



2020 - 2025 STRATEGIC PLAN



Facilitated by



Center for
Public Safety
Excellence

This page intentionally left blank.

Introduction

Fond du Lac Fire / Rescue (FDLFR) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of Fond du Lac, Wisconsin. 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 department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th 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 department's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated a commitment to this important project and remain committed to the document's completion and plan execution.

FOND DU LAC FIRE / RESCUE | STRATEGIC PLAN

Table of Contents

| | |
|---|----|
| Organizational Background..... | 1 |
| Organizational Structure | 2 |
| Community-Driven Strategic Planning..... | 3 |
| Process and Acknowledgements..... | 4 |
| Community Group Findings..... | 6 |
| Community Priorities..... | 7 |
| Department Stakeholder Group Findings | 8 |
| Mission..... | 9 |
| Values..... | 10 |
| Programs and Services | 11 |
| SWOT Analysis..... | 12 |
| Critical Issues and Service Gaps..... | 12 |
| Strategic Initiatives | 12 |
| Goals and Objectives | 13 |
| Vision..... | 25 |
| Performance Measurement..... | 26 |
| The Success of the Strategic Plan | 26 |
| Glossary of Terms, Acronyms, and Initialisms..... | 27 |
| Works Cited | 29 |
| Appendix 1 | 30 |
| Community Expectations..... | 30 |
| Areas of Community Concern..... | 33 |
| Positive Community Feedback..... | 36 |
| Other Thoughts and Comments..... | 42 |
| Appendix 2 | 44 |
| Strengths..... | 44 |
| Weaknesses..... | 45 |
| Opportunities | 46 |
| Threats | 47 |
| Appendix 3 | 48 |

FOND DU LAC FIRE / RESCUE 2020 - 2025 STRATEGIC PLAN

Organizational Background

The area that is now the City of Fond du Lac, Wisconsin has an extensive history dating back to when Native American tribes lived in the area, prior to the discovery by European explorers. The city's name is French for the farthest point of the lake, indicating the city's location at the south end of Lake Winnebago. The area continued to evolve and grow to the point of original incorporation as a village in 1847 and a city in 1852.

The city has continued to grow and change to its status today as a thriving area with a basis in industry and manufacturing. Mercury Marine has its world headquarters in Fond du Lac and is the largest employer for the area. The historical aspect of the community is evident in the varied architecture for a city with an approximate population of 43,000 residents who call the City of Fond du Lac home.

Fond du Lac Fire / Rescue's (FDLFR) genesis dates to 1848 with the appointment of two Fire Wardens by the city. In 1849, the city purchased its first fire suppression equipment, buckets, hooks and ladders and formed its first bucket brigade. The first fire chief was appointed and the first organized fire company, the Washington Volunteer Company, was formed in 1854. In 1878, the department became an all-paid, career



