



Osseo City Council

AGENDA

WORK SESSION
Monday, July 29th, 2024
6:00 p.m., Council Chambers

MAYOR DUANE POPPE COUNCILMEMBERS: JOHN HALL, JULIANA HULTSTROM, MARK SCHULZ,

1. **Call to Order**
2. **Roll Call** (quorum is 3)
3. **Approval of Agenda** (requires unanimous additions)
4. **Discussion Items**
 - A. **Update on Municipal Marijuana Dispensary – Presentation Voyageur Services - Patrick Hurley and Dane Brower**
 - B. **Discuss Fire Chief Position and Future of the Fire Department**
5. **Adjournment**



City of Osseo City Council Work Session Meeting Item

Agenda Item: Update on Municipal Marijuana Dispensary

Meeting Date: July 29th, 2024

Prepared by: Shane Mikkelson, Interim City Administrator

Attachments: Presentation from Voyageur Services

Background:

At the work session on June 24th, 2024, I was given the task to start working on the Municipal Marijuana Dispensary. This will be an update on the work done and what will come in the future. We will have a presentation from Voyageur Services about how they can work with the city to make this a reality. Patrick Hurley and Dane Brower will be giving the presentation. I will be able to update you on the steps taken to secure a location for our dispensary.

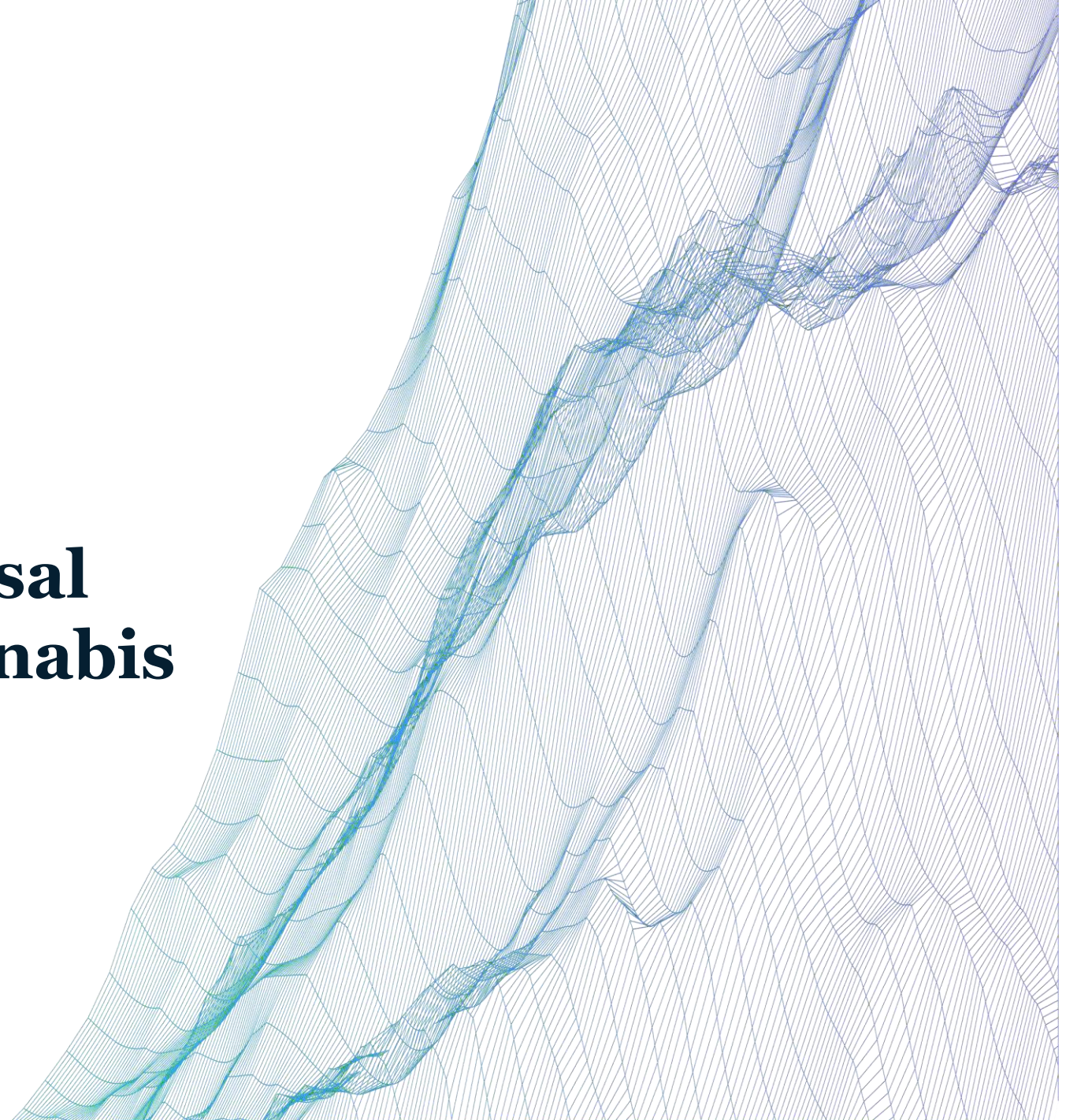
Recommendation/Action Requested:

Give direction to staff on the next steps.



Managed Services Proposal for Osseo Municipal Cannabis Dispensary

Strategy 2024



Content

- i Executive Summary
- ii Market Insights
- iii Strategic Alignment
- iv Financial Strategy
- v Marketing and Growth Strategy
- vi Organizational Structure
- vii Implementation Timeline
- vii Next Steps

Executive Summary

01

Osseo has the potential to drive local economic development and enhance community safety through a managed cannabis dispensary

Executive summary



MN cannabis legalization is underway with an expanding market

As Minnesota embraces cannabis legalization, the market is poised for rapid expansion. The upcoming regulatory changes offer a unique window of opportunity for municipalities like Osseo.

Under current regulations, municipalities are not subject to the lottery system for licensing, allowing them the right to obtain a license proactively. This positions Osseo advantageously to control distribution, ensure responsible community integration, support local economic growth, and generate significant revenue for community projects



Opportunity for not only a business-venture but community based initiative

Our business plan outlines not just a financial opportunity but also a community-focused initiative.

By establishing a municipally managed dispensary, Osseo can control distribution to ensure responsible community integration, support local economic growth, and generate significant revenue for community projects.



Osseo **needs to act fast to ensure first mover** advantage and competitive edge

Immediate and strategic action is critical to secure a competitive advantage and maximize the benefits for the community.

Launching a municipal dispensary in 2025 will allow Osseo to set standards and capitalize on early market entry.

Additionally, it's vital to consider the competitive pressures from neighboring areas and local businesses which also seek to enter the market. Proactive measures will ensure Osseo becomes a leader in local cannabis and enhances community welfare.

Community and Economic Impact

Strategic benefits of a Municipal Dispensary



Enhanced Local Revenue

Generate significant tax and sales revenue to support Osseo's community projects and infrastructure.



Improved Public Health and Safety

Maintain public health and safety through regulated and responsible cannabis distribution.



Community Engagement and Development

Engage the local community by supporting local initiatives and creating job opportunities.

Market Insights

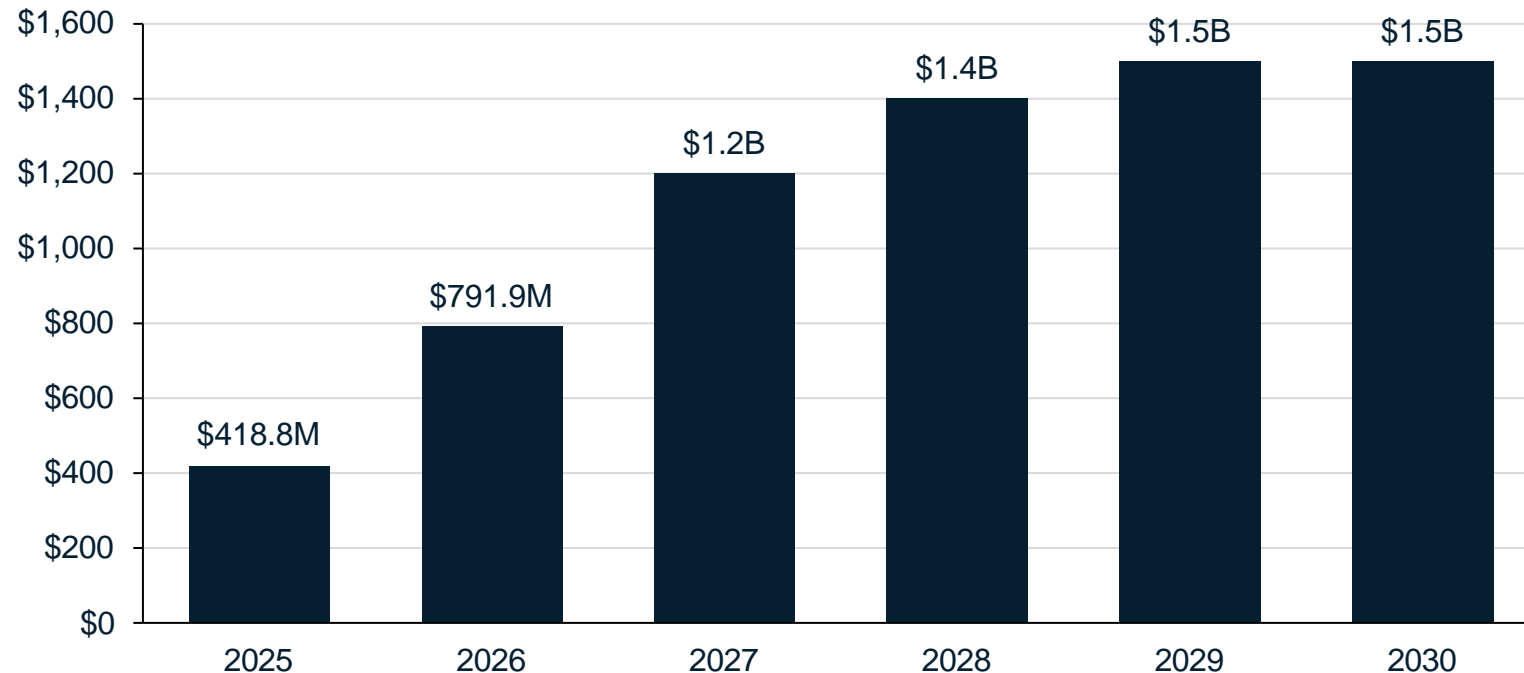
02

Minnesota's legal marijuana sales projected to reach \$1.5B by 2029

Anticipated retail sales are expected to boom post-2025 legalization

Projected MN Adult-Use Cannabis Legal Sales

MN Sales Forecast, \$M



Strong Industry Potential

- Minnesota's market is expected to follow several patterns established in other markets.
- Early market indicators suggest supply may lag demand
- Over 700k Minnesotans are expected to consume cannabis in any given month, accounting for 15% of total population 21 and over.

By 2029, Minnesota’s legal cannabis market could serve over 700k consumers

Expanding consumer base reflects diversified growth

Consumer Segments

Medical Marijuana Patients
Initially a stable consumer segment, will see shifts as recreational use becomes more mainstream.

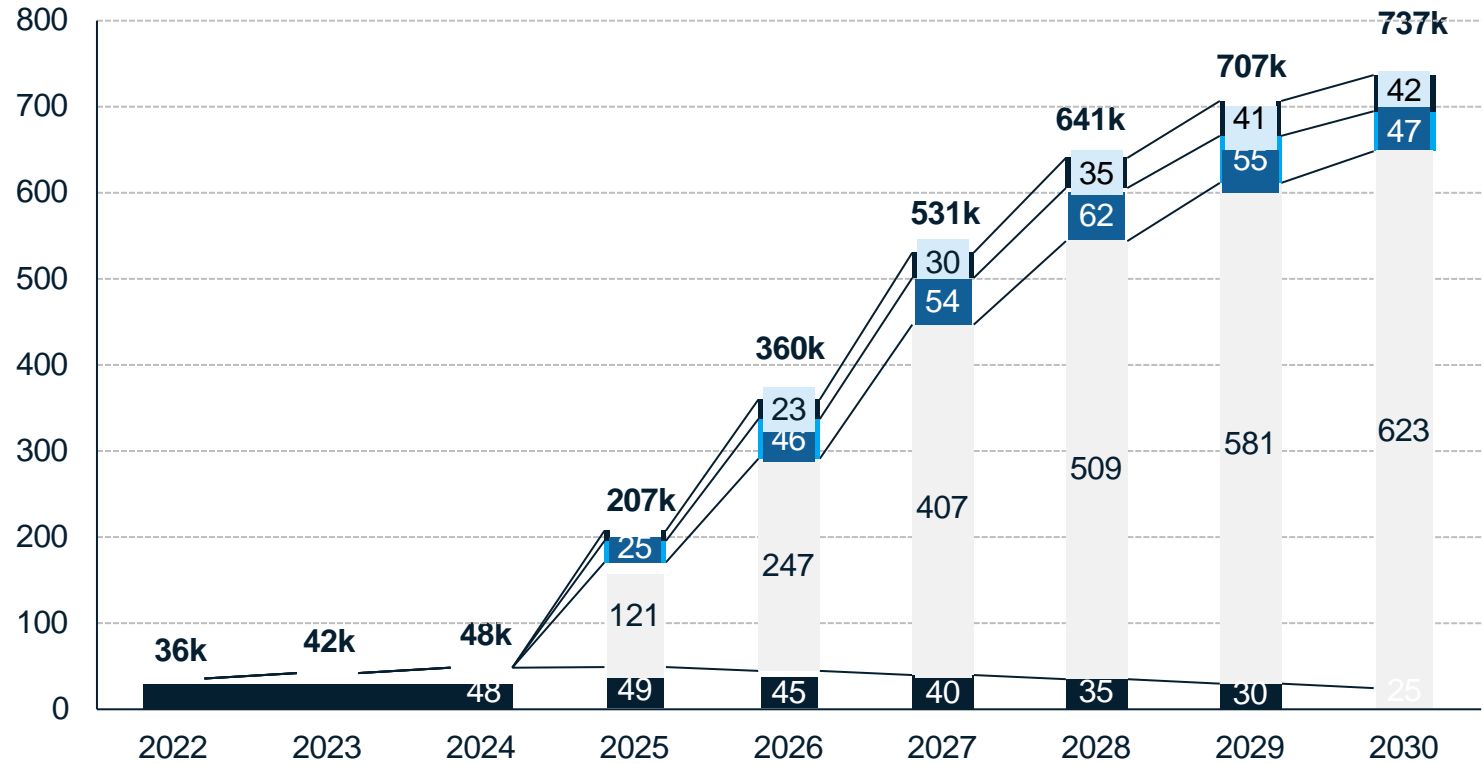
MN Resident Adult Consumers
Significant growth expected as legalization matures, and stigma diminishes.

