions, demotions, promotions, discharges, assignments, recognition, discipline and grievance processing. Actively participates in union contract negotiations/proposals and foster quality working relationships. Will perform R & D regarding contracts as needed.

1201.3 KNOWLEDGE/SKILLS/ABILITIES

- (a) Ability to plan and implement department wide programs and activities
- (b) Experience and/or understanding of fire suppression, prevention, and EMS functions
- (c) Ability to communicate effectively both orally and verbally.
- (d) Considerable knowledge of fire department principals and practices of modern fire department administration.
- (e) Demonstrated leadership, innovation, and problem solving.
- (f) Ability to make sound decision under pressure and work independently with little supervision.
- (g) Ability to plan, schedule, and manage multiple projects and meet deadlines.
- (h) Ability to develop and maintain effective working relationships with personnel, staff of other organizations, JPA partners, as well as the general public. Maintain morale within the organization through fostering relationships.

1201.4 QUALIFICATIONS

Minimum:

- (a) Associate Degree in fire science, fire protection, public or business administration from an accredited educational institution or successful completion in specific period of time.
- (b) Minnesota registered EMT, and the ability to become Nationally registered within one year of appointment.
- (c) Current Hazardous Material Operations certificate
- (d) Current Minnesota Fire Fighter I certification
- (e) Company officer certificate or equivalent levels of education.
- (f) Five years experience as a career fire fighter, with a minimum of two years experience as an officer.
- (g) Current, valid drivers license.
- (h) Ability to pass & maintain medical exam for firefighters

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Deputy Chief - Operations

Desired:

- (a) Bachelor Degree in fire science, fire protection, public or business administration from an accredited educational institution.
- (b) High level of training/experience in hazardous materials, confined space and technical rescue is a plus.
- (c) Completion of the National Fire Academy Executive Fire Officer Program, or within a specified period of time.

Deputy Chief - Prevention and EMS

1200.1 OBJECTIVE

The Chief of Prevention & EMS is a senior level management position whose primary responsibility is to assist the Fire Chief in planning, organizing and directing fire department operations & functions.

1200.2 ESSENTIAL JOB FUNCTIONS

1. Manages the Fire Prevention Division, including supervising the assigned fire inspectors, the company inspection program, the fire investigation program, and the public education program.
2. Manages the Emergency Medical Services (EMS) program, including operations and training.
3. Performs or directs the review of all plans received from both Cities' building inspection division, planning division and developers for compliance with fire code requirements and makes recommendations regarding fire safety. Participates as a member of development review committees at the request of each city.
4. Performs or directs the initial inspections of new buildings, periodic inspections of existing buildings, and re-inspections. Enforces the Fire Prevention Code as adopted by the City Councils. Directs and assists in maintaining inspection forms, correction orders and related reports.
5. Directs, schedules and assists in fire inspections and re-inspections to be conducted by the fire inspectors and fire suppression companies. Follows up on violations and hazards found during inspections to ensure proper compliance. Reviews and authorizes written orders. Develops and updates fire related codes.
6. Directs and performs pre-fire planning, emergency planning, and evaluation of water supplies for fire protection.
7. Reviews and/or completes fire reports so that they may be properly submitted to the State Fire Marshal. Reviews reports to ensure accuracy with set standards. Approves all reports to ensure completeness, prior to release to the public. Reviews all responses to fire alarms for appropriate billing. Compiles and analyzes statistical data as it relates to fire issues in South St Paul and West St Paul.
8. Coordinates, develops, directs and assists in public education programs to prevent fires and injury and to instill proper reaction in an emergency. Conducts training with local businesses in emergency evacuation and response planning. Monitors fire trends to develop new educational efforts. Partners with community businesses and groups to develop safety advocates. Prepares news releases relating to fire and safety awareness.
9. Directs and assists in fire/arson investigation. Shall have control over fire-ground operations in order to ensure proper control of the scene and/or to ensure preservation of physical evidence. Coordinates the fire investigation with the South St Paul and West St Paul police investigators and members of other organizations, including

South Metro Fire Department

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Deputy Chief - Prevention and EMS

the State Fire Marshal's Office and the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF). Assists the police investigation divisions with the follow-up of fire-related cases. Directs and develops arson prevention programs.