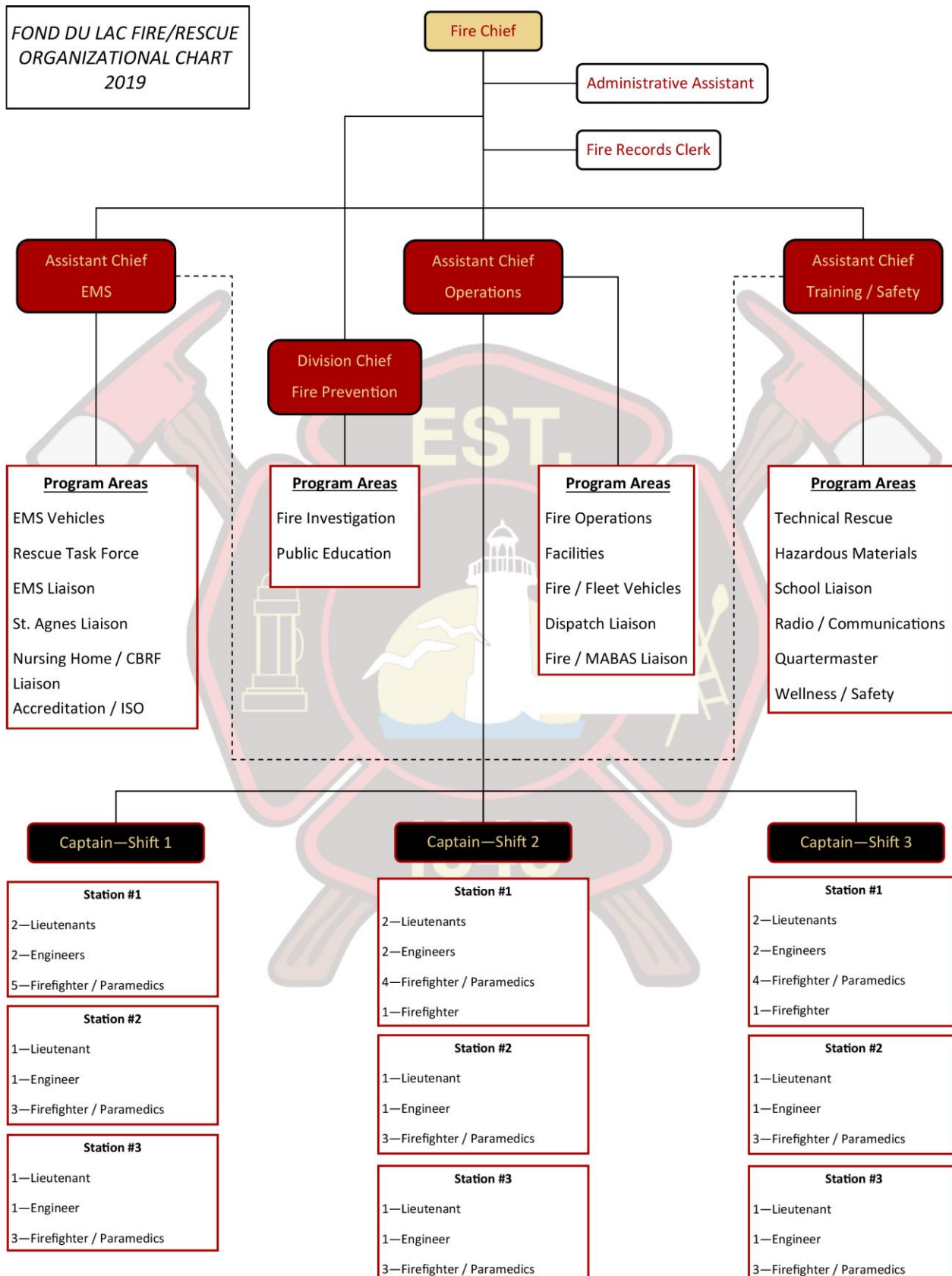
department. Over time, the department has grown and changed in order to meet the various risks and demands associated with a progressive, growing department. Staffed by 67 members, the FDLFR provides its services from three fire stations with resources strategically located throughout its coverage area. The department remains dedicated to providing an efficient response to all emergencies and improving public safety for those they serve.

Through its commitment to the community, Fond du Lac Fire / Rescue embraces excellence, which is evidenced by being an internationally accredited agency with an ISO Class 1 fire protection rating. The FDLFR remains mission-focused while demonstrating its core values in the delivery of its varied services to all who live, work, and play the City of Fond du Lac.



FOND DU LAC FIRE / RESCUE 2020 - 2025 STRATEGIC PLAN

Organizational Structure



FOND DU LAC FIRE / RESCUE 2020 - 2025 STRATEGIC PLAN

Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”¹

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 defined 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. 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 progression and success will be measured.



Community Stakeholders Work Session

¹ See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)



FOND DU LAC FIRE / RESCUE 2020 - 2025 STRATEGIC PLAN

The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Peter O'Leary and the team of professionals that participated for their leadership and commitment to this process.

The development of this strategic plan took place in October 2019, beginning with meetings hosted by a representative from the CPSE for members of the community (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within Fond du Lac Fire / Rescue's coverage area, and some who were recipients of FDLFR's service(s).