Border-State Consumers
Neighboring state residents will contribute to Minnesota’s immediate market growth.

Cannabis-Consuming Tourists
Potential boost to the market as tourism integrates with cannabis retail.



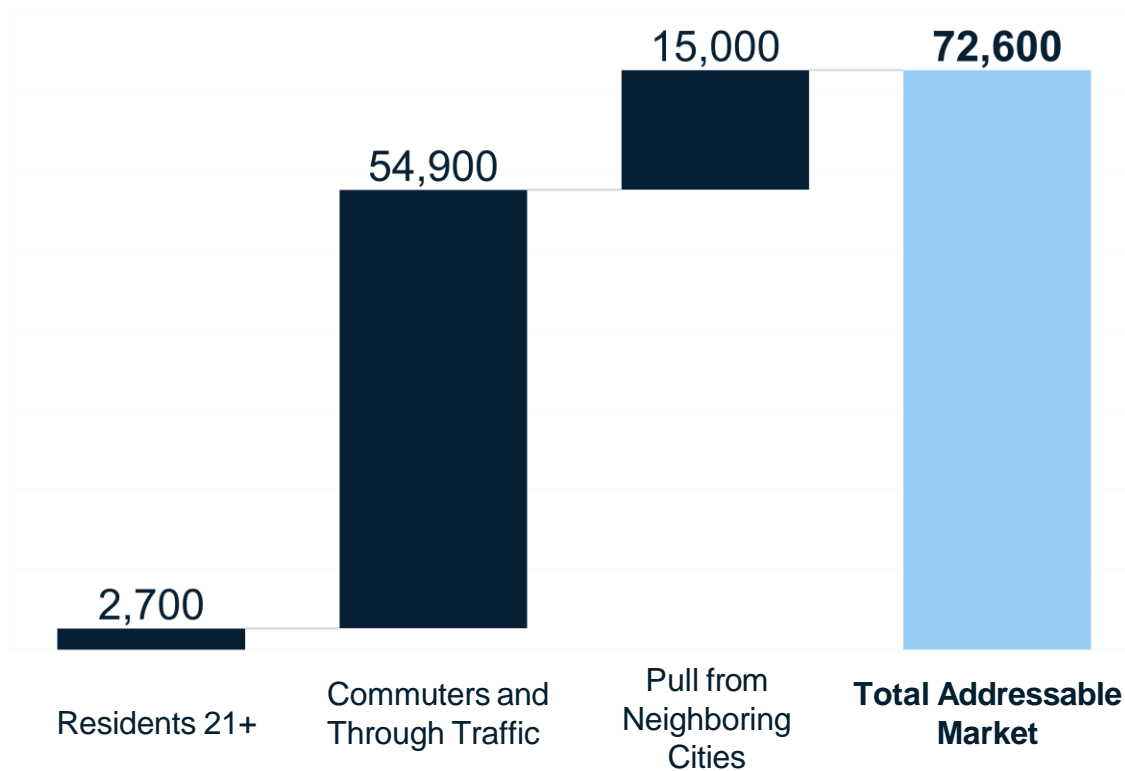
Legal-Market Consumers
Thousands



Local Market Size and Potential in Osseo, MN

First-ring suburb and proximity to major urban areas provides steady influx of potential customers

Number of people in each potential target group
(k)



Osseo 2040 Comprehensive Plan Chapter 5

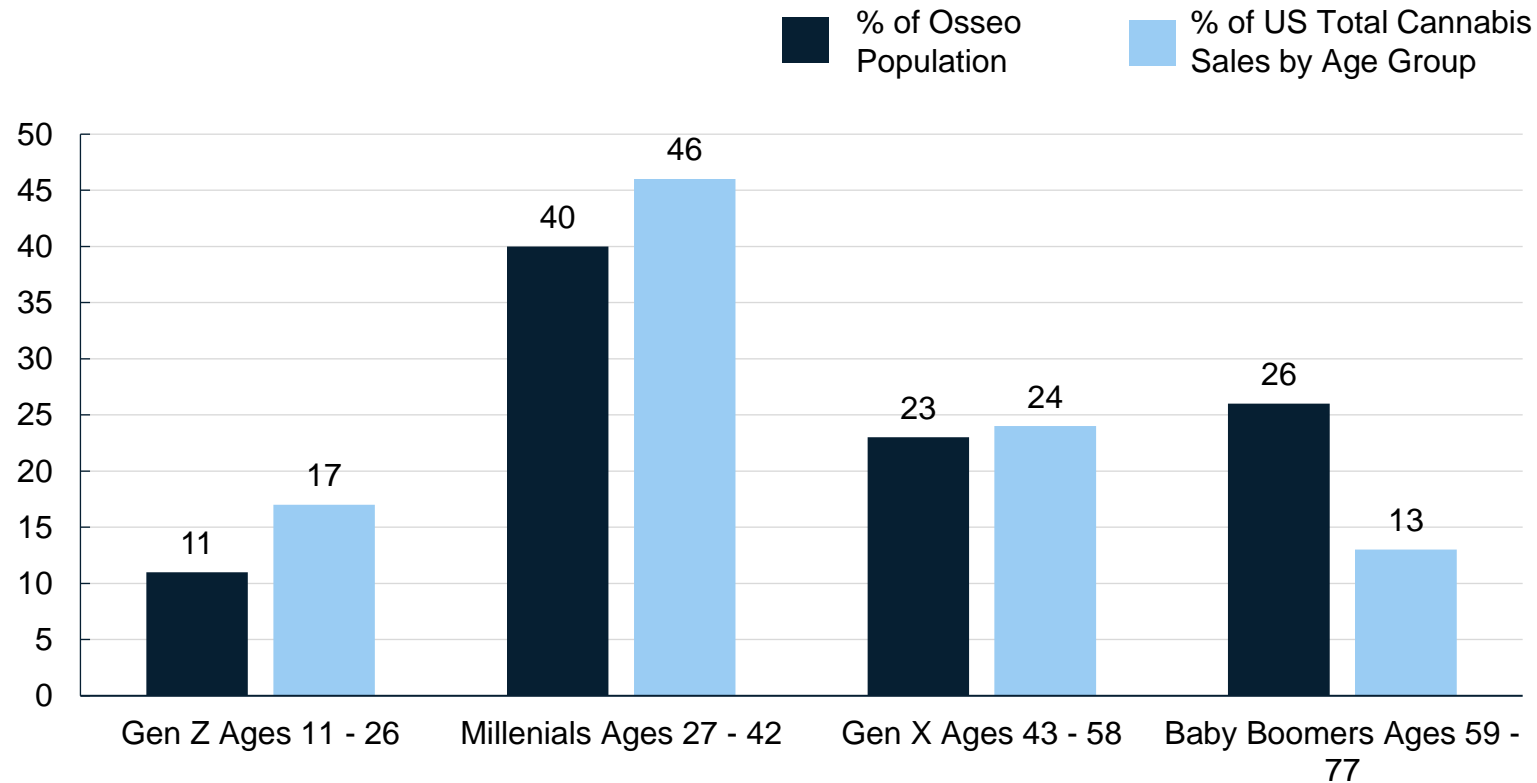


FIGURE 5-6: EXISTING AND FORECASTED TRAFFIC VOLUMES

Comparative Analysis of Local Demographics Versus National Cannabis Consumption Trends

Demographic makeup aligns with national cannabis sales

Age Distribution Comparison



Target Customers

- Millennials (40%) and Baby Boomers (26%) are the largest consumer groups in Osseo, aligning with national trends.
- 37% of U.S adults are ‘current customers’ – those who use at least annually and plan to use cannabis again in the future
- 43% of current consumers say a brick-and-mortar dispensary is their primary source for cannabis

Strategic Alignment

03

Vision

The Osseo municipal cannabis dispensary would not just a business venture but a community-focused initiative designed to enhance public safety, contribute significantly to our local economy, and uphold our community values.



Business and Municipal Goals for Osseo

Community-focused initiative designed to enhance public safety, contribute economically, and uphold community values



Community Control and Regulation

- **Enforce Responsible Distribution** through municipal management with age and quality checks
- Enhance Community Safety



Economic Benefits Through Municipal Management

- Revenue Generation, projected to generate approximately \$3M in gross revenue
- Fund Local Initiatives



Sustainable and Competitive Business Practices

- Environmental Commitment
- Responsive Business Strategy to stay competitive and meet consumer needs



Regulatory Framework for Municipal Cannabis Operations



Regulatory Considerations for Operations

Licensing and Regulation

Municipalities must obtain appropriate state and local licenses to operate a cannabis dispensary, which might include specific municipal requirements that control how many dispensaries can operate and where.

Taxation

Understand and implement the correct taxation framework for cannabis sales, which can be significantly higher than standard sales tax.

Safety and Compliance

Adhere to strict safety protocols for storage, handling, and selling of cannabis. This includes product testing, and facility security measures to maintain high safety standards.

Zoning and Land Use

Ensure that dispensaries are situated in appropriate areas that do not conflict with community planning or cause public concern.

Public Safety and Health

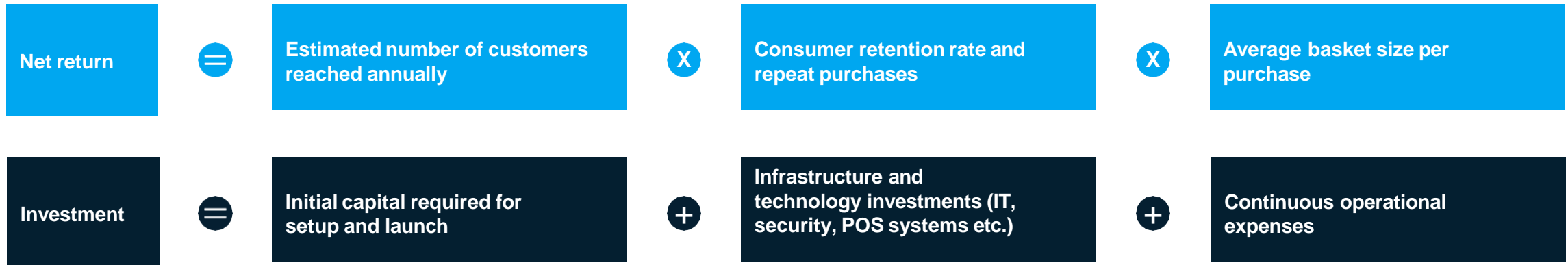
Enforce regulations that safeguard public health, such as restrictions on sale quantities, ensuring product quality, and monitoring consumption effects within the community.