10. Directs, develops and conducts training for inspectors and other personnel in code enforcement, public education, fire protection, fire investigation and other fire training as assigned. Provides training to community organizations and businesses in prevention and preparedness related topics.
11. Directs, performs and tracks EMS training to ensure compliance with National, State and Medical Director standards and certifications.
12. Directs, performs and tracks requirements included in the MHealth contract, such as data reporting and quality assurance/improvement processes.
13. Maintains a collaborative working relationship with the department's Medical Director, as well as all other MHealth Transportation employees. Assures compliance of personnel in all areas covered under the Medical Director's license, the Minnesota Emergency Medical Services requirements, and contractual requirements with MHealth.
14. Shall be a standing member and have a collaborative working relationship on the Dakota County EMS Advisory Council and the Metro Region EMS Technical Operations Committee.
15. Provides supervision, direction and assists in the development of subordinates. Assists and guides subordinates as needed, evaluates their performance, provides assigned instruction, and recommends development steps. May conduct transfers, suspensions, promotions, discharges, assignments, recognition, discipline, and has the authority to settle the determination of grievances. May also suspend a subordinate with or without pay, as a disciplinary measure, pending final determination of the matter by the Fire Chief. Serves in a confidential capacity as required by this senior management position.
16. Develops a budget that represents the Fire Prevention Division and EMS Program needs; participates in the overall department budget process, making recommendations and assisting with implementation of the department budget in a fiscally responsible way.
17. Represent the Department on assigned committees and task forces both internally and externally.
18. Perform other duties as assigned by the Fire Chief.

1200.3 KNOWLEDGE/SKILLS/ABILITIES

- (a) Ability to plan and implement department programs and activities.
- (b) Knowledge and understanding of fire suppression, prevention, and EMS functions.
- (c) Ability to communicate effectively both orally and verbally.
- (d) Considerable knowledge of fire department principles and practices of modern fire department administration.

South Metro Fire Department

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Deputy Chief - Prevention and EMS

- (e) Demonstrated skills in leadership, problem solving and innovation.
- (f) Ability to make sound decisions under pressure and work independently with little supervision.
- (g) Ability to plan, schedule, and manage multiple projects, meeting established deadlines.
- (h) Ability to develop and maintain effective working relationships with department personnel, staff of other organizations, JPA partners, as well as the general public.

1200.4 QUALIFICATIONS

- (a) Associate Degree in fire science, fire protection, public or business administration or a related field from an accredited educational institution or an equivalent combination of education and experience.
 - NOTE: Beginning January 1, 2020 an Associate Degree will be the minimum requirement.
 - NOTE: Beginning January 1, 2024 a Bachelor Degree will be the minimum requirement.
- (b) Minnesota and nationally certified Emergency Medical Technician.
- (c) Fire Fighter II certification.
- (d) Completion of Hazardous Material Operations course.
- (e) Company Officer Certificate or equivalent levels of education.
- (f) Five years experience as a full-time firefighter.
- (g) Two years experience in a leadership position.
- (h) Current, valid driver's license.
- (i) Ability to maintain performance/medical qualification as a firefighter.
- (j) Ability to maintain State Firefighter License.
- (k) Completion of NIMS IS-100, IS-200, IS-700 and IS-800 courses.
- (l) Ability to obtain a Minnesota Fire Inspector II certification within a reasonable period of time.

Training Chief

1202.1 OBJECTIVE

This position has been developed to incorporate the duties and responsibilities involved in managing all aspects of training for the department. The position will develop, deliver, organize and track training related to fire, EMS, special operations, new firefighter training academy and field training program, as well as assisting in overall employee development.