FOND DU LAC FIRE / RESCUE 2020 - 2025 STRATEGIC PLAN

Fond du Lac Fire / Rescue's Community Stakeholders

| | | | |
|----------------------|-------------------|--------------------|------------------|
| Michele Adams | Dyann Benson | Alexandria Berg | Dave Brandenburg |
| Shelley Brown-Giebel | Eric Freiberg | Mason Gravelle | Shannon Guell |
| Dan Hebel | Jeff Hefter | Shawn Herkstroeter | Jan Krug |
| Jerry Lauby | Kathy Loomans | Meggin McNamara | Katie Moder |
| Kim Mueller | Andy Nygaard | Paul Osterholm | Jennifer Ryan |
| Marty Schibbelhut | Norman Scott | Mike Shannon, Jr. | Jim Spannbauer |
| Terri St. Lawrence | Dennis Stahmann | Ann Steffen | Josh Strean |
| Tim Stringham | Mark Sural | Samantha Twohig | Dean Waldschmidt |
| Ryan Waldschmidt | Jennifer Walters | Steve Weston | Marcus Wiegert |
| John Williams | Kathy Wollersheim | Dave Zittlow | |



Community Stakeholders Work Session



FOND DU LAC FIRE / RESCUE 2020 - 2025 STRATEGIC PLAN

Community Group Findings

A key element of Fond du Lac Fire / Rescue's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



Community Stakeholders Work Session



FOND DU LAC FIRE / RESCUE 2020 - 2025 STRATEGIC PLAN

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, Fond du Lac Fire / Rescue needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

| Programs | Ranking | Score |
|---------------------------------------|---------|-------|
| Emergency Medical Services | 1 | 224 |
| Fire Suppression | 2 | 191 |
| Technical Rescue | 3 | 154 |
| Emergency Management | 4 | 122 |
| Hazardous Materials Mitigation | 5 | 107 |
| Community Risk Reduction | 6 | 89 |
| Public Fire and Life Safety Education | 7 | 76 |
| Fire Investigation | 8 | 73 |

See Appendix 1 for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.



Community Stakeholders Work Session



FOND DU LAC FIRE / RESCUE 2020 - 2025 STRATEGIC PLAN

Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization's approach to community-driven strategic planning, focusing on the department's mission, values, core programs, and support services. Additionally, focus was given to the organization's perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group that represented a broad cross-section of the department, as named and pictured below.

| Fond du Lac Fire / Rescue's Department Stakeholders | | | |
|---|---|---|--|
| Andrew Behnke <i>Firefighter/Paramedic</i> | Max Blitzke <i>Firefighter/Paramedic</i> | Rick Faris <i>Lieutenant</i> | Erick Gerritson <i>Assistant Chief – Operations</i> |
| Troy Haase <i>Division Chief – Fire Prevention</i> | Taylor Huenink <i>Firefighter/Paramedic</i> | Todd Janquart <i>Assistant Chief – EMS</i> | Adam King <i>Firefighter/Paramedic</i> |
| Shawn Kneeland <i>Lieutenant</i> | Jim Knowles <i>Assistant Chief – Training/Safety</i> | Joe Maramonte <i>Captain</i> | Lori Muentner <i>Administrative Assistant</i> |
| Peter O'Leary <i>Fire Chief</i> | Nate Philipsky <i>Firefighter/Paramedic</i> | Jason Roberts <i>Lieutenant</i> | Garth Schumacher <i>Captain</i> |
| Sam Tennesen <i>Firefighter/Paramedic</i> | Jim Wamser <i>Captain</i> | Keith Wendt <i>Engineer</i> | Sean White <i>Firefighter/Paramedic</i> |



Department Stakeholders



FOND DU LAC FIRE / RESCUE 2020 - 2025 STRATEGIC PLAN

Mission

The mission provides an internal aspect of the existence of an organization and to a degree, an empowering consideration for all department members. 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 workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

**Fond du Lac Fire / Rescue is a professional, highly skilled organization
that provides an efficient response to all emergencies
and improves public safety for those we serve.**



Department Stakeholders Work Session



FOND DU LAC FIRE / RESCUE 2020 - 2025 STRATEGIC PLAN

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

We, the members of Fond du Lac Fire / Rescue, recognize that our community is the reason for our existence.

We value the trust placed upon us, maintaining transparency in all endeavors.

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

We are committed to supporting the mental and physical well-being of our membership.

We strive for continuous improvement through education and training for the safety of our members as well as the community.

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

The mission and values are the foundation of this organization. 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 guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.



Department Stakeholders Work Session



FOND DU LAC FIRE / RESCUE 2020 - 2025 STRATEGIC PLAN

Programs and Services

In order to ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the department. Supporting services are the internal and external programs and services that help the FDLFR deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the department's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, it is important that the department stakeholders understand that in order to deliver the identified core programs, many local, state, and national supporting services support its delivery.