Operational Plan

04

Developing the business case for Osseo's dispensary is based on six building blocks

Business case building blocks:

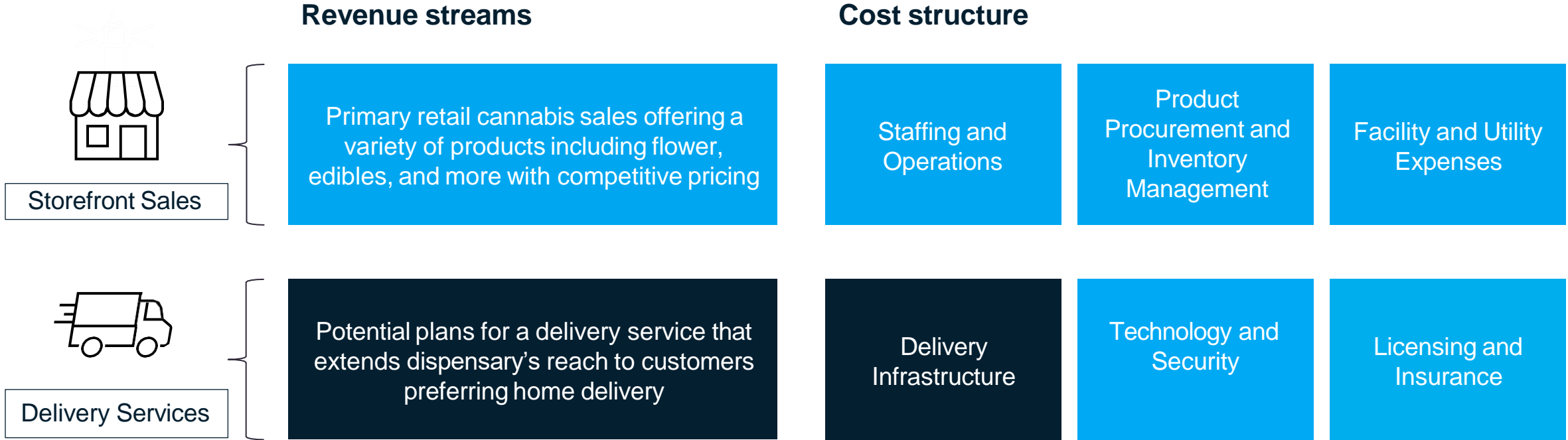


Key considerations for the business case outcomes:

- Develop a **skilled workforce** by properly identifying staffing needs, in-house training, and ensuring staff are well-versed on products
- Evaluate the **competitive landscape** to determine market share threats and opportunities
- **Ensure supply chain** to avoid stockouts and disruptions, especially in a newly legal market
- Maintain consistent adherence to all **regulatory requirements** to avoid penalties
- **Project financial sustainability** by comparing initial setup and operational costs against expected revenue streams

Business Model Overview

Operational model includes both storefront sales and potential for delivery services



Store Location, Facilities and Utility Expenses

📐

Building Design/Layout Planning

FLOOR PLAN GENERAL NOTES

1. SEE ALL NOTES ON ALL SHEETS.
2. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE IBC AND ALL APPLICABLE LOCAL, STATE AND FEDERAL CODES.
3. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE IBC AND ALL APPLICABLE LOCAL, STATE AND FEDERAL CODES.
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**CHAMPLIN AUTO
 TENANT
 IMPROVEMENT
 OSSEO, MN**

FLOOR PLAN

TOILET ROOM 101
 10'0" x 10'0"

💰

\$250 - \$500K+ Dispensary Buildout Cost

✖

Considerations

- Recommend prioritizing strategic location that offers optimal access to both local residents and commuters
- Design renovations with **security needs and integrations** in mind, including secure entry points, surveillance integration, and secure product storage solutions
- **Rent or Purchase Cost**
 - Cost varies based on location and property size
 - Local market rates estimate retail space from \$10 to \$15 per square foot
 - Estimate \$35K/year in rent based off 2,000 sqft
- **Buildout and Renovation Cost**
 - Depending on state of leased or purchased property, estimated buildout cost is **\$250-\$500K+** to give a proper renovation for a dispensary

Comprehensive Security Measures Are Necessary for Dispensary Safety and Compliance

Security Infrastructure and Systems

- Design and build with security as a primary focus, featuring hardened ceilings and **specialized construction materials**
- **Advanced systems** with perimeter alarms, motion detectors and sophisticated surveillance systems, ensuring multiple camera views

Durable construction and advanced surveillance

Operational Security and Compliance

- Personnel and access control, employ **armed security** at strategic locations, with badge-access control systems for sensitive areas
- Regulatory adherence with systems and protocols designed to exceed state and local regulatory requirements to ensure compliance

Trained personnel and strict access control

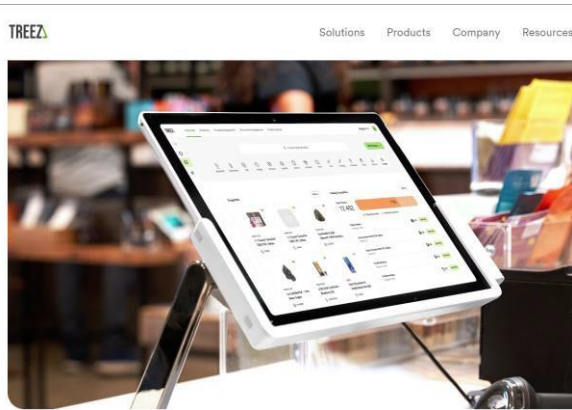
Technological Enhancements and Security Innovations

- State-of-the-art intrusion **surveillance and alarm enhancements** with batter backups to maintain operational integrity
- **Security integration** with technological innovations like body cameras for curbside pickup and deliveries



Trusted Vendors and Technology Partners To Help Achieve Dispensary Goals

Selecting the best partners for optimized operations



Treez.io POS System

- Treez.io POS Systems ensures efficient transaction handling and inventory management with a point-of-sale system tailored for cannabis retail complexities



VFI Edge Ecommerce

- VFI Edge Ecommerce provides a seamless online shopping experience, allowing customers to browse products, make purchases and schedule pickups or deliveries



Alpine IQ CRM

- Alpine IQ CRM offers customer relationship management solutions designed to enhance customer engagement and loyalty through targeted marketing and analytics



OWS OpenEye Video Security

- OWS OpenEye Security Video delivers security and surveillance capabilities, ensuring compliance with regulations and safeguarding our assets

Trusted Vendors and Technology Partners To Help Achieve Dispensary Goals

Selecting the best partners for optimized operations



Cannveya Logistics

- Cannveya Logistics manages logistics and supply chain challenges, optimizing distribution and transportation of cannabis products



Metrc Tracking System

- Implements state-mandated seed-to-scale tracking, ensuring compliance with regulatory bodies and streamlining reporting processes



Oriel TV In-Store Displays

- Oriel TV In-Store Displays enhances the in-store experience with dynamic digital displays that provide educational content and promote current offerings and products



VPI Tech Website Development

- VPI Technology can develop cannabis specific websites that are intuitive, visually appealing and support any brand's digital footprint

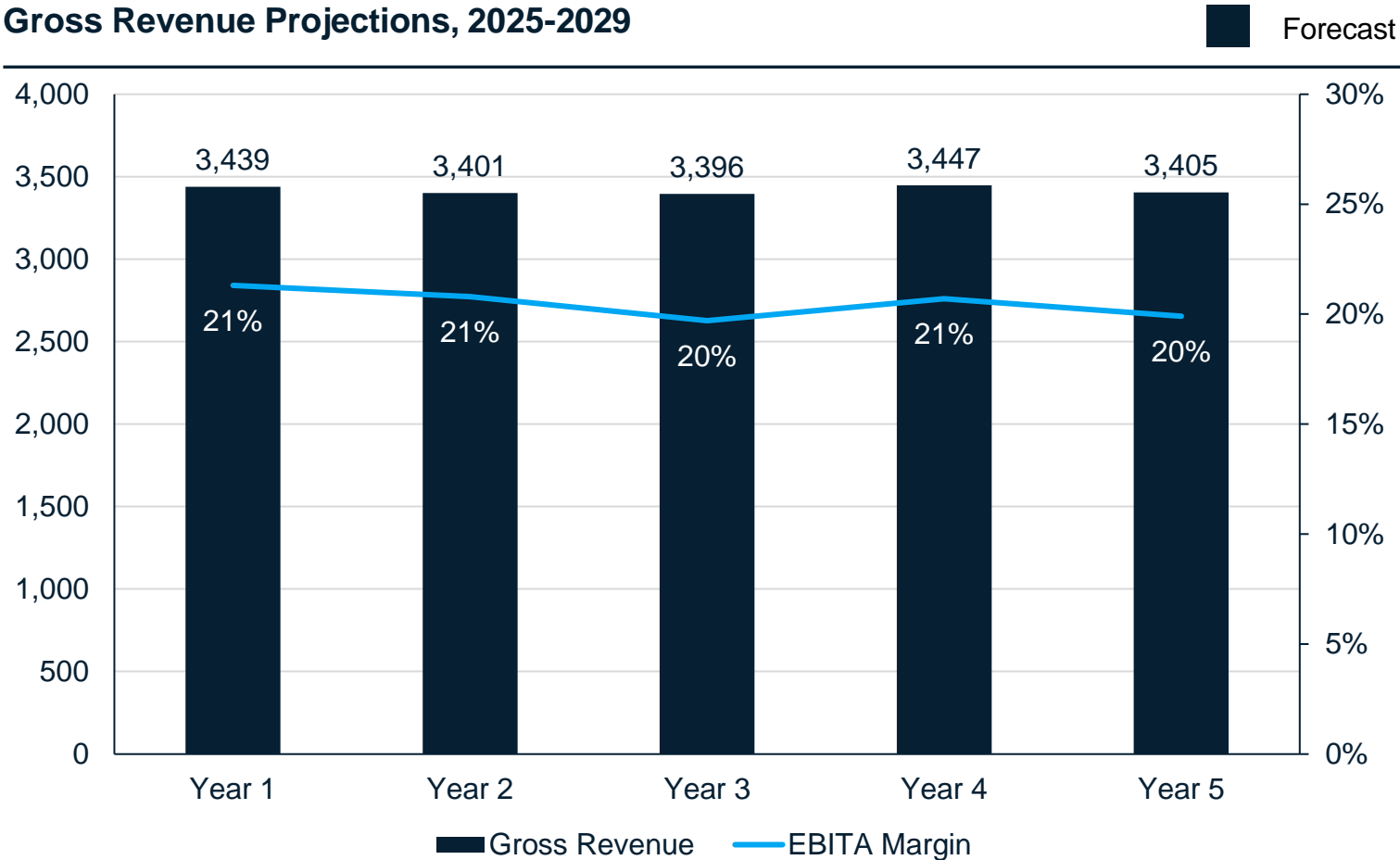
Financial Strategy

05

Expanding Revenue Trajectory for Osseo’s Cannabis Market

Forecasted growth reflects strong market adoption

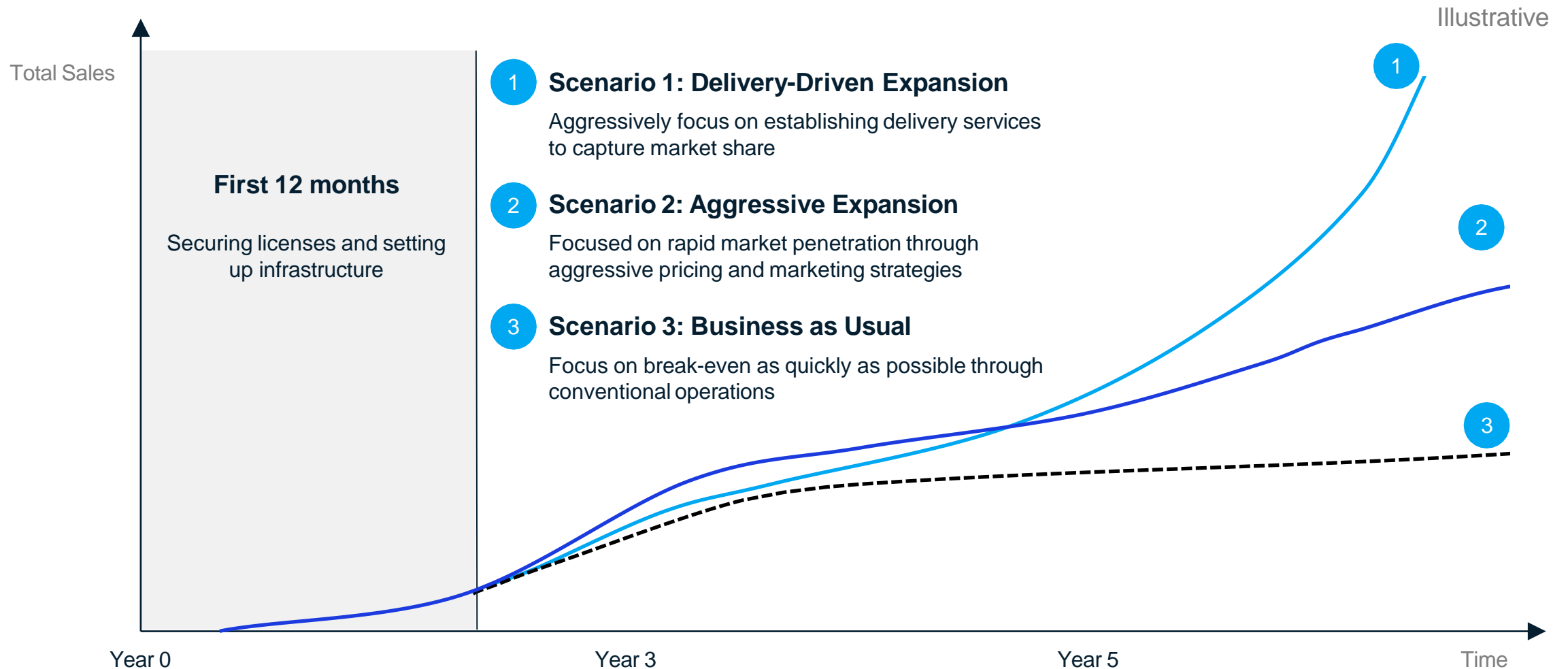
Gross Revenue Projections, 2025-2029



Consistent Growth Expectations

- Revenue is forecasted for immediate growth and market adoption, with Year 1 estimates exceeding \$3.4M
- Initial sharp increase in revenue remains consistent until Year 5 with a slight decline once the market matures
- Consistent EBITDA margins highlight efficient operational management and cost control
- Strong revenue coupled with stable EBITDA margins suggests a sustained demand for cannabis, underpinning financial viability and potential success of the municipal dispensary