1202.2 ESSENTIAL JOB FUNCTIONS

- (a) Manages the training division for the department in areas of Fire, EMS, and Special Operations training, and the new firefighter training academy and field training program.
- (b) Defines training needs. Stays abreast of state requirements. Works with fire department personnel in all areas to determine individual and group development and training needs.
- (c) Supervise training activities and schedules employees relating to training assignments.
- (d) Maintains training records, prepares training reports and performs related administrative duties as assigned.
- (e) Keeps abreast of developments in training programs, materials, and techniques. Maintains contact with other fire and emergency medical agencies, state and county associations, schools, etc., concerning training matters.
- (f) Manages use of county, state and other outside training resources. Reviews programs, determines applicability, and arranges attendance as appropriate.
- (g) Develops internal training programs in Fire and EMS operations. Designs course outlines, develops course materials, instructs or arranges for instructors, manages scheduling and attendance, administers exams, and reviews individual progress. Includes both classroom and field sessions.
- (h) Manages department participation in EMS training, working closely with MHealth Fairview.
- (i) Maintains a collaborative working relationship with the department's Medical Director, as well as all other MHealth Fairview employees. Assures training related compliance of personnel in all areas covered under the Medical Director's license, the Minnesota Emergency Medical Services requirements, and contractual requirements with MHealth Fairview.
- (j) Prepare and manage the budget for the training division.
- (k) Responds to incidents when appropriate, being prepared to act in any incident command system role appropriately qualified for.
- (l) Provides direction and assists in the development of subordinates. Assists and guides subordinates as needed, provides assigned instruction, and recommends

South Metro Fire Department

Policy Manual

Training Chief

development steps. May conduct transfers, assign work tasks, shift coverage, rewards, and promotion process. Writing and signing letters of oral and written reprimands. Suspensions and authorization of the removal of employee from payroll in the absence of a chief officer. Ability to lead, motivate and inspire people to maintain discipline, competency, teamwork, and morale within the workforce.

- (m) Keeps the Assistant Chief of Operations advised of training developments and performs other duties as assigned, including but not limited to maintenance of training equipment, assists with physical fitness programs, research programs, and maintenance of other equipment.
- (n) Chairs the Training Committee.

1202.3 KNOWLEDGE/SKILLS/ABILITIES

- (a) Ability to plan and implement department programs and activities.
- (b) Experience with and understanding of fire suppression, prevention, and EMS functions.
- (c) Ability to communicate effectively both orally and verbally.
- (d) Ability to develop innovative, creative, and original training and educational programs.
- (e) Considerable knowledge of fire department principles and practices of modern fire department administration and operation.
- (f) Demonstrated skills in problem solving and innovation.
- (g) Ability to make sound decisions under pressure and work independently with little supervision.
- (h) Ability to plan, schedule, and manage multiple projects, meeting established deadlines.
- (i) Ability to develop and maintain effective working relationships with department personnel, staff of other organizations, JPA partners, as well as the general public.

1202.4 QUALIFICATIONS

Minimum:

- (a) Associate Degree in fire science, fire protection, public or business administration or a related field from an accredited educational institution or an equivalent combination of education and experience.
 - NOTE: Beginning January 1, 2020 an Associate Degree will be the minimum requirement.
 - NOTE: Beginning January 1, 2024 a Bachelor Degree will be the minimum requirement.
- (b) Minnesota and nationally certified Emergency Medical Technician.
- (c) Fire Fighter II certification.
- (d) Completion of Hazardous Material Operations course.

South Metro Fire Department

Policy Manual

Training Chief

- (e) Five years experience as a full-time firefighter.
- (f) Current, valid driver's license.
- (g) Ability to maintain performance/medical qualification as a firefighter.
- (h) Ability to maintain State Firefighter License.
- (i) Completion of NIMS IS-100, IS-200, IS-700 and IS-800 courses.
- (j) Ability to obtain a Minnesota Fire Instructor I certification within a reasonable period of time.
- (k) Ability to be recognized by the Minnesota Board of Firefighter Training and Education (MBFTE) as a Qualified Instructor.