Through a facilitated brainstorming session, the department stakeholders agreed upon the core programs provided to the community, as well as many of the supporting services that support the programs. This session provided the sought understanding of the differences and the important key elements of the delineation.



Department Stakeholders Work Session



FOND DU LAC FIRE / RESCUE 2020 - 2025 STRATEGIC PLAN

SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize, as well as those that pose a danger. Department stakeholders participated in this activity to record FDLFR's strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the department stakeholders.

Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in Appendix 3). The critical issues and services gaps identified by the stakeholders provide further guidance toward identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

| Fond du Lac Fire / Rescue's Strategic Initiatives | | |
|---|----------------|-------------------|
| Staffing | Communications | Fleet Maintenance |
| Member Wellness | | Training |



Department Stakeholders Work Session



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

Goals and Objectives

To continuously achieve the mission of Fond du Lac Fire / Rescue, realistic goals and objectives with timelines for completion must be established. These will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the FDLFR's leadership.

| | | |
|-------------------------|--|---|
| Goal 1 | Develop and implement a transparent workforce plan that provides adequate staffing, which meets current and future staffing needs. | |
| Objective 1A | Review the current needs assessment previously conducted. | |
| Timeframe | 1 month | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Obtain the old needs assessment and performance measures. • Select an appropriate and contemporary review committee. • Conduct an individual review of the needs assessment by each member of the committee. • Reconvene as a committee to discuss the findings. • Document the committee findings. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 1B | Update the needs assessment to ensure its validity. | |
| Timeframe | 1 month | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Conduct a review of the findings by the review committee and any other guidance from the leadership team. • Review the current needs for the entire departmental workforce. • Identify gaps between the current workforce and the updated needs assessment. • Perform a predictive analysis for future departmental needs. • Finalize and document a comprehensive needs assessment. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

| | | |
|-------------------------|--|---|
| Objective 1C | Develop a workforce plan based on the needs assessment results and other leadership team guidance. | |
| Timeframe | 6 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Obtain the finalized needs assessment. • Analyze and develop a strategy to address current and future departmental needs. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. • As directed, finalize the workforce plan. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 1D | Prioritize the results. | |
| Timeframe | 1 month | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Review the finalized workforce plan. • Prioritize the needs, based on the most critical. • Document the findings. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 1E | Communicate the workforce plan to the entire workforce. | |
| Timeframe | 1 month | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Communicate the workforce plan internally through all ranks of FDLFR through various meetings. • Communicate the workforce plan externally at the fire chief's discretion and using appropriate media. • Gather any feedback from the meetings and information distribution. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 1F | Based on the needs assessment, develop training and onboarding procedures as needed. | |
| Timeframe | 3 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Designate subject matter experts by the fire chief or designee. • Conduct a job analysis of new positions identified by the workforce plan. • Develop job descriptions and amend the collective bargaining agreement to reflect the new positions as needed. • Identify and establish onboarding procedures for any new positions. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |



FOND DU LAC FIRE / RESCUE 2020 - 2025 STRATEGIC PLAN

| | | |
|-------------------------|--|---|
| Objective 1G | Implement the workforce plan based on identified needs. | |
| Timeframe | 24 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Review the comprehensive needs assessment to determine the change in the workforce. • Adjust the current workforce to meet the identified needs in the current workforce plan. • Promote, recruit, and hire as needed. • Activate the training and onboarding as established. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 1H | Monitor the workforce plan implementation for effectiveness. | |
| Timeframe | 3 months, ongoing | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Define the performance measures and collect the data regularly. • Conduct an analysis of the performance measure to equivalent measures identified in the needs assessment. • Distribute the data internally and externally at the discretion of the fire chief. • Conduct any revisions as directed. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |



Department Stakeholders Work Session



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

| | | |
|-------------------------|---|---|
| Goal 2 | Improve the effectiveness of communication to enhance the efficiency of FDLFR. | |
| Objective 2A | Identify the department's current methods and effectiveness of communication to establish a baseline. | |
| Timeframe | 6 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Establish a list for both internal and external methods of communication. • Develop a survey for both internal and external stakeholders. • Send surveys for internal communication to department members. • Send an anonymous survey to 5% of community members and business owners, along with department heads and city council. • Collect and compile the surveys to establish a baseline of communication. • Determine what workforce is needed to accomplish the remaining objectives. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 2B | Perform a data-driven analysis to identify the external communication gap. | |
| Timeframe | 4 – 6 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Analyze the baseline information to identify stakeholders' knowledge. • Determine what external communication methods currently used by stakeholders to obtain fire department information. • Determine the preferred/additional methods of external communication. • Determine what information the departments to disseminate to external stakeholders. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 2C | Perform a data-driven analysis to identify internal communication barriers. | |
| Timeframe | 4 – 6 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Analyze the baseline information to identify internal communication barriers. • Determine the preferred/effective methods of internal communications. • Determine what information the internal stakeholders want and need to know. • Determine the best practices through data collected. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

| | | |
|-------------------------|---|---|
| Objective 2D | Prioritize the internal and external data to formulate a plan for more effective communication. | |
| Timeframe | 3 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Utilize the data from Objectives 2B and 2C to find opportunities for improvements. • Prioritize the opportunities to create a plan. • Develop the plan for improved communication dissemination. • Review the plan to ensure it meets the objective. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 2E | Educate the membership on the methods and messages to be delivered to external stakeholders to ensure consistency. | |
| Timeframe | 4 – 6 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Develop an education lesson plan for the membership on external communication to stakeholders to ensure consistency. • Educate the membership on the external communication plan. • Provide an avenue for feedback to improve the success of the external communication plan. • Review the external communication plan, taking into account membership feedback. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 2F | Develop, educate, and receive feedback from the membership on the internal communication plan to advocate success. | |
| Timeframe | 4 – 6 | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Develop an internal communication lesson plan for educating department members. • Educate the members on the new internal communication processes. • Allow members to provide feedback to improve the success of the internal communication plan. • Revise the internal communication plan, taking into account membership feedback. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

| | | |
|-------------------------|---|---|
| Objective 2G | Implement a plan for effective communication to internal and external stakeholders. | |
| Timeframe | 1 – 2 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Review current SOPs for internal and external communication to determine needed revisions. • Disseminate proposed revisions for approval to the assistant chief. • Incorporate the plan into the department SOPs for internal and external communication. • Review the implementation plan to ensure effectiveness. • Develop and include any revisions deemed necessary. • Conduct the implementation and monitor for desired outcomes. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 2H | Evaluate and analyze effectiveness of the communication program to determine possible revisions. | |
| Timeframe | 1 – 2 months, ongoing | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Send the survey from Objective 2A to the original stakeholders to determine the effectiveness of the plan. • Send the survey from Objective 2A to a new faction of the population for external communications to inquire about any other opportunities for improvement. • Re-evaluate the plan following the survey to determine if any revisions are needed. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. • Conduct an ongoing collection of feedback from external and internal communication stakeholders. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |



Department Stakeholders Work Session



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

| | | |
|-------------------------|---|---|
| Goal 3 | Improve the fleet program to ensure operational readiness and reliability. | |
| Objective 3A | Evaluate if the current fleet program is efficient and effective. | |
| Timeframe | 2 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Determine the funds spent on maintenance and repairs through cost analysis to include fuel, parts, and labor. • Determine the time vehicles are out of service. • Perform a cost analysis of staff hours spent in travel and equipment switchover by utilizing GIS and the comptroller. • Determine the current maintenance procedures. • Determine the workforce needed. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 3B | Explore and identify other department fleet programs to determine best practices. | |
| Timeframe | 6 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Review manuals for recommended manufacturers' scheduled maintenance. • Obtain updated fleet maintenance program information from other comparable departments to determine the best practices. • Compile data for review. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 3C | Perform an analysis to identify the best practices versus the current program/methods. | |
| Timeframe | 6 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Compare current practices to recommended scheduled maintenance and best practices from comparable agencies. • Extract data from the previously conducted comparison. • Build a matrix from comparative analysis. • Perform a cost analysis of the matrix. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