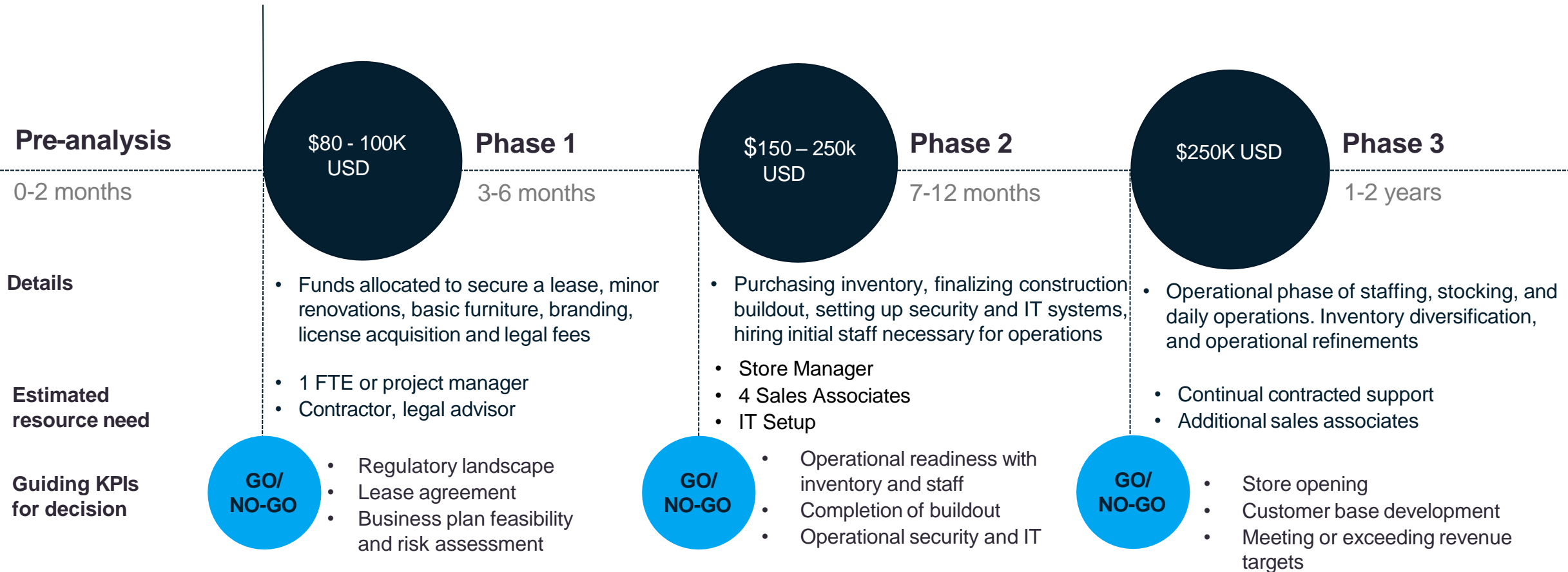
Different ambition scenarios exist for a municipal dispensary



Capital allocation

Total estimated investment costs are >\$500K USD over five years

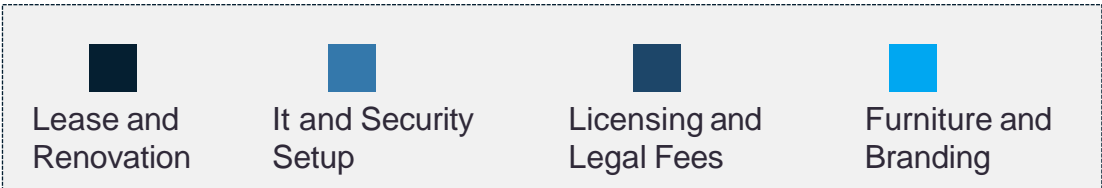
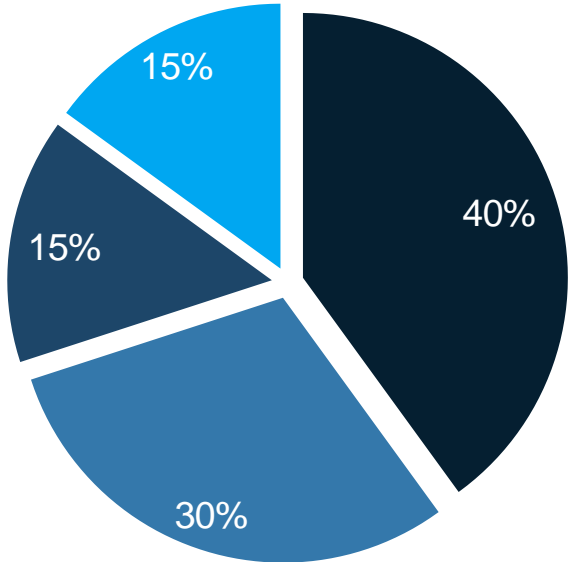
Decision to start Dispensary



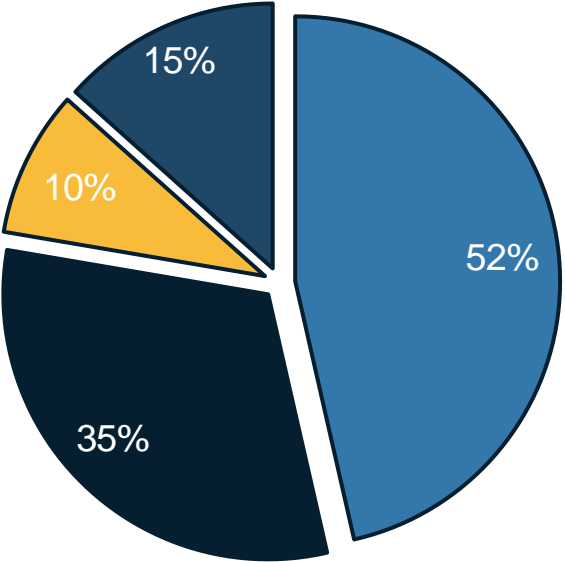
Investment and Cost Allocation for Dispensary Operations

Resources for initial setup and long-term phases

Expected cost split in Phase 1
% of total costs



Expected cost split in Phase 3 and beyond
% of total costs



Details: Business case

Osseo MN Dispensary Consolidated Dispensary 5 Year Projection	Year 1	Year 2	Year 3	Year 4	Year 5
	<u>Dispensary Income:</u>				
Flower	2,418,844	2,210,153	2,043,468	1,901,453	1,878,030
MIP	965,048	1,135,679	1,297,602	1,490,048	1,471,693
Others/CBD	31,984	55,265	55,355	56,191	55,499
Revenues	3,439,800	3,401,098	3,396,426	3,447,692	3,405,221
% Increase YoY				2%	-1%
Direct COGS	1,647,728	1,629,441	1,627,344	1,652,142	1,631,789
Gross Margin at Standard	1,792,072	1,771,657	1,769,081	1,795,551	1,773,432
% of Revenue	52.1%	52.1%	52.1%	52.1%	52.1%
Other COGS	181,064	177,567	177,567	181,118	184,740
Total 280E Deductible	181,064	177,567	177,567	181,118	184,740
% of Revenue	5.3%	5.2%	5.2%	5.3%	5.4%
Wages and Labor - 280E Non Deductible	524,727	535,143	535,143	542,936	545,533
Other Expenses - 280E Non-Deductible	352,110	352,110	352,110	359,152	366,335
Total 280E Non-Deductible	876,837	887,253	887,253	902,088	911,868
% of Revenue	25.5%	26.1%	26.1%	26.2%	26.8%
EBITDA	734,171	706,837	704,261	712,345	676,824
% of Revenue	21.3%	20.8%	20.7%	20.7%	19.9%
Income Tax (NIBT + Non-Deductible costs)	0	0	0	0	0
Net Income	734,171	706,837	704,261	712,345	676,824
% of Revenue	21.3%	20.8%	20.7%	20.7%	19.9%
% to revenue	52.1%	52.1%	52.1%	52.1%	52.1%
CASH FLOW					
Beginning Cash					
Operation Net Cash	734,171	706,837	704,261	712,345	676,824

Note: See full business case in attached Excel

Revenue uncertainty driven by:

- Competition and market dynamics could impact market share and pricing strategies
- Legislative adjustments or changes in cannabis regulation could alter operational capabilities
- Shifts in consumer preferences towards products and consumption methods

Cost uncertainty driven by:

- Real estate market conditions could affect rental or purchase prices
- Volatility in wholesale prices
- Competitive labor markets and the need for specialized staff
- Vendors, Software and Technology selection

Marketing and Growth Strategy

06

Marketing Strategies for Cannabis Dispensary

Leverage compliant tactics for engagement and growth

Loyalty and Referral Programs

Develop a loyalty program that rewards repeat customers

Community Engagement

Utilize local events, educational workshops, and partnerships to increase brand visibility

Content and Education

Produce quality cannabis content, through newsletters, email list and a blog on the dispensary's website

Organic SEO

Focus on optimizing web content for search engines to enhance online visibility, also a strong Google My Business listing encouraging reviews

Target Local Advertising

Implement local advertising through permissible mediums like billboards, print media, and community events

Social Media

Engage customers through regular updates and interactive content on platforms like Instagram and Facebook, adhering to platform guidelines

Marketing Plan for Municipal Dispensary

Phased marketing approach for growth and integration

1

Foundation and Digital Infrastructure

- Develop loyalty and referral programs
- Website development and SEO
- Content Creation and Local Advertising



2

Expansion and Engagement

- Enhance Organic SEO and Social
- Scale Local Advertising and Loyalty
- Launch community engagement



3

Optimization and Long-term Growth

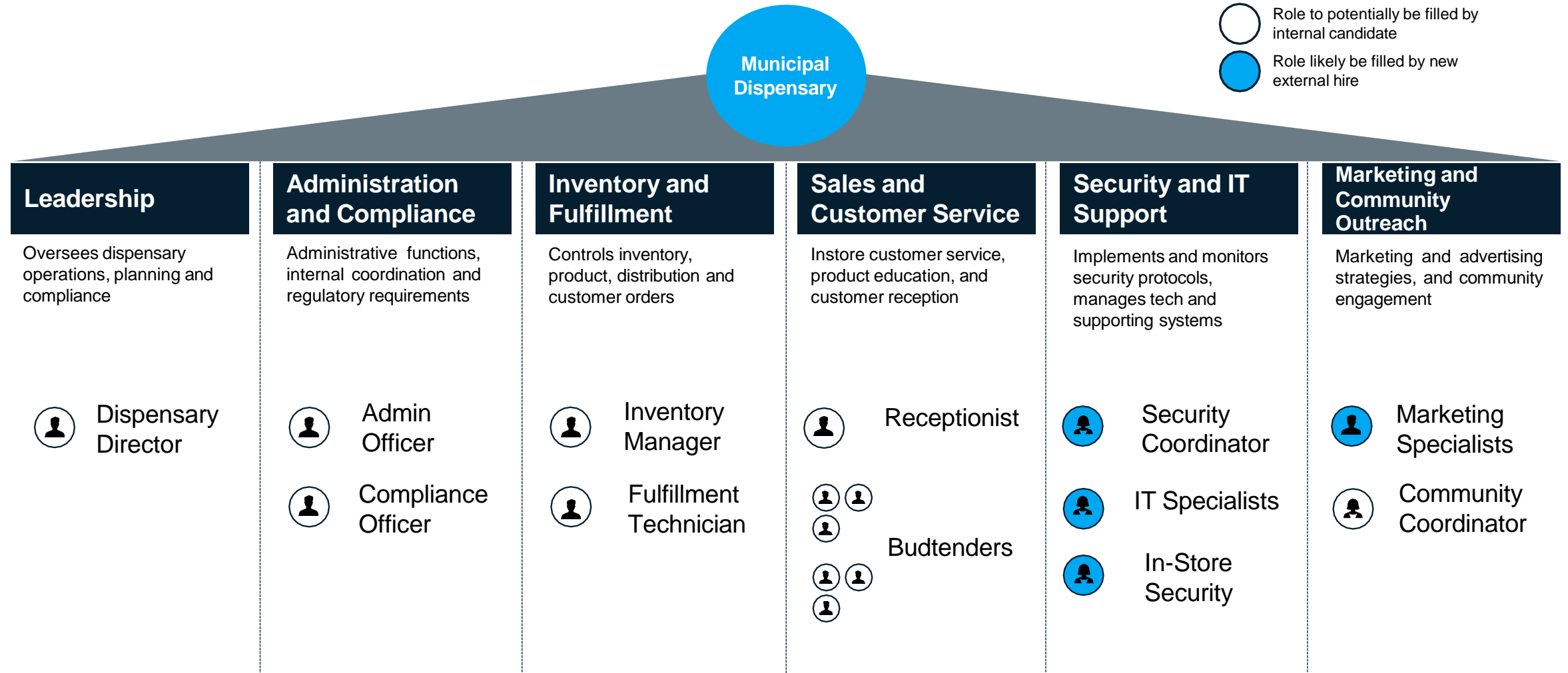
- Advanced Digital Marketing Tactics
- Fine tune marketing and analytics through CRM



Organizational Structure

07

Proposed Municipal Dispensary Organizational Structure



Voyageur Services is uniquely positioned and committed to being a strategic partner for Osseo's Dispensary

What we bring



Industry Expertise and Regulation Navigation

What it means

What we bring: Extensive experience in owning and managing all facets of the cannabis business from cultivation to sales, combined with deep regulatory knowledge. Our team has successfully navigated complex regulatory landscapes and implemented best practices across multiple states.

What it means: We provide expert guidance to navigate complex regulatory environments, ensuring your municipal dispensary remains compliant while maximizing operational efficiency.



Strategic Guidance and Operational Best Practices

What we bring: Proven track record of applying industry best practices and innovative solutions tailored to the specific needs of the cannabis sector. Our strategic insights and operational expertise ensure the dispensary will operate at peak efficiency.

What it means: Leverage our strategic insights to refine your operational processes and adopt cutting-edge technology solutions that enhance product and sales effectiveness. Our approach includes comprehensive store management, staff training, inventory management, and customer service excellence.



