

FOND DU LAC EST. 1848 FIRE / RESCUE



2015-2019 STRATEGIC PLAN



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Introduction

Fond du Lac Fire Rescue (FDLFR) provides fire suppression, emergency medical services, basic and technical rescue, hazardous materials mitigation, fire prevention, fire inspection and investigation, public education, and domestic preparedness planning and response to the City of Fond du Lac. The FDLFR is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the agency's path into the future via a "Community-Driven Strategic Plan" with the intent of meeting the goals of the FDLFR. The following strategic plan was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual* 8th Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the Community-Driven Strategic Planning process to go beyond just the development of a document. It challenged the membership of the FDLFR to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." Furthermore, it provided the membership with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the agency's external and internal stakeholders' groups performed an outstanding job in committing to this important project and remain committed to the document's completion.

This strategic plan, with its foundation based in community and membership input, revisits the agency's pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for justifiable and sustainable future.



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Organizational Background

In 1835, the City of Fond du Lac was born and by January 1836, came into possession of 3,705 acres of land, all of which now lies within the confines of the city of Fond du Lac. In November of that same year, the City's leadership led by James Duane Doty, president, surveyed and laid out a village, the name of which was designated as the Town of Fond du Lac. The name is French for 'foot of the lake' named as such because of its location at the bottom or south end of Lake Winnebago.



The City's fire department was founded in March of 1848. In the following year, the City of Fond du Lac purchased buckets, hooks and ladders and a bucket brigade was formed. After five years of operating, the bucket brigade purchased and put into service the first hand operated pump, establishing the first organized fire company, named the Washington Volunteer Company. The company had a staffing level that reached a maximum of 50 personnel. Two additional companies were formed in 1857, those being the Fountain City Company #2 and the Aetna Fire Company #5. In the next decade, two additional companies formed to complete the City of Fond du Lac Volunteer Departments. These fire companies provided fire protection services until 1877 when they decided to disband due to friction amongst various company members. A year later, the first career department was organized into four stations with paid members. In 1934, 33 members of the Fond du Lac Fire Department were organized by the International Association of Fire Fighters and became Local 400.



Fond du Lac Lighthouse

Since those formative years, the department has grown with the community to include the current 67 members serving the City of Fond du Lac. Today's Fond du Lac Fire/Rescue delivers emergency medical transport, fire suppression, technical rescue, hazardous materials mitigation, fire prevention, domestic preparedness, fire/EMS safety education, and fire investigation programs from three strategically located stations to an estimated population of 43,000 (2010 U.S. Census), including an estimated daytime population of nearly 66,000.





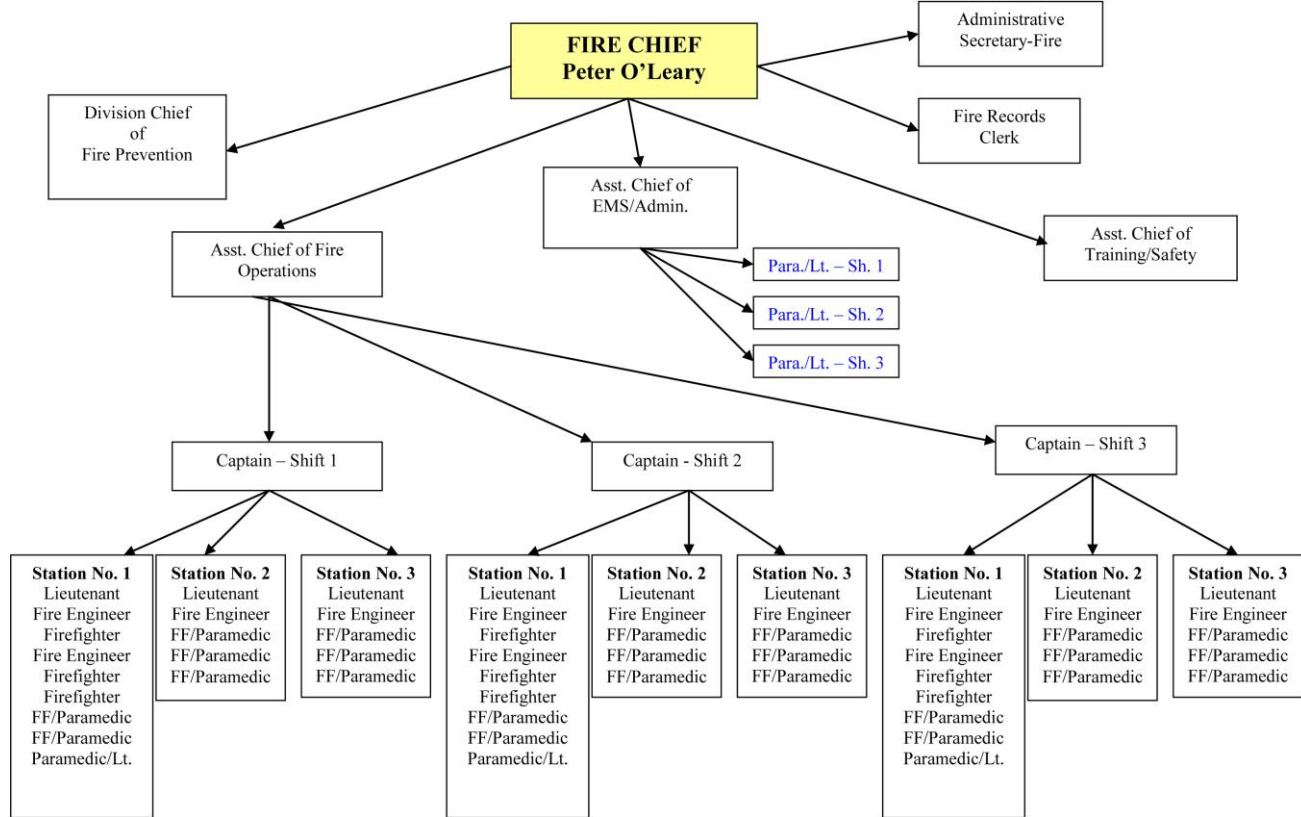
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Organizational Structure



CITY OF FOND DU LAC
Fire Department

APRIL 2013



Paramedic/Lt.'s are included in St. 1 personnel counts.



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Definition of a Community-Driven Strategic Plan

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policymakers, and staff to develop ways to be more effective and more efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer resources. To work more efficiently with available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not serve the community.

To ensure that community needs were incorporated, the Community-Driven Strategic Planning process was used to develop this strategic plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort.

What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

"What we have to do today is to be ready for an uncertain tomorrow."

Peter F. Drucker,
Professor of Social Science
and Management

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic, with new information from community members, like-providers, and life changes factored in appropriately.