| | | |
|-------------------------|--|---|
| Objective 3D | Develop a plan from the previously conducted analysis to meet the demands of the goal and needs of the department. | |
| Timeframe | 4 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Utilize the matrix to develop a plan. • Define the cost-effectiveness of a new plan versus the existing practice. • Present the total associated costs with implementing the plan. • Review the specs and warranty processes. • Review the plan to ensure it meets the department's needs and outcome expectations. • Upon approval, move to the implementation phase. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 3E | Implement a new, comprehensive fleet program utilizing best practices. | |
| Timeframe | 6 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Review and update the SOPs to reflect changes to the fleet program. • Define accurate means to report apparatus needs. • Educate all users on the new fleet program to ensure operational readiness and reliability. • Purchase any identified equipment to support operations for program effectiveness. • Conduct the implementation and monitor for expected outcomes. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 3F | Evaluate and analyze the results of the updated fleet program to ensure operational readiness and reliability. | |
| Timeframe | 2 months, ongoing | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Determine what data points need to be captured to support the evaluation. • Determine if the resources are available to capture the data points. • Put into place the needed processes to collect the data. • Capture the data from comparable analyses. • Compare current data from previous program analyses. • Ensure that the data collected from the analyses is supporting the readiness and reliability of the program. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. • Review the program as directed to address any deficiencies in the analyses. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

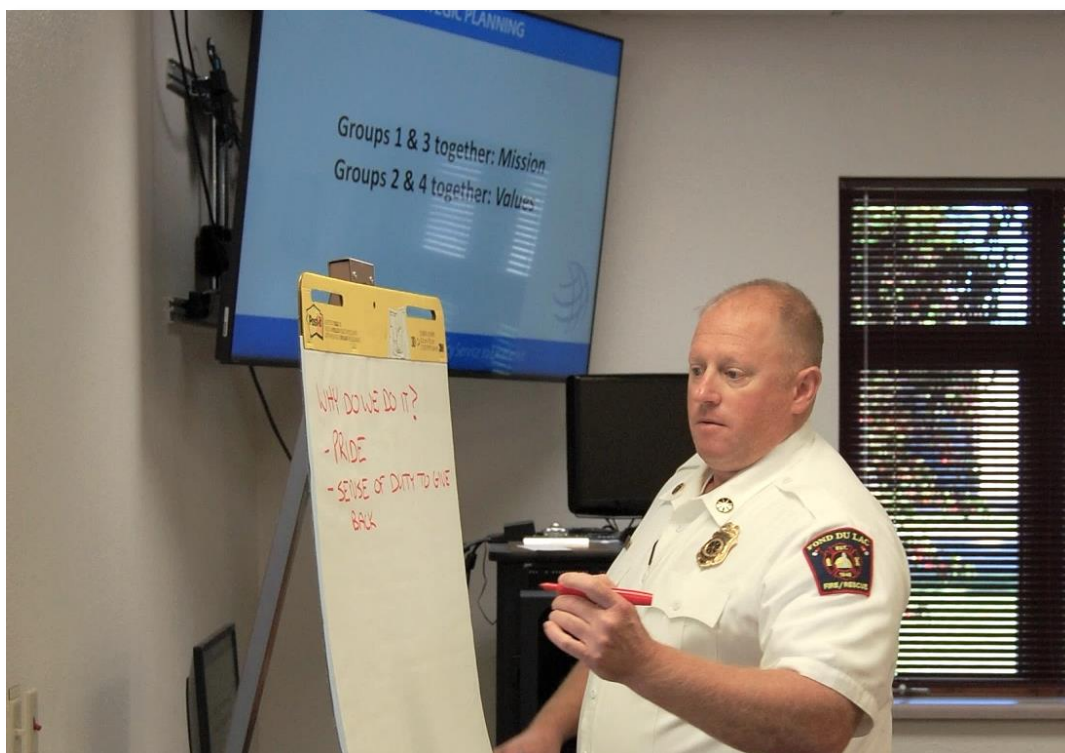
| | | |
|-------------------------|--|---|
| Goal 4 | Build upon the member wellness program to include, but not limited to, mental health and cancer prevention initiatives to improve overall membership wellness. | |
| Objective 4A | Analyze the current wellness program to identify member needs. | |
| Timeframe | 6 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Survey the membership to establish a review committee. • Conduct a review of the effectiveness of the program. • Document the shortfalls of the program. • Include healthcare professionals in the process if necessary. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. • Establish a survey to be completed by each FDLFR member annually regarding mental health. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 4B | Make any changes necessary found in the initial review of the wellness program. | |
| Timeframe | 24 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Prioritize any changes found. • Examine funding options necessary to facilitate changes. • Implement any authorized changes to facilitate the needs of the wellness program. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 4C | Add a mental health component based on industry standards. | |
| Timeframe | 24 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Research and identify industry standards on mental health for first responders. • Review the findings and prioritize the needs. • Explore options for funding needs. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 4D | Expand the cancer prevention program. | |
| Timeframe | 24 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Research and identify industry standards for a cancer prevention program. • Review the findings and prioritize the needs. • Explore options for funding needs. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