Partnership and Network Expansion

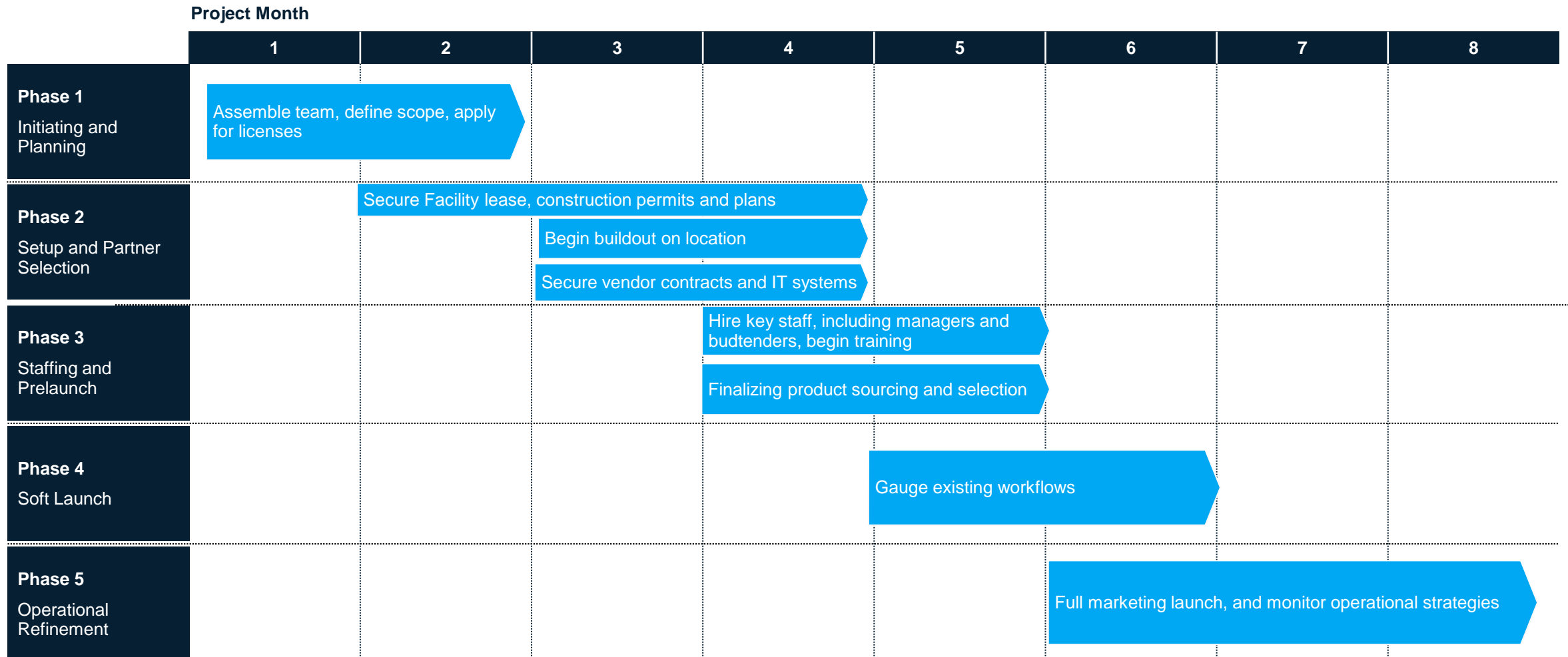
What we bring: Established relationships with key industry players and a broad network that supports market entry and expansion.

What it means: Gain access to a trusted network of partners and accelerate your market presence, benefiting from our reputation as reliable long-term partners to expedite your learning curve and identify emerging opportunities.

Implementation Timeline

08

Milestones and Timeline for Dispensary



Conclusion and Next Steps

09

Proposed next steps

Ensuring smooth implementation and stakeholder alignment

- ▶ Detail and finalize security measures, incorporating advanced technology and ensuring regulatory compliance.
- ▶ Implement comprehensive training programs for staff on operational procedures and customer service.
- ▶ Start community outreach programs to build relationships and improve public perception.
- ▶ Roll out digital and community-based marketing strategies to build awareness and attract customers.
- ▶ Conduct a phased opening of the store, starting with a soft launch to refine processes, followed by a full public launch.



City of Osseo City Council Work Session Meeting Item

Agenda Item: Discuss Future Plans with the Osseo Fire Department

Meeting Date: July 29th, 2024

Prepared by: Shane Mikkelson, Interim City Administrator

Attachments:

Policy Consideration:

Future Plans for the Osseo Fire Department

Background:

On September 25th, 2023, the Osseo City Council accepted the resignation of Osseo Fire Chief Mike Phenow. At the same Council meeting, the Council gave the Interim Fire Chief position to Interim Fire Chief Mike Cogswell. In the 2024 Budget, a Full-Time Fire Chief was included. During some early 2024 discussions, the Full-Time Fire Chief Position was put on hold to investigate other options for the Fire Department.

I met with the fire department on Wednesday, June 13th, 2024. During that meeting, I spoke to the entire staff, and they had many questions about what the city wants to do with the Fire Chief position and what the department's future may look like.

Recommendation/Action Requested:

Give some directions for staff on the Fire Chief position and the fire department's future.



City of Osseo City Council Work Session Meeting Item

Agenda Item: Proposal to Hire a Full-Time Fire Chief

Meeting Date: July 24, 2023

Prepared by: Mike Phenow, Fire Chief

Attachments: Proposed Fire Chief Hiring Process
Proposed Fire Chief Posting Announcement
Proposed Fire Chief Job Posting
Proposed Fire Chief Information Packet
Proposed Fire Chief Hiring Schedule

Background

In the 107 years since its founding in 1915, the Osseo Fire Department has had 10 chiefs that have all served in a volunteer, part-time, and/or paid-on-call capacity.

In that same time, the department has gone through many changes big and small. The "antique" fire truck that we drive in parades is a 1929 REO Speedwagon. So, for the 14 years prior to that, the department operated with a horse-drawn hand pump. We now operate multiple modern fire trucks outfitted with tools that our forebears couldn't have conceived of. Having gone from street clothes, to rubber boots, to carefully engineered space-age materials, our gear would be unrecognizable. From filtering smoke by sucking on beards and handkerchiefs, to early breathing masks, to sophisticated self-contained breathing apparatus with heads-up displays and thermal imaging, our respiratory protection is something out of the science fiction of the past.

In that same time, the surrounding areas went from sparsely populated prairie, forest, and farmland sprawled across miles of unincorporated territory, to large, vibrant suburbs home to hundreds of thousands of people served by large, well-funded, professional fire departments. This department went from responding to the fires across those many miles to operating within finely-tuned mutual-aid and auto-aid arrangements among a network of cooperating departments. This department went from a sort of club that was, at times, hard to get into, with ranks filled by groups of long-tenured families and friends. Recruitment often consisted of waiting for the next generation to reach their 18th birthday and retirements happened after decades of dedicated service.

In years past, the fuel that burned in fires consisted of wood, cotton, wool, and other natural materials. They burned long and slow. Today's fire loads consist of dangerous cocktails of synthetic and petroleum-based products – from the glue in the chip-board, to the synthetic fibers in the carpets, furniture, window coverings, bedding, clothing, electronics, paints, varnishes, and more. They create a toxic and often explosive environment that can quickly become deadly for occupants and firefighters alike.

When the department was founded, the community was fortunate and grateful to have a group of people willing to volunteer their time to do their best to help in a time of need. In all the years since then, there thankfully remains a strong sense of gratitude from the community, but it is accompanied by a fully-justified set of expectations that far exceed "best effort." Fire departments (not to mention cities and employers in general) have gone from being comparatively straightforward organizations that are largely self-directed and self-governed, to being complex, highly-regulated enterprises. There are governing bodies, associations, boards, administrations, laboratories, and more – that have all been studying, reviewing, recommending, standardizing, certifying, and enforcing statutes, rules, guidelines, standards, and industry best practices, each of which raises the level of service, but imposes ever-increasing cost and complexity.

These examples are just a taste of the breadth and depth of change that the department has experienced in the past 107 years. Despite that, the department has continued to be led by individuals who have full-time day jobs.

Background of Proposal to Hire a Full-Time Chief

When I got promoted to chief in January of 2019, I presented a list of 68 priorities across 22 areas where I hoped to make material improvements. I have completed many of my goals, started on others, and some are ongoing efforts. The last three items on the list, under the heading of "Succession Planning," were: "build a sustainable foundation for the future"; "hire and develop a staff of exceptional firefighters and officers"; and "work myself out of a job."

That's another way of saying that I saw it (and still see it) as my responsibility to leave the department and the position of chief in a condition that sets up the community, the city, the department, and the next chief for continued success.

Over the last 4 years, as I have implemented so many of the improvements I planned to make, I have also learned more – about the position, the department, and the fire service. At the same time, we have lived through so many "unprecedented" events that the term "unprecedented" has lost its impact. There's been a global pandemic, shut-downs, riots, the great resignation, inflation, and more (none of which has made made "signing up for (or staying on) the local fire department" high on many people's list).

If I could distill what I've learned down into something as simple as possible, it's that, for a fire department to be successful, it needs to be:

- Staffed
- Trained
- Equipped
- Funded
- Compliant
- Sustainable

It's nothing earth-shattering, but those are the 6 pillars that I see as being absolutely critical for success. If you have 5 out of 6, but you're weak in any one of them, you will fail. You might not fail today or tomorrow, but sooner or later, you will fail. And unfortunately, in this business, failure all-too-often means serious injury or death – either of a member of the team or a member of the community.

Fortunately, we are not completely lacking in any one of the pillars. There has been so much great work done over the years by past chiefs, fire officers, firefighters, city staff, city council members, and the community. We have a great foundation. But there are cracks. There are risks and challenges.

The most obvious is probably staffing. It has become harder and harder every year to recruit, screen, hire, onboard, and train firefighters. The requirements of the job are so particular and demanding: you have to live and/or work within a 7-minute drive (and want to serve here instead of Maple Grove or Brooklyn Park); you have to already have (and keep) a regular job; you have to complete hundreds of hours of initial training; you have to commit to responding to a minimum number of calls and attending regular drills and meetings; you have to accept the risk of cancer, cardiac arrest, and mental health issues; the list goes on and on.

On the flip side, it's become increasingly hard to retain staff. Most of the challenges to hiring firefighters continue to be challenges when it comes to retaining firefighters. People move away; their life situation changes; they have to continue to commit the time, week after week, year after year. And beyond retaining firefighters, we need to retain and develop experienced firefighters who can move into roles with expanded responsibility. If you want 10-year firefighters, you have to have hired them 10 years ago. There have been stretches in the past without many hires or stretches where all the hires from a given period have moved on.

Staffing has been a nationwide issue for a few years across most industries. Staffing in the fire service has been at crisis levels nationwide for longer than that. The Osseo Fire Department faces a number of unique challenges that even most fire departments don't face (a department in a metro area with an urban population density and a response area 20 times larger than our jurisdiction). In recent years, we have had over a dozen staff transitions (hirings, exits, and promotions) per year.

Even without the many headwinds we're facing, managing a department of 20-30 people (with all of the incumbent administrative and personnel issues), is the job of a full-time department head. When you add in the increased churn of a dozen personnel transitions per year, it becomes completely untenable for a part-time person to manage.

With shorter tenures and increased churn comes less opportunity to learn on the job over many years. There is less opportunity for seasoned veterans to impart their wisdom to the up-and-coming generation of firefighters. There is less opportunity for mid-career firefighters to mature into officer material. It becomes more and more important to develop well-designed programs for both onboarding new hires (an FTO, or Field Training Officer program) and for developing aspiring officers (an ODP, or Officer Development Program). Developing, implementing, and executing these programs is important, challenging, and on-going work for a chief. It is not something that someone can expect to succeed at after they've already put in 40+ hours at their day job.

In addition to onboarding new hires and developing new or future leaders, there is also the question of day-to-day operations. This includes not only the usual business of being an employee at a given employer, but in this case, the business of administering emergency medical care, responding to hazardous materials incidents, fighting fires in a variety of structures, extricating victims from motor vehicle accidents, and a host of other complex, dynamic, life-or-death situations. Each of these situations demands thoughtful planning, documentation, training, and execution. To accomplish that, a chief needs to develop both a comprehensive Department Manual (Policies, Procedures, and Guidelines) and a FOG (Field Operations

Guide). These need to be not only authored, but also consistently reviewed, updated, trained, and enforced. This is the work of a full-time fire chief.

Not surprisingly, operating a modern fire department costs money. Operating a fully-functioning fire department for a one-square-mile urban city requires some careful planning, analysis, and tracking. It's not impossible to do, but it requires some creativity, resourcefulness, and diligence. There is the operating expense budget from the city, the capital budget from the city, the donation funds available from the relief association, the donation funds from the community, the many public and private sources of grants. There are day-to-day expenses and multi-year projects. It's a tricky puzzle to solve. It's solvable, but it takes the dedicated effort, attention, and expertise of a full-time fire chief.

A fire department, while a department within the larger city, contains within itself all of the elements of any full-fledged enterprise: finance, human resources, training, operations, asset-management, record-keeping, public relations, risk management, and more. These are, in some sense, all solved problems, and the city staff provides some support, but there are aspects to all of these that are unique and particular to the fire department and to execute on all of these areas well requires the development and continuous improvement of a myriad of processes. These can not all be accomplished after-hours.

If all of the staffing challenges, training and development challenges, and finance and operations challenges were all solved and the department became a well-oiled machine that could be put on auto-pilot, there would still be the question of large projects. No matter how well the day-to-day operations can be made to run, there will always be large, unique, complex projects to be tackled. One of our trucks is approaching the end of its serviceable life and will need to be replaced (and a combination of factors have driven the cost of fire trucks through the roof while delivery times are stretching out to over 4 years). The city hall and fire station are a half-century old and will likely need to be rebuilt soon. And then there's the question of whether or not operating an independent, municipal paid-on-call fire department is the best way to deliver fire protection services to the residents and businesses of Osseo. All of these are big, hairy problems that deserve serious time and attention. It is not appropriate or fair to the citizens and taxpayers of Osseo for these projects to be managed by someone in their spare time.