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining community focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality products and services to the public through better, more efficient and less expensive programs.



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Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are, indeed, delivering on the promises made in their strategic plans. Goodstein, Nolan, & Pfeiffer define strategic planning as

a continuous and systematic process

where the guiding members of an organization make decisions about its future,

develop the necessary procedures and operations to achieve that future, and

*determine how success is to be measured.*¹

The U.S. Federal Consortium Benchmarking Study Team goes on to explain that to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

¹ Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*



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Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that

*maintains a focus on the needs and expectations, both spoken and unspoken,
of customers, both present and future,
in the creation and/or improvement of the product or service provided.²*

Again, it will be useful to use the U.S. Federal Consortium Benchmarking Study Team's definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a "To Do List" or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

² Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*



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The Community-Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the programs provided to the community.
2. Establish the community's service program priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization.
5. Identify the aspects of the organization that the community views positively.
6. Revise the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
7. Revise the Values of the organization's membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Identify the organization's critical issues.
13. Identify the organization's service gaps.
14. Determine strategic initiatives for organizational improvement.
15. Establish realistic goals and objectives for each initiative.
16. Identify implementation tasks for the accomplishment of each objective.
17. Determine the Vision of the future.
18. Develop organizational and community commitment to accomplishing the plan.



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Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges Fond du Lac Fire Rescue’s external and internal stakeholders for their participation and input into the Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief O’Leary for his leadership and commitment to this process.

Development of FDLFR’s strategic plan took place in November 2014, during which time representatives from the CPSE and FDLFR held an open meeting where members of the public, or external stakeholders, were invited. Input received from the meeting revolved around community expectations, concerns, and other comments about the agency. The agency and the CPSE expresses a special ‘thank you’ to community members who contributed to the creation of this strategic plan, as it was truly a team effort. Those present at this meeting were as follows:

Table 1: Fond du Lac Fire/Rescue’s External Stakeholders

<i>Stacy Behnke</i>	<i>Jim Brace</i>	<i>Lori Cardinal</i>	<i>Jayce Commo</i>
<i>Shauna Frohrip</i>	<i>John Gormican</i>	<i>Amy Hansen</i>	<i>Dee Harmsen</i>
<i>Tom Herre</i>	<i>Reverend Steve Huff</i>	<i>Dr. Nathan Larsen</i>	<i>Jerry Lauby</i>
<i>Barbara Lucas</i>	<i>Lesley Manowske</i>	<i>Karel Moore</i>	<i>Charlotte Nelson</i>
<i>Kelly Norton</i>	<i>Paul Wm. Osterholm</i>	<i>Christine Schiek</i>	<i>Jim Sebert</i>
<i>Jim Sutton</i>	<i>Terry Trent</i>	<i>Jack Twohlg</i>	<i>Dave Whealon</i>



Picture 1 External Stakeholders Work Session



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Community Group Findings

A key element of FDLFR’s organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Therefore, the agency invited community representatives to participate in a meeting focusing on the community’s needs and expectations of the agency. Discussion centered on the present service programs provided and on priorities for the future.

Community Priorities

In order to dedicate time, energy, and resources on services most desired by its community, FDLFR needs to understand what the customers consider to be their priorities. The external stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison.

Table 2: Community Service Program Priorities of Fond du Lac Fire/Rescue

PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	129
Fire Suppression	2	106
Rescue – Basic and Technical	3	98
Hazardous Material Mitigation	4	64
Fire Prevention	5	44
Domestic Preparedness Planning and Response	6	43
Public Fire / EMS Safety Education	7	42
Fire Investigation	8	29



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Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed. Following are the expectations of the community's external stakeholders:

**Table 3: Community Expectations of Fond du Lac Fire/Rescue
(verbatim, in priority order)**

1. Quick and timely response to emergency calls.
2. Professional attitude and behavior.
3. Well trained staff.
4. Have available all necessary up to date equipment and supplies to do the job.
5. Communications with public.
6. Highly skilled and competency in the services provided.
7. Positive relationship with the community.
8. Fiscal responsibility.
9. Up to date with emergency procedures.
10. Community outreach and education.
11. Effective team effort.
12. All employees set an example of due diligence, good morals, and keep union activity out of work life.
13. Able to respond 24/7; 365 in all conditions.
14. Professionally qualified.
15. Collaborative with Fond du Lac City team and institutions.
16. Excellence in EMS – highly trained and skilled.
17. Confidence.
18. Proper budgets.
19. Continuously improve public safety through public education.
20. Calm under pressure.
21. Continuous upgrade of equipment without giving away the farm.
22. Respond to fire calls with appropriate resources.
23. Utilize response and back up from other services.
24. Be friendly.
25. Maintain confidentiality.
26. Educate the community and schools on safety of self and others.
27. Have enough staff for a high fire suppression capability.
28. In control.



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- | |
|--|
| 29. Out in the community. |
| 30. Do not purchase what you do not really need. |
| 31. Have proper equipment and vehicles for a high fire suppression capability. |
| 32. Work with local PD and county health for emergency preparedness. |
| 33. Community mindedness. |
| 34. Open communication with property representatives. |
| 35. Caring. |
| 36. Compassionate. |
| 37. Leadership on the department. |
| 38. Be available to answer the citizens of the community. |
| 39. Getting the word out on fire prevention. |
| 40. Look ahead, and purchase equipment that supports mutual aid. |
| 41. More exposure to the press on what you are doing. |
| 42. Furnished with adequate funding to do the job. |
| 43. To present themselves with outmost sincerity and manners. |
| 44. Be public spirited as city employees. |
| 45. Aggressive fire prevention programs for children, elderly, apartment dwellers in condos. |
| 46. Agency cooperation in planning and preparedness. |
| 47. Leadership on and off the shifts. |



Picture 2 External Stakeholders Work Session



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Areas of Community Concern

The Community-Driven Strategic Planning Process would be incomplete without an expression from the community regarding concerns about the agency. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

**Table 4: Areas of Community Concern about Fond du Lac Fire/Rescue
(verbatim, in no particular order)**

• In general personnel are friendly when responding to calls but a few come in with an arrogant attitude and act as if we are putting them out to respond to our call.
• At times response times can be close to 15 plus minutes even though there is a station close by. Would like to be notified if response times will be more than 10-12 minutes for an emergency.
• My contacts with the fire department through the years has been very positive.
• My only concern with the department is having sufficient resources – material, people, and education to maintain a high level of readiness.
• Fire station response time / location. As the city grows outward do we have fire house within 5-10 minute response time.
• Training – are they being trained to keep up w/ future equipment / meds / technology.
• Cost of delivery (tax dollars).
• Future firefighters – are they being developed into this career.
• Home life (?) Quality of life issues!
• Leadership
• Training opportunities within department.
• Budgets
• Enough staff.
• Do they have the proper amount of staff as compared to management?
• Is the morale as high as it could be.
• Do they work well with other jurisdictions (police)?
• Duplication of resources.
• Coverage area, could the FDLFD increase service area to cover the surrounding communities (mainly Town of FDL) to improve both medical and fire suppression needs? Many places will get help quicker from FDLFD.
• To make sure we have the best and brightest.
• We need to be investing in the training of staff in order to retain good people.
• Anytime a member of the department is in the news for bad behavior, it erodes the public confidence for the entire organization. This cannot happen.