| | | |
|-------------------------|--|---|
| Objective 4E | Review program changes and costs/finance for effectiveness. | |
| Timeframe | 12 months, ongoing | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Establish a survey to be completed by each FDLFR member annually regarding the wellness program. • Conduct an analysis of sick leave usage. • Identify additional components added to the member wellness program. • Identify any additional funding directed toward the member wellness program. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. • Conduct any revisions as directed. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |



Department Stakeholders Work Session



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

| | | |
|-------------------------|---|---|
| Goal 5 | Enhance the agency's comprehensive training program for effective and efficient delivery of service. | |
| Objective 5A | Identify and analyze current training programs used by the agency to train personnel. | |
| Timeframe | 3 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Identify training requirements to meet current ISO standards. • Determine what workforce is needed to accomplish the remaining objectives. • Identify current training to meet certification requirements. • Identify current agency training delivery methods and programs. • Build evaluation parameters based on minimum training requirements. • Prioritize the training delivery methods. • Monitor data assessments for completion of training. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 5B | Identify current effective and non-effective training programs to eliminate those found to be ineffective. | |
| Timeframe | 3 months, ongoing | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Conduct a member survey for input on training topics and supporting programs. • Evaluate the current training schedule within the calendar year and by workday. • Eliminate non-current/outdated training material stored in computer files. • Evaluate methods to maintain training and information retention for future application. • Identify the quality of outside instruction through pre-screen and collaboration with other agencies. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 5C | Prioritize the training needs specific to agency services. | |
| Timeframe | 12 months | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Identify and prioritize requirements within all programs, based on state and national standards. • Identify and prioritize deficiencies in service delivery based on QI and QA. • Identify and prioritize personal and professional development programs. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

| | | |
|-------------------------|---|---|
| Objective 5D | Develop effective training programs based on the analysis of training needs. | |
| Timeframe | 6 months, ongoing | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Create lesson plans. • Obtain and provide necessary materials. • Provide clear objectives. • Develop schedule/staffing/routine specific to meeting the training requirements. • Gather background information on the subject matter being presented. • Report the findings with recommendations (if applicable) to the leadership team for further consideration and direction. • Develop the programs as directed. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 5E | Deliver a structured and consistent training program to all personnel. | |
| Timeframe | 12 months, ongoing | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Provide instruction based on the lesson plans. • Utilize an instructor based on training needs. • Evaluate the learning process through testing and skills monitoring. • Provide students the opportunity to apply knowledge gained with practical application. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 5F | Establish a testing process to ensure comprehensive training has been met. | |
| Timeframe | 5 years | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Create job performance requirements for hands-on training. • Develop regular competencies. • Create a remediation process. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |
| Objective 5G | Establish an evaluation standard based upon personnel performance and feedback. | |
| Timeframe | 1 month, ongoing | Assigned to: |
| Critical Tasks | <ul style="list-style-type: none"> • Develop a post-training survey to determine if the programs are effective. • Acquire recommendations from personnel for future trainings. • Make appropriate revisions based upon recommendations. | |
| Funding Estimate | Capital Costs: Personnel Costs: | Consumable Costs: Contract Services Costs: |



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather, to confirm the futurity of the work that was designed by the department stakeholders. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

“Vision is knowing who you are, where you’re going, and what will guide your journey”

Ken Blanchard

Fond du Lac Fire Rescue's 2025 Vision

is to continue to be known as an internationally accredited, mission-focused organization that always personifies its organizational core values. We commit to providing an efficient response to all emergencies and to improving public safety for those we serve. This vision, our true futurity, will only become reality by striving to accomplish our goals. **We will become this future by...**

Finding process enhancements in the way we communicate. Our bolstered approaches to communication will further guarantee a well-informed public, while internally resulting in a comprehensive and positive information flow for greater effectiveness. As a result, all our messaging will be founded on service, while striving to be open and transparent.