It is for these and so many other reasons that I have come to the conclusion that the right next step for the Osseo Fire Department and the City of Osseo is to hire a full-time fire chief.

I took this position with the express intent of making sure that I passed it on to the next chief in such a way that they would be set up for continued success. Whether it's due to my own shortcomings or the nature of the larger challenges we're facing, I am myself no longer comfortable with the risk profile of the position. Given the many different challenges and headwinds, I can not in good conscience recommend that you hire another part-time chief to replace me.

Alternatives

I submit my recommendation as just that, a recommendation. It is, of course, your decision and there are, of course, many other alternatives to consider. I will touch on them briefly, but will not go into great detail on each of them since none of them are, in my opinion, feasible options in the short term.

Consultants

It's natural to ask whether or not there's an outside authority that could be brought in to conduct an assessment of the situation and provide a recommendation.

I am not aware of any such services provided by any of the many potentially-relevant state agencies. They do provide support and guidance in many forms, but I am not aware of any extensive, personalized consultative services that are available.

There may be others, but I am aware of only one private consultant that performs relevant work: ESCI (Emergency Services Consulting International). I do not know what they cost, but I would guess that a comprehensive assessment and report would run in the \$50,000-\$100,000 range.

Ultimately, the problem, as I see it, with any such engagement (public or private) is that it would cost time, energy, and money to ultimately result in a recommendation for action on the part of the city. They are not going to take on the responsibility of executing on either the tactical, day-to-day tasks or the strategic, long-range projects that need to be completed. Whether public or private, such an engagement would amount to another large-scale project that would require a knowledgeable, available, active participant – something completely outside the scope of what's possible on a part-time basis. Thus, while consultation might be something to consider, it would only be effective in addition to a full-time chief, not instead of one.

Director of Public Safety

Another option to consider would be to "re-org" within the city and have the police chief serve as a Director of Public Safety with jurisdiction over both police and fire. I am not opposed to this model in principle, but without also hiring a full-time fire chief, it does little more than re-draw the org chart. Under such a model, there would be a full-time DPS with law enforcement knowledge and expertise as well as a full-time Lieutenant to manage the day-to-day operational aspects of the police department. What would still be lacking is a full-time employee with domain expertise in the fire service and responsibility for the effective provision of fire protection services.

Contract Out

It is not uncommon for one city to contract with another city for fire protection services. There may come a day when this is a reasonable option for the City of Osseo to consider. Unfortunately, there is really no short-term option here. Pursuing such an arrangement is likely to be a multi-year process that would span budget seasons, election cycles, staff transitions, and more (it also requires a willing counterpart from a pool of likely only 2 options). A project like that would be a major undertaking. It is, again, the sort of thing that is not really feasible or appropriate to be undertaken by a person in a part-time role already fully encumbered by other responsibilities.

Fire District

This is another common arrangement whereby multiple cities join together to form a district to provide fire protection services to all of their constituents. This may be a reasonable option at some point in the future, but would be an even larger undertaking than a contracting arrangement. At present, it would require either 1) a non-contiguous district (either with West Metro to the south (Crystal and New Hope) or Anoka-Champlin to the north), 2) for one of our neighboring cities to voluntarily change their model to accommodate us as a peer (rather than a contracting entity), or 3) for a larger group of cities (all or a large part of Hennepin County) to decide to band together to form a district. None of these are very likely in the short term. And even if they were, it would still constitute a significant project to be diligently managed by

a full-time representative of the city knowledgeable in the particulars of the subject matter – a full-time fire chief.

Other Considerations

It may be tempting to think that, because we're paid-on-call and "only" have around 350 calls per year that having a full-time chief might seem to be overkill. But with 20-30 employees on staff and hours being logged for calls, drills, meetings, administration, duty crews, community events, continuing education, academy, and maintenance duties, the department logs somewhere between 120-150 hours of staff time per week. This is comparable to a department with a couple full-timers and a couple part-timers (like the Public Works Department). A Police Department with 2 people on shift around the clock and 2 full-time staff would log around 400 hours per week. The fire department has 20-30 employees (more than the rest of the city combined), logs more staff hours than all but 1 or 2 other city departments, and has a budget comparable in size to other major city departments. In that light, *not* having a full-time department head to manage that department would seem to be ill-advised.

It may also be tempting to look at the proposed salary and think that the budget will have to increase by that amount. It's worth considering that there could be off-setting items. The current stipend and hourly wages that are paid to the chief would go towards the new salary. There may be an opportunity to reduce the hours of the part-time admin to help off-set the cost and re-balance the administrative duties. The city could consider having the new chief assume all of the fire inspection duties, which would mean the current Fire Inspector's wages could go towards the new salary. The city also contracts with Metro West for some inspection services (mostly plan review on new projects, I believe), which may be able to be eliminated. All told, I believe there could be somewhere around \$30,000 worth of offsetting expenses. There may even be an opportunity to incorporate rental inspections into the position, which would increase the offset even more.

Proposed Hiring Process and Materials

At the Public Safety Advisory Committee Meeting in March, I introduced my proposal to hire a full-time chief. There were a couple of questions and then a general openness to me continuing to pursue the proposal. I have since had a couple of conversations with the City Administrator and the two council members who serve on the PSAC.

Since then, I have done considerable work to develop drafts of some materials that would be necessary to ensure a successful hiring process.

The first thing I did was to collect all of the comparable postings I could find for similar positions at similar departments from the past few years. I was able to collect documents from 8 different fire chief postings. I reviewed all of these documents and compiled their contents into one master file for comparison and for assisting in developing our version.

I also analyzed those 8 positions against each other and the proposed Osseo position across a number of factors including salary range, coverage area, population, fire and non-fire calls per year, stations, staff, certification requirements, and experience requirements.

There are a number of documents that I think should be developed to help ensure a successful hiring process. These are outlined in the "Fire Chief Hiring Process" doc.

The most important of those documents are probably the Job Posting and the Information Packet. They are both included here.

My draft of the job posting is longer than the job postings from the other departments. This is not because it is asking for more qualifications, job functions, or skills than the other departments. The reason for this is a combination of factors.

First, it is formatted in a more readable manner, broken up into logical sections and bulleted rather than a wall of text.

Second, it is more thorough and explicit. If you look across all of the postings, each department highlights certain aspects of the position and glosses over others. For the vast majority of those items, I can guarantee they are in fact an expectation of the position, they just weren't specifically called out.

The version I propose here is not a higher bar than any of the others. In fact, it is the lowest set of qualifications, job functions, and skills out of all of them. This should help justify the slightly lower salary range and also broaden the pool of potential applicants. I expect there are many captains and deputy chiefs within a 20-minute drive for whom this job opening would pique their interest.

And as much as this thorough, enumerated list of qualifications, job functions, and skills should help the potential applicants understand the position and help us find the right candidate, I think it also serves as an important reference for council and staff who are not entirely familiar with everything the position entails. This is essentially my current job description. I have the education, the experience, most of the certifications, and most of the knowledge, skills, and abilities.

The essential job functions are basically what I am expected to do now. Being employed part-time does little to reduce the set of things the chief is responsible for. I am not able to execute on all of those job functions to the degree that they should be (hence the need for the full-time position), but I did not add a bunch of aspirational job functions. I would challenge you to find any requirements that you would be comfortable striking from the position (ether part-time or full-time). If that looks like a lot to expect from one person making \$80,000-100,000 per year, imagine what that expectation feels like working part-time for around \$4,800 per year for being chief on top of the roughly \$3,500 in hourly wages for being a responding firefighter.

Recommendation/Action Requested

Staff recommends the City Council discuss the item and direct Staff accordingly.

Next Steps

The proposal is to include the cost of a full-time fire chief in the 2024 budget for the fire department. It will be up to the Council to approve or deny the budget as proposed and/or to authorize the hiring of the modified position.



Osseo Fire Department
415 Central Ave
Osseo, MN 55369
(763) 424-5444
DiscoverOsseo.com/departments/fire

Proposed Hiring Process for Full-Time Fire Chief

Background

In order to find the right person to fill the full-time position of Fire Chief for the City of Osseo, it's important to be prepared with a well-designed process. This document lays out a proposal for such a process.

Materials

There are a number of documents that have been developed to help ensure a successful hiring process. They are similar and related, but each one serves a distinct purpose.

Posting Announcement

This is a brief announcement that should be sent to the State Fire Marshal's Office, the Hennepin County Fire Chief's Association, the League of MN Cities, and any similar agencies to be sent out to their distribution lists.

It should not be sent as a document, but instead as the body of the email itself, as the email often gets forwarded to the list.

Job Posting

This should be based on the Position Description, but presented in a more approachable manner, expanded to include some information from the Information Packet, and directed at the applicants as the audience.

This document contains the following information:

- Introduction
- Salary and Benefits
- Qualifications
 - Education
 - Experience
 - Certifications
 - Other Requirements
- Essential Job Functions
 - Operations
 - Staffing: Recruiting, Retention, and Supervision
 - Policies and Procedures
 - Training, Development, and Certification
 - Finance and Budgeting
 - Asset Management: Facilities, Apparatus, Equipment, and Supplies
 - Community Risk Reduction

- Fire Safety Public Education
- Fire Inspections and Code Enforcement
- Fire Investigations
- Fire Relief Association
- Strategy and Planning
- Emergency Management
- Health and Wellness
- Compliance
- Inter-Departmental Collaboration
- Inter-Agency Collaboration
- Community Relations
- Other Requirements
- Knowledge, Skills, and Abilities
 - Commitment to the Community
 - Domain Expertise
 - Leadership, Professionalism, and Inter-Personal Relationships
 - Judgment
 - Administration
 - Finance and Accounting
 - Training and Development
- How to Apply
- Hiring Process and Schedule

This document will be posted to job boards and included as an attachment in announcements.

Position Description

This is the official position description for the City of Osseo. It contains all of the language required by Legal and HR. It is used to document the following items:

- Definition of Work
- Qualification Requirements
- Essential Functions
- Knowledge, Skills, and Abilities
- Education and Experience
- Special Requirements
- Physical Requirements
- Environmental Conditions

This document is used in an ongoing manner for work comp, performance reviews, etc. and should be kept up to date.

While it is a necessary document and should be shared with applicants, it is not well-suited to advertising the position to potential candidates.

I have not developed this document, but the information in the Job Posting should be enough to complete it relatively easily.

Information Packet

This is a much more comprehensive document to give candidates background and context of the position, the department, the city, and the community; why we are hiring; and what our vision and expectations are for the position. This should help answer many questions that an applicant might

have. It should also help them come to the selection process much more prepared to address the particular items we're looking for in a candidate.

This document includes:

- Introduction
- Calls
- Services
- Staff
- Jurisdiction, Response Area, and Target Hazards
- Facilities and Apparatus
- Equipment
- Dispatch, Response Partners, and Mutual Aid
- Associations and Partner Agencies
- Training
- Meetings
- Relief Association
- Events
- History
- About the Fire Chief Position

This document should be circulated along with the Job Posting and made available on the City's website.

Hiring Schedule

This document lays out the various steps involved in recruiting, selection, and hiring for the position and the expected dates for each one. This helps candidates plan and know what to expect as we work through each stage of the process.

This document should be circulated along with the Job Posting and made available on the City's website.

Comparable Postings

These documents were not developed in isolation. I have collected documents from 8 different departments who have hired for a similar position since 2019. Most of these were retrieved from old emails, rather than collecting them when they were live, so I wasn't able to locate all of the associated documents, but I believe that some of them likely had more information posted at the time.

Department	Year	Posting Announce	Job Posting	Position Description	Information Packet	Hiring Schedule
Anoka-Champlin	2019		x			
Cass Lake	2020	x				
Chaska	2022		x			
Excelsior	2019	x			x	x
Long Lake	2022		x	x		
Rogers	2023	x	x			
Sartell	2021	x		x		
Savage	2019		x	x		

These documents can be shared with you if desired. I have reviewed them and incorporated elements of them into the documents discussed above.

Industry Standards

In addition to these comparable postings, a number of applicable industry standards are available for consulting, including:

- NFPA 1001 – Standard for Fire Fighter Professional Qualifications
- NFPA 1002 – Standard for Fire Apparatus Driver/Operator Professional Qualifications
- NFPA 1021 – Standard for Fire Officer Professional Qualifications
- NFPA 1026 – Standard for Incident Management Personnel Professional Qualifications
- NFPA 1031 – Standard for Professional Qualifications for Fire Inspector and Plan Examiner
- NFPA 1035 – Standard on Fire and Life Safety Educator [...] Professional Qualifications
- NFPA 1037 – Standard on Fire Marshal Professional Qualifications
- NFPA 1041 – Standard for Fire and Emergency Services Instructor Professional Qualifications

I have access to the standards through a web portal, so I'm not able to easily circulate these as stand-alone documents, but I could show them in a meeting if anyone has questions.

Interview Questions

It's important to have a thorough, well-designed set of interview questions to ensure a fair and consistent process that will result in the selection of the best candidate for the position. To that end, I have developed a set of interview questions that I propose using during the interview process. This list can be expanded to include other questions as determined by the interview committee.

I have a set of interview questions that I use for internal officer promotions, but I have not developed a set of questions specifically for this position. I could do so in collaboration with City Council and Staff. The questions should evaluate candidates based on the qualifications, essential job functions, and knowledge, skills, and abilities listed in the job posting.



Osseo Fire Department
415 Central Ave
Osseo, MN 55369
(763) 424-5444
DiscoverOsseo.com/departments/fire

City of Osseo Hiring for Full-Time Fire Chief

The City of Osseo is looking to hire its first full-time Fire Chief to lead a progressive suburban department with over 100 years of service and tradition.