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• Do they feel they have all the tools necessary to do their job well and safe.
• Do they have enough manpower – having a good balance between off duty time and on duty?
• Union wants more say – NO
• Current officers are good.
• Hold current level of manpower.
• Does it take 4 people and 2 trucks to get groceries?
• Appropriate training and equipment for tactical response (EMS).
• All fire department providers are also trained as paramedics – however – only function as EMT basic. They are being underutilized.
• I am unaware of the extent of hazmat training and incident command training they receive.
• Having adequate EMS coverage in the city while taking inter-facility (i.e. hospital) transports to Milwaukee.
• Budget
• Cost of equipment.
• Training
• I honestly cannot think of any!
• Fully staffed
• Fully educated
• Cultural sensitivities as the situation can dictate safety.
• Compassion when there is time.
• Working with dementia patients.
• Alignment of principles among department – appears there may be some conflicts in direction.
• Full utilization of everyone’s strengths. Have seen this done very well, but keep developing the team through participation and empowerment.
• Customer service – seems to be improving, good to have this exercise and actively seeking input from the community.
• Being able to work with all business owners in fire prevention codes regulations etc.
• Union dominated.
• Inability to consolidate duplicated services with surrounding communities.
• Too often seen as an organization separate from the city organization.
• Use of scare tactics in furthering department causes.
• None



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- Love our F.D.!
- Always strive for excellence of service, both fire response and rescue.
- All staff should be given opportunities for further training and performance evaluations.
- Update work policies to include, e-cigarettes, cell phones, texting and other modern distractions.
- Superiors should review the personnel policy at least every 2 years and update as necessary.
- If a fire department has internal conflict there will be a negative impact on the community.
- You operate in a fish bowl – community sees and hears what you do – no continuous internal conflict can be tolerated (I'm speaking in general terms).
- Are we equipped (from an EMT standpoint) to deal w/ local drug abuse response issues.
- There is a lack of communication (when they are called to a big event) to the hospital, they used to let us know if they were going out to a potential significant scene – this no longer occurs.
- Do we need to have all the fire trucks manned 24/7? If so – this should be explained to tax payers? Paid on calls for 1 house might be more cost productive.
- The structure for those retiring in the future seems wrong. It is based on the last several years so many of them work mega hours the last few years so as to pad their retirement.



Picture 3 External Stakeholders Work Session





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Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community’s view on the agency’s strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

**Table 5: Positive Community Comments about Fond du Lac Fire/Rescue
(verbatim, in no particular order)**

• Try to have a presence in the community at community events.
• Responsive to feedback when I have called with a concern.
• Work well providing support to other agencies.
• Belief in being proactive in educating the community.
• Professionalism
• Friendliness
• Great team work.
• Everyday heroes.
• Volunteering in the community.
• Helping non-profits.
• Image (of being physically fit and clean cut).
• Open houses.
• Department is being seen in the community more.
• Outside leadership for new ideas.
• Image of professionalism.
• Volunteering time to other agencies.
• Generally any contact with the fire crews is very positive.
• Well trained.
• Industry leader in the use of social media to inform, educate, and solicit dialogue with citizens.
• FDLFD crew is exceptional, well trained and do an outstanding job in the field. This type of marketing to the public is vital.
• I personally have the impression that the management and members of the department have a good level of respect from the community.
• EMS teams are outstanding, very professional.
• All the firefighters I have come in contact with are polite and considerate.
• Firefighters look to be in good shape and enjoy doing their job.



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- Good department.
- Looks like good equipment.
- Do good inspections.
- FDL Fire and EMS are top notch and are excellent providers.
- Have made great improvements over the past 5 years w/ working with other services (i.e. MABAS).
- Professional and engaging with the customer when a call occurs. Excellent.
- Respectful – recognize need for input at scene.
- Scene communication and use of resources at the scene.
- Trained and knowledgeable.
- Public image, visible in a positive way for education, prevention and service.
- Very good personnel to work with, they conduct every member as if they are a family member.
- The EMS group / personnel are fantastic to work with from personal experience.
- Fire department personnel are great to work with.
- Very respectful and kind.
- Willing to work with other agencies is positive.
- Keep up the great work.
- Ultra strong EMS performance.
- Highly trained and accomplished.
- Strong public education programs.
- Quality and character of personnel.
- Dedicated leadership.
- Community involvement.
- Willingness to assist smaller departments.
- Being a leader in Fire / EMS.
- I find our FD to be “very out there” in the media. This exposure in the media is also in social media. I feel the media exposure, TV, print, and social, is doing a lot to help keep the public aware of safety concerns.
- Excellent staff to work with – very responsive to any concerns – (except for the need to call hospital for big incidents).
- They work as a team – very thorough.
- Contact / structure of command is helpful.
- When an issue is identified, I feel confident that it is addressed with those individuals.



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- Chief O’Leary has done an incredible job of keeping the department visible – social media, local news, etc.
- Our fire department seems to be everywhere all of the time – as a taxpayer, this important.
- I feel there is good leadership.
- Fire department has great community presence.
- I believe we have a very professional and caring department.
- The amount of training the department conducts is truly incredible.
- I believe the department is respected in our community.
- Every fireman and rescue staff I have been involved with has been very professional and showed me compassion on my loss and injury.
- I feel our buildings are well kept externally. They are to be complimented on the landscaping.
- Older citizens feel that if they call with a question they are a bother. Could help line be available to answer questions, such as how do I check my fire alarms? How do I get my landlord to install fire alarms?
- Quick (3 minute) response time to a fire I witnessed this year.
- The teamwork I witnessed amongst responders.
- The efficiency with which the fire was extinguished.