Desirable:

- (a) Bachelor Degree in fire science, fire protection, public or business administration or a related field from an accredited educational institution.
- (b) Minnesota Fire Instructor II certification.
- (c) Minnesota Fire Instructor III certification.
- (d) Two years' experience in a leadership position.
- (e) Enhanced knowledge of Microsoft Office products, records management systems and other computer systems/software used by the department.
- (f) Completion of NIMS ICS-300 and ICS-400 courses.
- (g) Blue Card Certification.
- (h) Completion of Incident Safety Officer course.

Position Title: Executive Assistant

SUMMARY OF POSITION

The Executive Assistant performs, coordinates, and oversees varied and complex technical, confidential, and administrative support functions on behalf of the Fire Chief, Assistant Chief, Fire Marshal, and Board of Directors. The position handles confidential information and diverse duties requiring a high degree of training or experience.

The Executive Assistant often serves as the first point of public contact for the Department. This position works independently, with limited supervision and direction from the Fire Chief. The role includes substantial organizational and community contact through personal, phone and email contact, which requires the highest degree of tact, courtesy, and sound judgement.

The nature of the work differs from other secretarial and clerical positions because of the uniqueness of the organization. The position has significant responsibilities in Human Resource and Finance related duties. The position requires considerable initiative, independent judgement, accuracy and discretion in handling various confidential materials and delegated administrative details.

ESSENTIAL JOB FUNCTIONS

Administrative Support Service

- Provides direct and confidential administrative support to the Fire Chief, Assistant Chief, Fire Marshal and Board of Directors.
- Handles and distributes sensitive and confidential materials such as personnel records, union related information, legal matters, etc.
- Establishes and maintains a current and effective departmental filing system for storage and retrieval of materials, including adherence to the Department's record retention plan, Data privacy requirements and other applicable Department policies.
- Maintains the Department's document retention program and handling of data requests.
- Responsible for the coordination, preparation, and distribution of the Board of Director's agenda packets, including the preparation of individual reports and supporting documents.
- Posts notices of meetings, special meetings, date or time changes, or cancelled meetings.
- Compiles and provides data for administrative and public reports, bulletins, questionnaires and works with others in the Department's communication efforts.
- Maintains excellent public relations through professional and prompt responses to inquiries made by telephone, mail and electronically.
- Commit appropriate time and effort to maintaining and enhancing necessary professional knowledge, skills and abilities, as they change through time.
- Performs other duties and assume other responsibilities as apparent or assigned.

Finance Functions

- Completes review of all employee timesheets and related tasks for bi-weekly payroll process.
- Coordinates, tracks and maintains pay rate changes, end of year balances, and other employee benefits.
- Completes Accounts Payable functions.
- Completes Accounts Receivable functions.
- Processes and tracks all Department invoicing.
- Compiles, interprets and analyses data for financial reports.
- Coordinates, compiles and prepares necessary documentation for the annual financial audit process.
- Identifies opportunities and completes grant applications; manages grant awards.

Human Resource Functions

- Handles and distributes sensitive and confidential Human Resources materials such as personnel records, union related information, legal matters, etc.
- Coordinates the hiring, promotional and appointment processes.
- Coordinates the processes of employee new hire and benefits forms, processing of benefit changes, maintaining updated records and informational materials, including preparing packets for new employee orientation and benefit open enrollment.
- Coordinates employee benefits, including implementation, renewal, and assisting employees
 - Insurance – health, dental, life, etc.
- Coordinates the gathering of information for the labor negotiation process.
- Revises/Updates/Develops personnel policies and guidelines.
- Coordinates Worker's Compensation Insurance, including renewal, processing claims, and assisting employees
- Coordinates Property/Casualty Insurance, including renewal and processing claims
- Provides support for the Labor/Management Committee