Minimum qualifications include 10 years of firefighting experience with 5 years of supervisory experience and 3 years of command, administration, and inspection experience. Applicants must have current MFSCB certifications for Firefighter I, Firefighter II, Hazardous Materials Operations, Fire Apparatus Operator; Instructor I, and Officer I; and current EMSRB EMR certification.

The salary range for the position is \$80,000 to \$100,000 per year, depending on qualifications, with a competitive benefits package.

Further details are available at discoverosseo.com/departments/fire/chief-opening/

Applications will be accepted from START DATE through END DATE AND TIME.

Questions can be directed to City Administrator Riley Grams at rgrams@ci.osseo.mn.us or 763-425-3861.



Osseo Fire Department

415 Central Ave

Osseo, MN 55369

(763) 424-5444

DiscoverOsseo.com/departments/fire

Fire Chief, City of Osseo Job Posting

The City of Osseo is seeking an experienced, innovative fire service professional for the position of full-time Fire Chief. The Osseo Fire Department is one of the longest-operating departments in the Twin Cities metro area. It's a paid-on-call department with strong relationships with its mutual aid partners.

The Osseo Fire Department responds to 350 calls per year and is trained and equipped for a range of responses including fire suppression, emergency medical response, hazardous materials response, vehicle extrication, active shooter / hostile event response, and all-hazards disaster response. The department also conducts fire inspections, fire safety public education, and multiple community events.

The Fire Chief operates under the direction of the City Administrator and manages a staff consisting of 30 paid-on-call firefighters, one part-time fire inspector, and one part-time administrative assistant.

Salary and Benefits

The salary range for the position is \$80,000 to \$100,000 per year, depending on qualifications, with a competitive benefits package.

Qualifications

- **Education**
 - Associates Degree in fire science, administration, business, or related field; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities to perform the essential job functions.

- **Experience**
 - 10 years of firefighting experience
 - 5 years of supervisory experience
 - 3 years of command experience
 - 3 years of fire department administration experience
 - 3 years of fire inspection experience

- **Certifications**
 - **Firefighter I and II**
 - with MFSCB (MN Fire Service Certification Board) certification meeting NFPA (National Fire Protection Association) 1001 Standards
 - **Hazardous Material Operations**
 - with MFSCB certification meeting NFPA 472 Standards
 - **Fire Apparatus Operator/Pumper (FAO)**
 - with MFSCB certification meeting NFPA 1002 Standard
 - or able to obtain within 2 years of date of hire
 - **Fire Instructor I**
 - with MFSCB certification meeting NFPA 1041 Standards
 - **Fire Officer I**
 - with MFSCB certification meeting NFPA 1021 Standards
 - **Fire Inspector I**
 - with MFSCB certification meeting NFPA 1037 Standard
 - or ability to obtain the certification within 2 years of date of hire
 - **ICS-100,200,300,400, IS-700,800**
 - with NIMS (National Incident Management System) certifications
 - **Emergency Medical Responder (EMR)**
 - with MN-EMSRB (MN Emergency Medical Services Regulatory Board) certification

- **Other Requirements**
 - Must live within a 20-minute drive to the Osseo Fire Station (or be willing to relocate within 1 year of hire).
 - Must possess a valid, unrestricted Minnesota driver's license.
 - Satisfactory completion of criminal and driving background check.
 - Successful completion of occupational health screening, including drug test, physical ability test, and NFPA-1582-compliant medical history and examination.
 - Upon hire, verification of employment eligibility (I-9 form).

Essential Job Functions

The fire chief position is a complex and multi-faceted role encompassing a wide range of responsibilities and job functions. The fire chief must earn public trust and be a faithful steward of public funds, finding cost-effective ways of delivering fire protection services. In order to achieve the department's goals, the chief must ensure the department is staffed, trained, equipped, funded, compliant, and sustainable.

- **Operations**
 - The fire chief plans, oversees, and executes all fire service operations for the city including fire suppression, emergency medical response, all-hazards response, and fire prevention.
 - Responds to calls during weekday working hours and major incidents after hours.
 - Serves as incident commander, developing incident action plans (IAPs) to achieve strategic

objectives including rescue of victims, fireground and responder safety, incident stabilization, and property conservation.

- Maintains complete, accurate, and timely incident reports and submits reports to the MN Fire Incident Reporting System and the National Fire Incident Reporting System.
- Regularly holds efficient and productive department meetings and officer meetings.
- Regularly attends relief association meetings as an active member and board of trustee meetings as a municipal trustee.
- Regularly attends city staff meetings as a department head.
- Reports quarterly to the Public Safety Advisory Committee and attends all scheduled meetings.
- Reports to the City Council and attends meetings whenever appropriate.
- Serves as the Fire Marshal for the City of Osseo.

- **Staffing: Recruiting, Retention, and Supervision**

- In collaboration with city staff and elected officials, the chief plans, oversees, and executes the human resources functions for the department including recruiting, screening, hiring, onboarding, promoting, time off, leave of absence, termination, and offboarding.
- Administers and enforces the department's paid-on-call participation policy, in accordance with city policy, relief association bylaws, and state statute.
- Supervises all department staff, evaluates performance, handles grievances and disputes, takes disciplinary actions as necessary.
- Maintains team morale and engagement with a strong culture of integrity, excellence, and inclusion.
- Develops and monitors incident response objectives ensuring consistent response of an appropriate number of trained responders within a reasonable amount of time.
- Develops and monitors staffing objectives to support the incident response objectives.

- **Policies and Procedures**

- The fire chief is responsible for developing, enacting, enforcing, evaluating, and continuously improving the core documents that serve as the foundation of the department operations:
 - Policies, Procedures, and Guidelines
 - Field Operations Guide
 - Field Training Officer Program
 - Officer Development Program

- **Training, Development, and Certification**

- The fire chief is responsible for developing policies, procedures, and programs ensuring the proper training and certification of all department staff.
- Works with training vendors to coordinate the initial training and certification of new hires.
- Develops and oversees the Field Officer Training program for training probationary members on department policies, procedures, and guidelines.
- Develops and oversees the department's ongoing training and recertification program,

- ensuring all members remain properly certified with the MFSCB and EMSRB.
- Evaluates and recommends continuing education opportunities for department members.
- Regularly participates in continuing education in order to stay current on relevant topics, developments, and best practices in the fire service.
- Develops and oversees the Officer Development Program, providing a path for development and promotion of firefighters while ensuring a properly trained and certified group of fire officers.

- **Finance and Budgeting**
 - In collaboration with city staff and elected officials, the chief plans, oversees, and executes the finance functions for the department including record-keeping, expense tracking, procurement, budgeting, capital planning, grant writing, and more.
 - Researches, evaluates, analyzes, prepares, and proposes annual fire department expense and capital budgets.
 - Maintains complete, accurate, and timely records of all invoices, receipts, expenditures, deliveries, grants, and donations.
 - Monitors expenditures for adherence to approved budgets.
 - Maintains complete, accurate, and timely records to support the administration of all department payroll functions.
 - Researches, evaluates, and applies for all applicable grants and funding sources.
 - Plans, oversees, and documents all grant- and donation-funded projects.
 - Researches, oversees, reviews, and facilitates all vendor relationships and ensures compliance with all applicable policies and statutes regarding procurement.
 - Serves as a responsible steward of public funds, seeking to deliver fire protection services in the most cost-effective manner possible.

- **Asset Management: Facilities, Apparatus, Equipment, and Supplies**
 - The fire chief is responsible for developing policies, procedures, programs, and controls to ensure the proper cleaning, care, inspection, and maintenance of department facilities, apparatus, equipment, and supplies in accordance with NFPA and OSHA standards.
 - Maintains complete, accurate, and timely inventory and records of the use, maintenance, inspection, servicing, and repair of facilities, apparatus, equipment, and supplies.
 - Plans and directs the actions of department staff regarding the use, maintenance, inspection of department assets.
 - Engages and coordinates with third-party vendors as appropriate.
 - Proactively tracks, analyzes, and develops plans for the entire lifecycle and replacement of department assets.
 - Works with stakeholders including department staff, city staff, and elected officials to evaluate, plan, and execute large capital projects and procurements.

- **Community Risk Reduction**
 - The fire chief is responsible for working with community, inter-departmental, and inter-agency stakeholders to identify and prioritize risks, threats, and hazards within the

community and developing strategies to effectively mitigate them.

- **Fire Safety Public Education**

- The fire chief is responsible for planning, developing, coordinating, and implementing fire safety public education programs as necessary. The department does not have any standing arrangements with local schools, but is often called upon to host public education events with classes, clubs, and senior living communities.
- Identifies opportunities for disseminating relevant and timely fire safety messages including at community events, in the city's newsletter, on social media, and more.

- **Fire Inspections and Code Enforcement**

- The fire chief is responsible for administering the city's fire inspection and code enforcement program.
- Regularly inspects all commercial and target-hazard occupancies.
- Responds to inquiries and complaints regarding potential fire code violations.
- Enforces compliance with all state and local fire codes.
- Maintains complete, accurate, and timely records regarding all occupancy and fire inspection activities.
- Reports regularly on fire inspection and code enforcement activities.
- Develops and maintains pre-plans and site inventories of target hazards for use during incident operations.
- Works with developers, vendors, Community Management Coordinator, and any contracted building officials to review building plans and make recommendations regarding fire and life safety compliance.
- Works with the public works department, city engineers, and any third-party vendors to ensure the regular inspection, testing, and maintenance of the city's hydrants and water supply systems.
- Works with nursing facilities, senior living facilities, and target hazards to conduct regular procedure reviews, drills, exercises, and/or walk-throughs to ensure appropriate readiness for identified risks.

- **Fire Investigations**

- The fire chief is responsible for determining the cause and estimating the losses of all fires in the jurisdiction.
- Communicates with insurance companies and any local, state, or federal agencies.
- Participates in any court proceedings arising from fire investigations.
- Engages and collaborates with the Hennepin County Fire Investigation Team (HCFIT) and the State Fire Marshal Fire Investigation Team, as necessary.

- **Fire Relief Association**

- The fire chief serves as a municipal trustee on the Board of Trustees of the Osseo Fire Department Relief Association (OFDRA) and an active member of the OFDRA.
- Actively participates in the planning and analysis of the health of the pension program

administered by the OFDRA, working with stakeholders on the city council and city staff to ensure compliance and adequate funding.

- Works with the relief association leadership and other members to plan and execute fundraisers, as appropriate.
- Works with the relief association leadership, gambling manger, and membership to request and approve donations from the charitable gambling funds to support the mission of the fire department; works with city staff and elected officials to effectively manage donated funds and projects funded by relief association donations.

- **Strategy and Planning**

- In collaboration with city staff and elected officials, the fire chief is responsible for establishing a clear mission, vision, and values for the department.
- Responsible for establishing short, medium, and long-term goals for the department.
- Works with city staff, elected officials, and community members to develop the city's strategic plan, evaluate all options for achieving goals, and work impartially in the best interest of the community and tax-payers.

- **Emergency Management**

- The police chief serves as the Emergency Management Director for the City of Osseo. The fire chief works closely with the police chief, director of public works, city staff, elected officials, and the North Suburban Emergency Management Planning Group (NSEMPG) to develop, review, update, and implement the Emergency Operations Plan (EOP) for the city and the region.

- **Health and Wellness**

- The fire chief is responsible for developing policies, procedures, programs, and controls for mitigating the risks faced by firefighters with regard to cardiac health, mental health, and cancer risks.

- **Compliance**

- The fire chief is responsible for continuously evaluating and ensuring compliance with applicable standards published by relevant organizations including NFPA (National Fire Protection Association), OSHA (Occupational Safety and Health Administration), and MNOSHA.

- **Inter-Departmental Collaboration**

- Develops and maintains effective professional working relationships with:
 - City Council
 - Public Safety Advisory Committee
 - City Administrator
 - Community Management Coordinator
 - Admin staff
 - Finance Department

- Police Department
 - Public Works Department
- **Inter-Agency Collaboration**
 - Develops and maintains effective professional working relationships with relevant agencies including:
 - MN State Fire Marshal's Office (SFMO)
 - MN Board of Firefighter Training and Education (MBFTE)
 - MN Fire Service Certification Board (MFSCB)
 - MN Emergency Medical Services Regulatory Board (EMSRB)
 - MN State Fire Department Association (MSFDA)
 - MN State Fire Chiefs Association (MSFCA)
 - League of Minnesota Cities Insurance Trust (LMCIT)
 - MN Office of the State Auditor (OSA)
 - Verisk Public Protection Classification (PPC) program (formerly ISO)
 - North Suburban Emergency Management Planning Group (NSEMPG)
 - Hennepin County Fire Chiefs Association (HCFCA)
 - Hennepin County Fire Investigation Team (HCFIT)
 - Hennepin County Sheriff's Office Dispatch (HCSO)
 - North Memorial Ambulance Service (NMAS)
 - various mutual aid partners
 - Collaborates with partner agencies to achieve mutual goals, evaluate and consider all options for service delivery, and work impartially in the best interest of the community and tax-payers.
 - Develops and maintains effective professional working relationships with all mutual aid partners, regardless of history, size, service delivery model, etc.
- **Community Relations**
 - The fire chief represents the city and the fire department in public forums including in-person events, print and television news media, and social media, promoting a positive professional image and fostering collaboration and support from the community.
 - Listens to individuals and groups within the community, ensuring all voices are heard and represented in the mission, vision, and values of the department.
 - Develops and maintains effective professional working relationships with community groups including the Lions Club, American Legion, Boy Scouts, Girl Scouts, local schools, and more.
 - Coordinates the department's involvement in community events and parades.
- **Other Requirements**
 - Performs other duties as necessary or appropriate for the position.