Picture 4 External Stakeholders Work Session





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Other Thoughts and Comments

The Community was asked to share any other comments they had about FDLFR or its services. The following written comments were received:

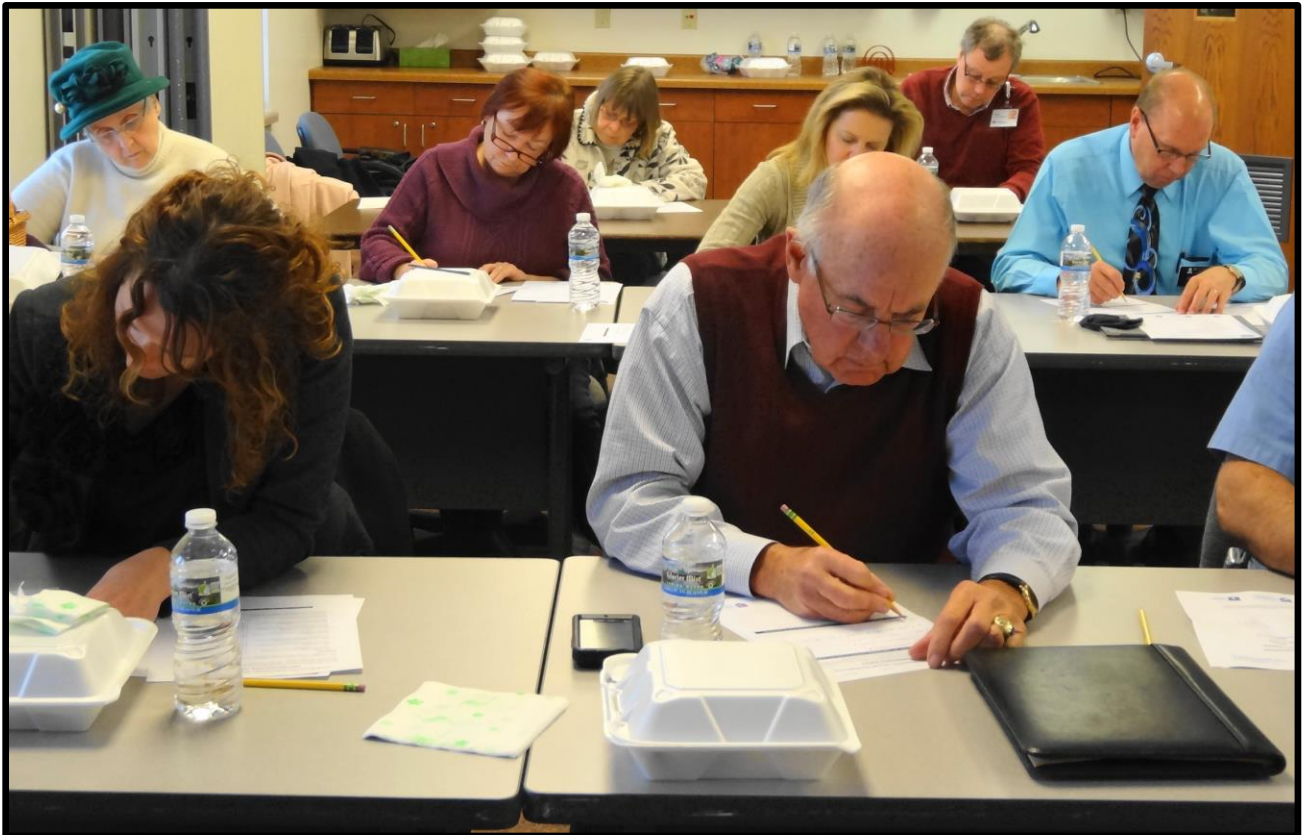
**Table 6: Other Community Comments about Fond du Lac Fire/Rescue
(verbatim, in no particular order)**

• Would like to see better partnership with local agencies for search and rescue.
• They are awesome and appreciated even if not told.
• I would love to see public relations (PR) in local newspapers of faces of the firefighters and their families.
• Thank you for all you do in our community.
• God bless.
• Very pleased the department is seeking accreditation.
• Passing the boot campaign while on the payroll has always seemed odd to me.
• Excellent
• Just tweak here and there.
• I believe the chief and his leadership team are doing an outstanding job running a first class fire rescue squad here in FDL.
• Concerned that the city/department does not have an inventory of property owner contact numbers, building blueprints, and email database. If we had a widespread emergency, the public would be up in arms that these informational pieces were not in place.
• Fantastic department to work with, both through my organization and as a citizen of Fond du Lac.
• Very proud of my community's fire department.
• I am full of admiration for the FDL Fire Department.
• This was very nice to be invited to participate in this activity.
• The lunch was great, thank you.
• Appreciate all the community outreach the department does.
• Deb Pinnow Can never leave! She is great.
• Wonder if there is concern in supporting smaller surrounding volunteer agencies who may be struggling to add resources (people) to their departments. Seems like those agencies may need more support in the future.
• Duplication of services and redundancy of equipment with surrounding communities continues to be problematic given budget realities.
• This department has been a pleasure to work with, the personnel are very respectful and are willing to help in any manner.



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- Great exercise to go through and enhance department direction and performance.
- High level of professionalism, appreciate the proactive approach.
- Care for the dementia patient is so important, hallucinations are common and the individual can be very frightened. In my late husband's case – EMS and firefighters were very professional and kind. As a retired fire captain, they treated him as the brother he was. It brings to mind the dementia patients and the various ways they can respond.



Picture 5 External Stakeholders Work Session





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Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the agency’s approach to Community-Driven Strategic Planning, with focus on FDLFR’s Mission, Values, Core Programs and Support Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad agency representation in attendance, as named and pictured below.

Table 7: Fond du Lac Fire/Rescue’s Internal Stakeholders

Steve Bebow <i>Fire Engineer</i>	Steve Beer <i>Assistant Chief of Operations</i>	Chris Behnke <i>Fire Engineer</i>	
Luanne Bridenbaugh <i>Administrative Secretary</i>	Randy Cunzenheim <i>Assistant Chief of Training/Safety</i>	Nick Czaja <i>Firefighter/Paramedic</i>	
Erick Gerritson <i>Captain</i>	John Goldapske <i>Fire Lieutenant</i>	Troy Haase <i>Division Chief of Fire Prevention</i>	
Todd Janquart <i>Assistant Chief of EMS</i>	Peter O’Leary <i>Fire Chief</i>	Jason Roberts <i>Firefighter/Paramedic</i>	
Garth Schumacher <i>Captain</i>	Phil Seibel <i>Firefighter/Paramedic</i>	Jim Wamser <i>Fire Lieutenant</i>	Larry Wunsch <i>Captain</i>



Picture 6 Internal Stakeholders



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Mission

The purpose of the Mission is to answer the questions:

- Who are we? • Why do we exist? • What do we do? • Why do we do it? • For whom?

A work group of FDLFR's internal stakeholders met to review the existing Mission and collectively agreed to the following.

Table 8: Mission of Fond du Lac Fire/Rescue

Fond du Lac Fire/Rescue will provide timely and effective response to all emergencies and programs as a professional and highly skilled organization for the welfare of the community.

Values

Establishing values and associated statements embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. FDLFR internal stakeholders agreed to the following revised values.