KNOWLEDGE/SKILLS/ABILITIES

- Knowledge or ability to quickly acquire knowledge of fire department/city government operations, policies, and procedures.
- Knowledge or ability to quickly acquire knowledge of the principles and practices of public sector human resource management.
- Knowledge or ability to quickly acquire knowledge of the principles and practices of public finance and accounting principles.
- Possess comprehensive knowledge of contemporary office practices, including familiarity and operational abilities as to common office equipment, filing systems, and proper telephone etiquette.
- Ability to maintain confidentiality.
- Ability to operate a personal computer, including proficient mastery of the Microsoft Office Suite programs and other common office programs.
- Ability to enter and process information with speed and accuracy.
- Ability to maintain accurate records.
- Possess comprehensive knowledge and command of business English and an ability to proofread and edit grammar, spelling, arithmetic, vocabulary and punctuation.
- Ability to communicate effectively in the English language in both verbal and written modes, including the ability to provide clear explanations and answers to inquiries.
- Ability to work under stress and pressure, with frequent interruptions without loss of efficiency or composure.
- Ability to work independently and with substantial responsibility for meeting deadlines, making decisions and completing tasks and routines.
- Ability to comply with verbal and written instructions and established procedures.
- Ability to set priorities, organize workload, handle multiple responsibilities and maintain attendance.
- Ability to work with employees and others in a courteous, tactful and professional manner.
- Ability to hear within normal hearing range and understand spoken English delivered at a normal conversational level.
- Possess visual acuity correctable to read common documents and perform common office tasks.
- Strong problem solving, organizational and public relations skills.
- Ability to work some evening and weekend hours.

Minimum Requirements

- Associate Degree in Business Administration, Finance, Human Resources or related field with three years of directly related experience; high school diploma with five years of related executive administrative support, finance and/or human resource work experience may be considered in lieu of degree.
- High proficiency with Microsoft Office Suite programs to perform analysis, word processing, and spreadsheet design and management.
- Valid driver's license.
- Ability to successfully pass a background evaluation.
- Ability to maintain effective working relationships with fellow employees and the public.

Additional Desired Education/Skill

- Bachelor's degree, or other post-secondary training in business, finance, human resource or related disciplines.
- Two years of experience in municipal government operations.
- Experience with financial software.
- Bilingual language skills.

WORK ENVIRONMENT

The work environment characteristics described here are intended only as illustrations of the various types of work that may be performed. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions of the job.

Work will be generally performed in an indoor, temperature controlled environment and will require prolonged periods of standing, sitting, composing written materials, copying and assembly, and communication in person, telephone or through e-mail. The work will occasionally involve operation of a motor vehicle and travel to make deliveries, acquire goods and services, or to attend meetings, training sessions, or other work-related events. On an infrequent basis, the work may require performance in an outdoor environment, in a wide range of weather conditions. Attendance will be occasionally required at daytime, evening and other off-hour meetings or events.

PHYSICAL DEMANDS

Sight	<i>(frequent)</i> reading applications, reports, and other paperwork necessary to this position
Speech	<i>(frequent)</i> communicating with job applicants, employees, and others in person and on the telephone
Hearing	<i>(frequent)</i> answering inquiries from applicants, employees, vendors, labor representatives and others in person and over the telephone
Sitting	<i>(frequent)</i> at a workstation, meetings, driving motor vehicles
Reaching	<i>(frequent)</i> retrieving items from shelves, desktops, drawers and across counters; filing
Walking	<i>(frequent)</i> inside office and <i>(infrequent)</i> travel to various meeting sites
Grasping/Pulling/Pushing	<i>(frequent)</i> manipulating writing instruments, telephone, computer mouse, opening/closing of drawers and cabinets, operating various office equipment
Repetitive Movements	<i>(frequent)</i> Computer keyboard/mouse, writing instruments, filing
Lifting	<i>(occasional)</i> files/office supplies/equipment
Standing	<i>(occasional)</i> filing, copying/assembly, while making presentations
Climb/Stoop/Kneel	<i>(occasional)</i> stairs, ladders, reaching supplies