Knowledge, Skills, and Abilities

To be successful in this role, the fire chief must possess a wide range of knowledge, skills, and abilities in order to perform all of the essential job functions.

- **Commitment to the Community**
 - Must have a strong commitment to the Osseo community, the fire department, and the broader fire service.
 - Ability to quickly learn the policies, procedures, practices, and unique characteristics of the city, the department, and the response area.
 - Be a thoughtful and visionary leader who can honor the history and culture of the department while charting a clear course for the future delivery of fire protection services in the city.

- **Domain Expertise**
 - Must have extensive knowledge of the principles and practices of fire prevention, inspection, suppression, and investigation.
 - Demonstrated ability to manage the complexities of fire department administration.
 - Knowledge of modern, evidence-based fire suppression strategies, tactics, and techniques.
 - Knowledge of and ability to effectively deploy modern firefighting apparatus and equipment.
 - Knowledge and skills of modern, evidence-based emergency medical response.
 - Experience with the unique characteristics and challenges of paid-on-call staffing models.
 - Knowledge of applicable ordinances, codes, statutes, rules, regulations, and standards.
 - Knowledge of inspection techniques, fire alarm systems, and fire suppression systems.
 - Ability to review building plans and interpret and enforce fire codes.

- **Leadership, Professionalism, and Inter-Personal Relationships**
 - The fire chief must conduct themselves in a professional, courteous, respectful, and inclusive manner at all times, representing the department and upholding the values of the community.
 - Must possess exceptional written and verbal communication skills.
 - Ability to lead by example with integrity, tact, diplomacy, and collaboration.
 - Ability to lead a group to achieve a common goal in both administrative and incident situations.
 - Ability to work independently to execute on individual tasks and extensive projects.
 - Ability to establish and maintain effective working relationships with a wide range of people and organizations including direct reports as well as internal and external stakeholders and partners.
 - Ability to effectively recruit, select, train, promote, and develop personnel.
 - Ability to develop and foster a culture of respect, collaboration, accountability, inclusion, and open communication.

- **Judgment**
 - The fire chief position demands the ability to exercise sound judgment and decisiveness while maintaining composure in a range of situations including administrative, operational, political, and under the pressure of dynamic emergency incidents.
 - Ability to continuously monitor a situation and adapt quickly to changing circumstances.
 - Ability to continuously evaluate risk versus reward in rapidly evolving incidents.

- **Administration**
 - The fire chief must have demonstrated proficiency in a wide range of administrative functions.
 - Ability to consistently produce high-quality, accurate work with an acute attention to detail.
 - Ability to set goals, manage time effectively, and deliver work by agreed-upon deadlines.
 - Ability to conduct in-depth quantitative and qualitative analysis of complex issues.
 - Ability to conceive, research, develop, implement, and administer projects and programs.
 - Ability to maintain a variety of records in a consistent, thorough, accurate, and accessible manner in a variety of formats and systems.
 - Ability to design, produce, and deliver a variety of reports in a clear and compelling manner.
 - Knowledge of and considerable skills with a wide range of technical software applications, including communication software; document, spreadsheet, and presentation software; file management and backup software; inventory, incident, and inspection records management software; Geographic Information System (GIS) software; and dispatch software.

- **Finance and Accounting**
 - The fire chief must have demonstrated financial, quantitative, and analytical aptitude to be able to effectively administer the department's finances.
 - Knowledge of basic bookkeeping concepts including budgets, revenues, operating expenses, capital expenditures, invoices, receipts, statements, accounts payable, accounts receivable, ledgers, and municipal fund accounting.

- **Training and Development**
 - As the leader of a team tasked with responding to a multitude of challenging and dangerous situations, the fire chief must possess the knowledge, ability, and drive to continuously learn, teach others, and develop new leaders.

How to Apply

To apply for the position, please submit a resume, cover letter, and employment application to City Administrator Riley Grams at rgrams@ci.osseo.mn.us.

Employment applications can be found online at <https://www.discoverosseo.com/i-want-to/apply-for/employment/>

Hiring Process and Schedule

Applications will be accepted from DAY, MONTH DATE until DAY, MONTH DATE at TIME.

The first round of interviews is expected to be conducted the week of MONTH DATE through MONTH DATE.

For a more detailed schedule of the planned hiring process, see <https://www.discoverosseo.com/i-want-to/apply-for/employment/>

For an information packet providing further information on the community and the department, see <https://www.discoverosseo.com/i-want-to/apply-for/employment/>

The City of Osseo is an equal opportunity employer. Qualified applicants are considered for all positions without regard to race, color, religion, sex, national origin, age, marital or veteran status, or the presence of a disability, or any other protected status under applicable federal, state or local law.



Osseo Fire Department

415 Central Ave

Osseo, MN 55369

(763) 424-5444

DiscoverOsseo.com/departments/fire

Fire Chief, City of Osseo Information Packet

Established in 1915, the Osseo Fire Department is one of the longest-operating departments in the Twin Cities metro area. We're a paid-on-call department a rich tradition of service, strong ties with the community, and great working relationships with our mutual aid partners.

Calls

The Osseo Fire Department responds to 350 calls per year with 60% EMS, 20% fire, and 20% mutual aid calls.

Services

We are trained and equipped for a range of responses including fire suppression, emergency medical response, hazardous materials response, vehicle extrication, active shooter / hostile event response, and all-hazards disaster response. The department also conducts fire inspections, fire safety public education, and multiple community events.



Staff

The Fire Chief operates under the direction of the City Administrator and manages a staff consisting of 30 paid-on-call firefighters, one part-time fire inspector, and one part-time administrative assistant. Within the 30 POC firefighters, we have 1 Assistant Chief, 2 Captains, and 4 Lieutenants.

Jurisdiction, Response Area, and Target Hazards

Our jurisdiction consists of the city limits of the City of Osseo, a statutory city in northern Hennepin County. While the total land area is only 0.74 square miles, the city has a population of 2,688, giving it a density of 3,623 people per square mile, which puts it well into the NFPA's definition of an Urban Area. Future redevelopment will likely continue to increase the city's population density.

The city is home to 3 facilities that provide assisted living and/or skilled nursing services, 4 senior-living facilities, and 11 apartment buildings/complexes; a high school, middle school, education center, and

ice arena; 2 churches, 9 restaurants, a theater, and 2 gas stations; a central business district, 2 highway commercial districts, and an industrial district – home to well over 100 businesses.

The Osseo Fire Department conducts regular inspections of commercial occupancies and target hazards in the jurisdiction.

Facilities and Apparatus

We have one station housing 4 apparatus: 1 engine, 1 tanker/pumper, 1 rescue vehicle, and 1 utility pick-up. Additionally, we have our original, restored 1929 REO Speedwagon fire truck.

Equipment

Osseo firefighters are equipped with Globe turnout gear and MSA G1 SCBA with 45-minute, 4500 PSI cylinders. We have a new set of Holmatro Pentheon battery-powered extrication tools and a set of TNT hydraulic extrication tools. We have a new battery-powered 3rd-generation LUCAS device and a 1st-generation pneumatic-powered LUCAS device.

Dispatch, Response Partners, and Mutual Aid

The Osseo Fire Department is dispatched by the Hennepin County Sheriff's Office dispatch center.

We have strong working relationships with the Osseo Police Department and North Memorial Ambulance Service, with whom we respond to most EMS calls.

We have box alarms configured in the CAD system for all major incident types including auto aid for structure fires, explosions, and hazardous materials incidents. We are paged to incidents with many mutual aid partners in the region, both as auto aid and mutual aid.



Associations and Partner Agencies

The Osseo Fire Department maintains active membership in the Hennepin County Fire Chiefs Association, the MN State Fire Chiefs Association, and the MN State Fire Department Association. We work hard to stay current with and be good partner to many agencies including the MN State Fire Marshal's Office, MN Board of Firefighter Training and Education, MN Fire Service Certification Board, MN Emergency Medical Services Regulatory Board, MN Office of the State Auditor, North Suburban Emergency Management Planning Group, and more.

Training

Osseo firefighters are all trained to the following minimum level:

- **Firefighter I and II**
 - with MFSCB certification meeting NFPA 1001 Standards
- **Hazardous Material Operations**
 - with MFSCB certification meeting NFPA 472 Standards
- **Emergency Medical Responder (EMR)**
 - with MN-EMS RB (MN Emergency Medical Services Regulatory Board) certification

We train in the evening for 2-3 hours 2-3 times per month, generally on the 1st and 3rd Thursdays of the month.

Meetings

The department conducts a monthly staff meeting on the second Thursday of the month at 7:30 with relief association meetings prior.



Relief Association

Members of the Osseo Fire Department are also members of the Osseo Fire Department Relief Association, which administers the department's defined-benefit pension plan, operates charitable gambling, and conducts community events and fundraisers.

The charitable gambling operations generate over \$100,000 in donations every year, which support a variety of causes in the community as well as helping to fund fire department apparatus and equipment.

Events

The department hosts or participates in a number of community events each year, including the Annual Firefighter's Dance, Fire Safety Calendar, Steak Fry, Easter Egg Hunt, Night to Unite, Lion's Roar Parade, Halloween Parade, and Minidazzle.

History

The Osseo Fire Department was established in 1915, making it one of the oldest fire departments in the area. For many years, Osseo was the largest commercial and population center between Robbinsdale and Anoka, with the fire department helping to covering hundreds of square miles of land that now constitutes the suburbs of Maple Grove, Brooklyn Park, Brooklyn Center, Champlin, Dayton, Rogers, Corcoran, Medina, Plymouth, and more.

The fire department has operated continuously since that time, evolving and adapting to the many changes in the community, the region, and the emergency services industry.

About the Fire Chief Position

The community has been well-served by part-time, paid-on-call fire chiefs for many years. But as the needs of the community change, as the emergency services industry evolves, and as recruiting, retention, training, and development efforts consume ever more time and energy, we have determined that it is time to hire a full-time fire chief in order to maintain the desired levels of service and compliance while managing risk and liability effectively.

The incoming chief will have a solid foundation upon which to build, while having a number of engaging challenges, projects, and initiatives to tackle. The city is excited to work with this new chief to help build the future of the Osseo Fire Department.



Osseo Fire Department
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DiscoverOsseo.com/departments/fire

Fire Chief Hiring Schedule 2024

all dates approximate and subject to change

Start	End	Item
Jan 1	Jan 31	Accepting Applications
Feb 1	Feb 15	Review Applications
Feb 16	Feb 20	Schedule Interviews
Feb 21	Feb 29	First Round of Interviews
		Background & Reference Checks
		Second Round of Interviews
		Firefighter Presentations / Meet & Greet
		Third Round of Interviews
		Candidate Selected (Pending Contingencies)
		Health Screening, Physical Ability Test, Psychological Evaluation
		Approved by City Council
		Anticipated Start Date

July 23, 2024

Mayor and Osseo Councilmembers,

I'm writing this letter to you today to help you to understand the responsibilities, functions and contributions of the Osseo Fire Department to the City of Osseo. We as a fire department are a large family dedicated to the preservation of life and property here in the City of Osseo. We put our lives on the line for every call we receive and are dedicated to giving back to the community in any way we can. I want to make you aware of the efforts to give back to the city through our charitable gambling association. We donate money to those individuals and groups in need of financial support. We were able to fund the purchase of our new fire truck and other needed fire equipment in addition to donating to community events that bring the town of Osseo together (i.e. National Night Out, Lions Roar, Movies in the Park, Hanging Flower baskets). We also completely fund and manage the Easter Egg Hunt and the Mini Dazzle each year.

As our fire department has continued to evolve, with the addition of a signed contract with Brooklyn Park for Auto Aid/Mutual Aid as well as the verbal agreements with other neighboring communities we have seen the continued growth in members of our fire department and it is apparent to me that it is now necessary to have a full time Fire Chief. The growing responsibilities, the ever growing number of firefighters and the ongoing needs to keep the Fire Department moving forward with the demands/needs for updated equipment, training, and community service in fire prevention, with increased daytime fire calls/medicals dictate the oversight of a dedicated, full time Chief. Someone who can respond to calls during weekday working hours, who can be available in town after hours for major incidents and be available to any citizens that would have questions or concerns that a full time on site Fire Chief could address.

I have continued to grow the department after losing many seasoned and valued members of our fire department. We currently stand at 25 members after getting down to 15 firefighters. I will continue to push for needed departmental equipment, training, and updated facilities. As many of you know, I make every attempt to attend council work sessions, council meetings and make time to meet with any of you upon request. You need to revisit this idea of having a full time Fire Chief and make an immediate decision. The last council work session on this topic was a year ago on July 24, 2023. Several citizens in Osseo have also brought up during council meetings asking for the status of the

already budgeted full time Fire Chief position. It's time to make a decision to move the process forward.

I want to remind you of my background as a 27 year firefighting veteran with the City of Maple Grove in which I held many positions. In addition to being a Firefighter, I also held many other positions such as Fire Investigator, Restaurant Hood Inspector, Lieutenant, Fire Explorer Advisor, SCBA Technician Coordinator, Vice President of Maple Grove Fire Relief and longtime member of the Relief Association make me a qualified candidate. I have 13 years as a firefighter in the Osseo Fire Department and as a Lieutenant and Captain. I have been the Interim Fire Chief since September 2023. My responsibilities and desires to continue to evolve and improve the Osseo Fire Department are my number one priority but to continue to give the department my undivided focus and attention I cannot just continue in a part time capacity.

For your convenience I have attached the packet that was created a year ago detailing how a full time Fire Chief would be an asset to the City of Osseo. To refresh your memory I encourage you to review it. We as a fire department are a dedicated and essential part of the makeup of the City of Osseo. Help us to grow to our full potential.

In service,

Mike Cogswell
Interim Fire Chief
City of Osseo