Table 9: Values of Fond du Lac Fire/Rescue

We, the members of Fond du Lac Fire/Rescue, recognize that our community is the reason for our existence. We value and take pride in the trust and faith placed upon us and maintaining transparency in all endeavors.

We strive for professionalism in everything we do; and value honesty, integrity, open communication and embrace diversity.

We value the well-being of our membership by providing quality education and training. We strive for continuous improvement realizing the safety of our members and the community is paramount to our success.

We respect our traditions remaining open to change in order to meet future challenges while maintaining fiscal responsibility.

SERVICE VALUES MOTTO

DUTY – HONOR – PRIDE – TRADITION

The Mission and Values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up Fond du Lac Fire/Rescue are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.



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Programs and Services

FDLFR internal stakeholders identified the following core programs provided to the community, as well as the services that enable the agency to deliver those programs:

Table 10: Core Programs of Fond du Lac Fire/Rescue

• Emergency Medical Services	• Fire Suppression
• Rescue – Basic and Technical	• Hazardous Materials Mitigation
• Fire Prevention	• Domestic Preparedness Planning/Response
• Fire Investigation	• Public Fire/EMS Safety Education

Table 11: Support Services of Fond du Lac Fire/Rescue

• Training	• Health and Wellness
• Inspections	• Education
• Law Enforcement	• Dispatch
• Emergency Management	• Public Health
• Public Works	• Finance Department - Comptroller
• Police/Fire Commission	• Private Haz-Mat Companies
• EMS Medical Billing	• Department of Natural Resources
• Vendors	• City Building Department
• County EMS Association	• County Fire Chiefs Association
• Gas Utility	• Electric Utility
• Water Utility	• Information Technology Department
• Medical Director	• Medical Air Transport (Flight for Life)
• HR/Legal	• MABAS (Mutual Aid Box Alarm System)
• State EMS Director	• City Council
• School District	• Social Services
• American Red Cross	• Civic Organizations
• Technical College	• ATF and Department of Criminal Investigation (DCI)
• Homeland Security	• County Board
• Clerical (Staff)	• Railroad (Canadian National)
• Private Industry	• Business Support



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S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an agency candidly identify its positive and less-than-desirable attributes. FDLFR participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time. Through a consensus process, the internal stakeholders identified the strengths of FDLFR as follows:

Table 12: Strengths of Fond du Lac Fire/Rescue

Our members	Programs
Our response	ALS
Equipment and vehicles	Buildings
Inside and outside relationships	Technology
Protocols	Organizational structure
Social media and Media	Community involvement
Mutual aid structure	Supportive City Manager
Supportive community	Training
Education standards	Health and wellness
Contemporary practices	Fiscal responsibility
Communication	Emergency incident safety
Labor Management	Accreditation
Data analysis	Tech rescue
CO Program	House Lockout Program
Lift Assist Program	YFIP (Youth Fire Intervention Program)
Inter-facility Transfer Program	Home Fire Inspection Program
Survive Alive Program	Talks, Tours, Open Houses
Inspection Technology	Halloween Safety Program
Back to School Safety Program	Special Event Standbys



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National Night Out Program	Parades
Fundraising – Brat Fry, Fill the Boot	Media Day
Teleconferencing	EMS & Fire Internship Program
EMS Ridealongs	Recognition Program
ICS development	School Safety
Smoke Detector & Battery Replacement Program	
Youth Leadership & Leadership Fond du Lac	
Incident Accountability (Fire Ground Passport)	



Picture 7 Internal Stakeholders Work Session

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization’s overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the internal stakeholders as weaknesses:



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Table 13: Weaknesses of Fond du Lac Fire/Rescue

Communication	Allocation of funding
Lack of a quality training facility	Time management – competing priorities
Financial restraints	Dispatch inconsistency
Resistance to change	Union/Management
Professional development	Outside training opportunities (funding)
Reliance on computer aided training	Staffing and callback
Technology – MDC/Toughbook	Social interaction – Internal relationships
Lack of pride, duty and/or honor with some members	Underutilization of EMS skills and/or certifications
Daily staffing	Turnout times
Lack of hands-on training	Station location(s)
Station alerting	Radio communications hardware
Negative attitudes	Communications
EMS prevention	Lack of organizational ownership initiatives
Lack of “structured” career (officer) development program	



Picture 8 Internal Stakeholders Work Session



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Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

Table 14: Opportunities for Fond du Lac Fire/Rescue

Outside partnerships (MABAS & County Chiefs)	Critical Care EMS
Expansion of inter-facility transfer program	Consolidation
NFA training opportunities	Tactical EMS
Community Paramedic (EMS home visits)	Grant opportunities
Haz-Mat educational opportunities through WEM (Wisconsin Emergency Management)	Training facility with outside partners
	Community/Corporate CPR training
Expansion of partnership with ADRC (Aging Disability Resource Center) and Social Services	Partnership with technical college(s)
	Accreditation process
Additional EMS/Fire territory	Community partnerships
Technical rescue contracts	Blood pressure screenings
Senior Center Education (Fire Line Delivery)	School education
Get well cards	Education on billing
Utilization of programs/curriculum for mentoring in-house personnel (acting)	Customer service feedback instruments
Utilization of technology	Fire Line delivery
Politics	Partnership with K-12 schools



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Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders were as follows:

Table 15: Threats to Fond du Lac Fire/Rescue

Budget cuts	EMS/Fire competition – Private sector
Programs Underfunded	Rumor control
Politics	Loss of EMS territory
Negative public perception	Loss of public trust
Expansion of Act 10	Healthcare
Natural Disasters	Violence – Change in culture/society
Litigation	Public Safety Officer (PD-Fire-EMS)
Rapid changes in technology	Single hospital system
Medicare reimbursement	Infectious diseases
Unfunded mandates	



Picture 9 Internal Stakeholders Work Session



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Critical Issues and Service Gaps

After reviewing FDLFR’s core programs and support services, and identifying internal strengths and weaknesses along with external opportunities and threats, the internal stakeholders identified their primary critical issues and service gaps as the foundation for the development of goals and objectives in order to meet their future vision.

Table 16: Critical Issues and Service Gap Issues Identified

Communication	Organizational Culture
Technology	Training/Safety
Fleet Purchases/Maintenance	External Relationships
Response Time Effectiveness	Work Force Planning
Dispatch Services	Accountability



Picture 10 Internal Stakeholders Work Session



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Strategic Initiatives

Having reviewed the agency’s critical issues and service gaps, the following strategic initiatives were identified to guide the agency in establishing the goals and objectives.

Table 17: Strategic Initiatives of Fond du Lac Fire/Rescue

Workforce Planning	Training & Safety
Organizational Culture	Communications
External Relations	Physical Resources & Maintenance
International Accreditation	

Goals and Objectives

The Community-Driven Strategic Planning Process, to this point, has dealt with establishing the Mission, Values, S.W.O.T., Critical Issues and Service Gaps, and Strategic Initiatives of FDLFR. In order to achieve the mission of FDLFR, realistic goals and objectives must be established to enhance strengths, address identified weaknesses, provide individual members with clear direction, and address the concerns of the community. The internal stakeholders met for several hours to complete this critical phase of the planning process.

The internal stakeholders set timelines for completion of objectives supporting the goals. Leadership of FDLFR should establish work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change. Once the work groups are established and have had the opportunity to meet and review the goals and objectives, they should report back to FDLFR leadership with a plan on how the goals are to be achieved.

“If you don’t keep score, you’re only practicing.”
 Vince Lombardi,
 American Football Coach and Motivator

As goals and objectives are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now become the focus of the efforts of the agency. By following these goals and objectives carefully, the agency can be directed into its desired future while having reduced the obstacles and distractions along the way.



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Goal 1 Establish and implement a Work Force Plan (WFP) to support a professional, diverse and highly skilled organization.

Objective 1A	Conduct a needs assessment of our current work force.		
Timeframe	6-12 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Develop a committee to perform a needs assessment. • Review current position descriptions. • Collect and review unit hour utilization (UHU). • Review internal and external programs. 		
Funding Estimate	Capital Costs: Personnel Costs: \$500/in-house	Consumable Costs: Contract Services Costs:	

Objective 1B	Evaluate needs assessment results.		
Timeframe	2-3 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Gather assessment data. • Share information with stakeholders and obtain feedback. • Prioritize data. • List priorities. 		
Funding Estimate	Capital Costs: Personnel Costs: \$500/in-house	Consumable Costs: Contract Services Costs:	

Objective 1C	Develop work force plan based upon needs assessment results.		
Timeframe	9-12 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Draft Work Force Plan according to priorities. • Draft supporting documents. • Train stakeholders before implementation. • Identify budget concerns. 		
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:	

Objective 1D	Implement Work Force Plan.		
Timeframe	2 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Establish effective date of implementation. • Identify impact of implementation of the Work Force Plan. • Implement the Work Force Plan 		
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:	

Objective 1E	Evaluate the effectiveness of the Work Force Plan.		
Timeframe	12-24 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Identify tools to measure effectiveness. • Gather and review measurable data. • Determine the need for future improvements. • Report to stakeholders. • Complete annual review of the Work Force Plan. 		
Funding Estimate	Capital Costs: Personnel Costs: \$1000/in-house	Consumable Costs: Contract Services Costs:	





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Goal 2 Develop A Comprehensive and Effective Training and Safety Program

Objective 2A	Identify our training and safety needs.		
Timeframe	1 Month	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Send out department survey. • Identify minimum ISO training requirements. • Identify minimum state EMS licensure requirements. • Identify minimum Haz-Mat requirements. • Identify contemporary practices • Review injury reports. 		
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:	

Objective 2B	Develop a plan to obtain a training facility.		
Timeframe	24-36 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Research other facilities and determine needs. • Obtain land and permits. • Perform a site analysis. • Explore partnerships. • Design building <ul style="list-style-type: none"> • Floor plans • Vendors • Build structure(s) <ul style="list-style-type: none"> • Bids • Construction 		
Funding Estimate	Capital Costs: estimate \$500,000 Personnel Costs: in-house	Consumable Costs: Contract Services Costs:	

Objective 2C	Develop an annual training calendar.		
Timeframe	2 Weeks	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Schedule current mandated training. (CPR-ACLS-PALS-HAZMAT) • Schedule annual mandated current programs. (Pump test – Mask tests – Survive alive – School drills) • Schedule department competencies. • Schedule certification classes. • Schedule hands-on training (appropriate to season). • Schedule health and wellness training. 		
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:	



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Objective 2D	Develop a comprehensive safety program.	
Timeframe	2 Months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review safety committee meeting minutes. • Review injury reports. • Schedule quarterly meetings. • Incorporate a near miss program. • Investigate all loss time injuries. • Perform a safety audit of facilities. 	
Funding Estimate	Capital Costs: Personnel Costs: \$500 / in-house	Consumable Costs: Contract Services Costs:

Objective 2E	Obtain minimum monthly hours for fire/EMS based training.	
Timeframe	1 Month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review of past training trackers. • Review ISO requirements and implement. • Create and distribute monthly training requirements. • Meet with Captain for program review. • JPRs for each requirement. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:

Objective 2F	Compile a year-end training and safety report to be distributed.	
Timeframe	1 Month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Break down yearly training by category. • Create yearly safety report. <ul style="list-style-type: none"> • Categorize injuries (what-where-when-how) • Loss time hours • List corrective actions taken • Evaluate safety report for training P.O.E. • Distribute report to command staff, city manager, PFC and Public View web site. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:



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Goal 3 Improve organizational culture.

Objective 3A	Identify any perceived problem areas within the organization.	
Timeframe	3 Months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Survey internal membership. • Survey external stakeholders. • Compile survey results. • Categorize and prioritize results. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:

Objective 3B	Improve overall communication throughout the organization.	
Timeframe	Continuous	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify where the communication gaps exist. • Identify methods of communication. <ul style="list-style-type: none"> • Face to face • C.O.C. • Type of medium <ol style="list-style-type: none"> 1. Email 2. Teleconference 3. Newsletter • Analyze if the communication method is effective for the topic. • Explore improving communications through contemporary leadership methods (i.e. servant/transitional leadership). 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:

Objective 3C	Improve Union/Management Relationships.	
Timeframe	Continuous	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Outside (3rd party) facilitator. • Schedule regular union/management meeting (command staff and union board). • Formal communication training. • Establish ground rules for meetings. • Improve call back policies. 	
Funding Estimate	Capital Costs: Personnel Costs: \$1000/in-house	Consumable Costs: Contract Services Costs: \$1500

Objective 3D	Improve the perceived image of the organization.	
Timeframe	6 Months and then continually	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Analyze results from survey. • Branding of Fond du Lac Fire Rescue. • Market the brand (profits to charity). • Continue PR events (fundraising; citizen academy). • Continue and expand media and social media. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:



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Objective 3E	Effectively manage workload expectations.		
Timeframe	3 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Evaluate daily work schedule. • Prioritize daily work load. • Explore adding additional personnel (uniform/non-uniform) • Analyze validity of programs. 		
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:	

Objective 3F	Evaluate our organizational culture.		
Timeframe	3 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Internal survey. • External survey. • Analyze data. • Identify areas for continued improvement. 		
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:	





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Goal 4 Improve the quality of communication for the welfare of the organization based upon the mission, values and service motto.

Objective 4A	Form communication team and analyze/identify internal and external communications breakdown(s).		
Timeframe	2 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Survey members (anonymous). • Evaluate surveys and establish a baseline. • Identify issues, concerns and/or breakdowns. <ol style="list-style-type: none"> 1. Attitude 2. Union/Management 3. Rumor control 4. Accountability of all regardless of rank • Identify solutions to breakdowns 		
Funding Estimate	Capital Costs: Personnel Costs: \$1000/in-house	Consumable Costs: Contract Services Costs:	

Objective 4B	Identify education processes to improve communication for members.		
Timeframe	9-12 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Seek professional help to educate. • On-going training and evaluation for existing members. • Mission, value and motto orientation for new members. • Allocate mandatory training. 		
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs: \$1000	

Objective 4C	Educate proper quality communications to members		
Timeframe	12-24 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Choose presenters to educate based upon our needs (surveys) • Utilize correct medium to communicate to specific target hazards. • Team to educate specifics (policy, use, complaints). • Team to evaluate education feedback. 		
Funding Estimate	Capital Costs: Personnel Costs: In-house	Consumable Costs: Contract Services Costs: \$1500	

Objective 4D	Implementation / practice proper communication based on education.		
Timeframe	On-going	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Buy into communication mission, values, motto. • Hold ownership of quality communication amongst department members. • Positive communication incentive. 		
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:	



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Objective 4E	Utilize communication education to relate with external stakeholders.	
Timeframe	On-going	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Utilize correct medium to communicate with stakeholders • Maintain regular correspondence • Streamline method for customer feedback. • Evaluate and amend based upon feedback received. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:

Objective 4F	Evaluate and analyze communication program (internal).	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Collect data by complaint / praise. • Collect data by survey. • Compare data to baseline. • Analyze communication breakdown trends. • Analyze severity in relation to quantity of feedback. • Evaluate communication team participation. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:





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Goal 5 Enhance external relationships to support the department's mission.

Objective 5A	Identify internal members of the department who will be tasked with supporting the goal.		
Timeframe	1 Month	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Develop criteria for selection of committee members. • Set-up initial meeting. • Form committee. • Develop strategies and objectives (stakeholder specific). • Maintain timelines. 		
Funding Estimate	Capital Costs: Personnel Costs: \$1000/ in-house	Consumable Costs: Contract Services Costs:	

Objective 5B	Identify the most common external relationships utilized by the department.		
Timeframe	2 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Establish a list (stakeholders). • Identify employee external contacts opportunities. • Develop a data base. 		
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:	

Objective 5C	Identify individual stakeholders from established external relationships/constituencies.		
Timeframe	2 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Obtain contact information. • Survey constituents to gather additional players within their organization(s). • Verify points of contact. • Update information annually. • Make information available to departmental personnel. 		
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:	

Objective 5D	Develop an instrument to obtain qualitative feedback.		
Timeframe	2 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Identify the data to be obtained on the survey/evaluation. • Establish the medium/method to survey target demographic. • Share data with external stakeholders. • Obtain feedback. 		
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:	



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Objective 5E	Develop and implement training for all department members that exemplifies the mission and values of Fond du Lac Fire/Rescue.		
Timeframe	6 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Share external stakeholder data. • Educate on data. • Relate to the mission and values. • Gather the department's feedback on training and effectiveness. 		
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:	

Objective 5F	Develop communications strategies that target external relationships and constituencies.		
Timeframe	3 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Establish outreach information. • Combine and build partnership by meshing both groups' mission and values. • Tailor outreach information. 		
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:	

Objective 5G	Evaluate the effectiveness of the goal.		
Timeframe	3 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Gather feedback from the previous committee year. • Create a S.W.O.T. analysis. • Implement the analysis to maintain or improve committee communications. 		
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:	





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Goal 6 Account for vehicle maintenance issues within the department in order to provide transparency and quality within the fleet maintenance program.

Objective 6A	Identify and analyze the maintenance and repair process.	
Timeframe	2-3 Months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review current equipment malfunction forms and current guidelines. • Review annual maintenance costs of each apparatus. • Review City Garage procedure for fleet maintenance. • Compile out of service history for each vehicle. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:

Objective 6B	Identify limitations of the current fleet maintenance program.	
Timeframe	2-3 Months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the current annual maintenance cost per vehicle. • Create spreadsheet detailing annual maintenance costs and out-of-service total days per each vehicle. • Poll all department personnel on current limitations of the current fleet maintenance program. • Request fleet manager to poll technicians on limitations of current fleet maintenance program. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:

Objective 6C	Identify the need for transparency in fleet maintenance records management.	
Timeframe	2-3 Months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Request and review fleet maintenance budget history for prior three (3) years. • Request and review individual malfunction and repair records. • Identify the need for itemized costs for each repair. • Compare and contrast maintenance records from Fire/Rescue and the City fleet maintenance records for a period of prior six (6) months. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:

Objective 6D	Ensure timely repairs of fleet vehicles at all times.	
Timeframe	3 Months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Compile a list of commonly used parts and supplies. • Maintain an inventory of common parts. • Develop a policy for when the fleet manager is unavailable. • Ensure priority service delivery to emergency fleet vehicles. 	
Funding Estimate	Capital Costs: \$20,000 Personnel Costs: in-house	Consumable Costs: Contract Services Costs:



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Objective 6E	Identify cost and educational requirements for emergency vehicle certified technicians (EVT).		
Timeframe	1 Month	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Identify program requirements. • Identify educational institution where program is administered. • Establish tuition and materials. • Establish manpower costs. 		
Funding Estimate	Capital Costs: TBD Personnel Costs: TBD	Consumable Costs:	Contract Services Costs:

Objective 6F	Develop and implement a new fleet maintenance records program.		
Timeframe	6-12 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Work with ITS to identify current available software that can be used by Fire/Rescue and the City fleet department. • Identify cost of the software program. • Set up meeting to discuss advantages of said record program. • Identify core criteria to be shared. • Implement the program. 		
Funding Estimate	Capital Costs: TBD Personnel Costs:	Consumable Costs:	Contract Services Costs:

Objective 6G	Educate all personnel on the new fleet maintenance records guidelines and procedures.		
Timeframe	2 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Develop policy on the new fleet maintenance records program. • Develop training on the new fleet maintenance records program. • Schedule training dates for internal/external personnel. • Deliver the training. • Record the training. 		
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs:	Contract Services Costs:

Objective 6H	Evaluate the new guidelines and procedures to measure success of the program and report results.		
Timeframe	18 Months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Compare yearly costs of before and after program implementation. • Evaluate and reinforce the program. • Poll department personnel on success of the program. • Request fleet manager to poll technicians on success of the program. 		
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs:	Contract Services Costs:



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Goal 7 Prepare for, pursue, achieve and maintain international accreditation.

Objective 7A	Form committees as needed to pursue and maintain accreditation.	
Timeframe	30 days	
Critical Tasks	<ul style="list-style-type: none"> • Establish committee member criteria. • Determine the composition of the committee. • Develop and complete the selection process. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:

Objective 7B	Prepare a community-driven strategic plan.	
Timeframe	3 months and on-going	
Critical Tasks	<ul style="list-style-type: none"> • Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, departmental concerns and strengths perceived about the fire department. • Provide internal stakeholder work sessions to evaluate and update if necessary the mission, vision and values, to determine internal strengths and weaknesses, external opportunities and threats, establish critical issues and service gaps, determine goals and objectives to achieve over five years. • Determine a work plan for the accomplishment of each goal and implement the plan. • Annually evaluate objectives accomplished with the plan. • Report annual plan progress to internal and external stakeholders. 	
Funding Estimate	Capital Costs: Personnel Costs: \$750 / in-house	Consumable Costs: Contract Services Costs:

Objective 7C	Conduct a community hazards and risk assessment, and publish a Community Risk and Standards of Cover document.	
Timeframe	6 – 12 months	
Critical Tasks	<ul style="list-style-type: none"> • Receive customized instruction on hazard and risk assessment, and standards of cover document preparation. • Perform community hazards and risk assessment. • Evaluate historical community emergency response performance and coverage. • Establish benchmark and baseline emergency response performance objectives. • Establish and publish Standards of Cover. • Maintain, and annually update the Standards of Cover document. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:



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Objective 7D	Conduct and document a self-assessment appraisal of the department utilizing the CPSE/CFAI Fire and Emergency Services Self Assessment Manual criteria.	
Timeframe	6 months	
Critical Tasks	<ul style="list-style-type: none"> • Receive customized instruction on writing a CFAI self-assessment manual. • Post self-assessment manual category and criterion writing to the CPSE Technical Advisor SharePoint site for review and comment. • Upon document review completion, host a self-assessment site study for CPSE Technical Advisor review and report. • Upon receipt of CPSE Self-Assessment Site Study Report, evaluate observations and recommendations to determine readiness for “Candidate Agency” status. • Implement necessary adjustments as required for CFAI Candidate Agency status. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:

Objective 7E	Achieve agency accreditation by the Commission on Fire Accreditation International.	
Timeframe	4 months	
Critical Tasks	<ul style="list-style-type: none"> • Apply for “Candidate Agency” status with the Commission on Fire Accreditation International. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive an Accredited status vote in the CFAI hearings, achieving International Accreditation. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs: \$6,000

Objective 7F	Maintain agency accreditation with the Commission on Fire Accreditation International.	
Timeframe	Ongoing	
Critical Tasks	<ul style="list-style-type: none"> • Submit required Annual Compliance Reports. • Attend regularly scheduled CFAI “Dayroom Discussion” web-meetings to ensure continued education on the CFAI model. • Participate in the accreditation process by providing “peer assessors” for external agency review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. • Submit Annual Compliance Reports as required by CFAI policies. • Establish succession development of internal accreditation team in preparation for next accreditation cycle. 	
Funding Estimate	Capital Costs: Personnel Costs:\$1000 / in-house	Consumable Costs: Contract Services Costs:



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Vision

On the final day of the process, the CPSE presented FDLFR a vision of where the agency will be in the future if the strategic plan is accomplished. This vision provides a target of excellence that the organization will strive toward and provides a basis for its goals and objectives.

Table 18: Strategic Planning Period Vision of Fond du Lac Fire/Rescue

We, the members of Fond du Lac Fire/Rescue, envision an agency that will become widely known as an internationally accredited department that reflects best practices in the delivery of services to our community. Through the pursuit of our goals in this planning period, we will demonstrate continuous improvement guided by our commitment to demonstrate values of honor, duty, pride, and tradition.

With workforce planning, career development and competency based training initiatives, we will invest in our greatest organizational assets, our members. We will ensure that the community has a Fire/Rescue organization that is effectively staffed, professionally developed, and properly trained.

Through an improved fleet maintenance program, our department will thrive with a greater focus on safety, ensuring an enhanced relationship with the City's fleet maintenance, and a continued confidence in the emergency equipment we operate.

Our enhanced communication processes will strengthen our traditional unit integrity with a focus on the community. By building improved external relationship systems, we will further prove our commitment to excellence in relating to our customers.

Our professionalism will be demonstrated daily as we hold one another accountable for a dedication to our mission, the living of our values, and by continuously improving our organizational culture.

We are committed to accomplishing our goals and objectives in this plan, ensuring that this vision becomes a reality.



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Performance Measurement

“Managing for Results”

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Collins states, “What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor.”³ They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

...successful strategic planning requires continuing review of actual accomplishments in comparison with the plan...periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.⁴

Why Measure Performance?

It has been said that:

- *If you don't measure the results of your plan, you can't tell success from failure.*
- *If you can't see success, you can't reward it.*
- *If you can't reward success, you're probably rewarding failure.*
- *If you can't see success, you can't learn from it.*
- *If you can't recognize failure, you can't correct it.*
- *If you can demonstrate results, you can win public support.*

Reinventing Government
David Osborn and Ted Gaebler

In order to establish that FDLFR's Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” will be utilized, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

³ Collins Good to Great and the Social Sectors. Boulder, 2009

⁴ Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.



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A “family of measures” that is typically utilized to indicate and measure performance includes the following:

- **Inputs:** Value of resources used to produce an output.
- **Outputs:** Quantity or number of units produced which are activity-oriented and measurable.
- **Efficiency:** Inputs used per output (or outputs per input).
- **Service Quality:** The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome:** Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate “why” of providing a service.

The Success of the Strategic Plan

FDLFR has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and the Community-Driven Strategic Planning Process to compile this document. The success of the FDLFR’s strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the agency, and the community at-large.

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be an opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.⁵

⁵ Matthews (2005). *Strategic Planning and Management for Library Managers*



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Glossary of Terms, Acronyms, Initialisms

For the purposes of the Community-Driven Strategic Planning, the following terms and acronyms have the meanings set forth below:

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
CFAI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
DNR	Department of Natural Resources
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
FEMA	Federal Emergency Management Agency
FLSA	Fair Labor Standards Act
Haz-mat	Hazardous materials
Input	A performance indication where the value of resources are used to produce an output.
IFSAC	International Fire Service Accreditation Congress
ISO	Insurance Services Office
IT/IM	Information Technology / Information Management
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
MOU	Memorandum of Understanding



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NFPA	National Fire Protection Association
OSHA	Occupational Safety and Health Administration
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
PSA	Public service announcement
Q & A	Quality and assurance.
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim; the final result of action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



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