Demonstrating that our members are at the heart of our performance and the community, as we ensure that we are properly staffed to meet our calling and mitigate the risks we may encounter. Our emphasis on enhanced member wellness will make certain quality performance remains a constant while providing for their longevity. Altogether, this will afford a positive return for those who live, work, and play in our city.

Learning better, more efficient ways to meet the challenges of our profession. Our extended focus on developing a more comprehensive training program will continuously guarantee we perform safely and proficiently while creating the quality outcomes the public expects. This effort will support our mission while demonstrating our dedication to service.

Focusing on ways to be prepared for all we may encounter, while being good stewards of the resources entrusted to us. Our initiative based on more effective fleet maintenance will help us meet demands now and in the future. The efficacies realized by our diligence will prove our commitment to the people of Fond du Lac.

Realizing our history and traditions and embracing transformative changes. Together, we commit to fulfilling our mission, living our values and making this vision a reality.



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

Performance Measurement

To assess and ensure that an organization is delivering on the promises made in its strategic plan, leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that this strategic plan is achieving results, performance measurement data will be implemented. The integrated process known as “Managing for Results” is based upon:

- 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.

A “family of measures” typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable 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. Focused on the “why” of providing a service.

The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.²

² Matthews (2005). *Strategic Planning and Management for Library Managers*



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

Glossary of Terms, Acronyms, and Initialisms

| | |
|----------------------|--|
| 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. |
| AODA | Alcohol and Other Drugs of Abuse |
| BLS | Basic Life Support |
| CC | City Council |
| CFAI | Commission on Fire Accreditation International |
| CO | Carbon Monoxide |
| CPSE | Center for Public Safety Excellence |
| CSI | Comprehensive Service Integration |
| 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. |
| DHS | Department of Health Services |
| Efficiency | A performance indication where inputs are measured per unit of output (or vice versa). |
| EMS | Emergency Medical Services |
| EMT | Emergency Medical Technician |
| 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. |
| EVT | Emergency Vehicle Technician |
| FDL | Fond du Lac |
| FDLFR | Fond du Lac Fire / Rescue |
| HazMat | Hazardous Materials |
| HVAC | Heating Ventilation and Air Conditioning |
| Input | A performance indication where the value of resources is used to produce an output. |
| ISO | Insurance Services Office |
| MABAS | Mutual Aid Box Alarm System |
| MD | Muscular Dystrophy |
| MDC | Mobile Data Computer |
| MIH | Mobile-Integrated Healthcare |



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

| | |
|----------------------------|--|
| 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. |
| NFA | National Fire Academy |
| NFPA | National Fire Protection Association |
| 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. |
| PFC | Police and Fire Commission |
| PSTC | Public Safety Training Center |
| QA | Quality Assurance |
| QI | Quality Improvement |
| SOP | Standard Operating Procedure |
| 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 an 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 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. |
| SWOT | Strengths, Weaknesses, Opportunities and Threats. |
| TEMS | Tactical Emergency Medical Services |
| TIC | Thermal Imaging Camera |
| Vision | An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future. |
| WISCOM | Wisconsin Interoperable System of Communications |
| WI-TF1 | Wisconsin Task Force 1 |



FOND DU LAC FIRE / RESCUE 2020 - 2025 STRATEGIC PLAN

Works Cited

Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. Hoboken, New Jersey: John Wiley & Sons, Inc, 2018.

Commission on Fire Accreditation International. (2015). *Fire & Emergency Service Self-Assessment Manual*. (9th Ed.)

Matthews, Joseph (2005). *Strategic Planning and Management for Library Managers*. Libraries Unlimited.



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

Appendix 1

Community Expectations

Understanding what the community expects of its fire service 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's needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for Fond du Lac Fire / Rescue. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

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

1. Prompt, timely response to fire calls. Respond to calls quickly. Provide emergency response to the community in a timely manner. Respond in a timely manner to emergencies. Respond to emergencies quickly. Answer and respond in a timely manner - faster is better. "Reasonable" response time. (110)
2. Train staff to be the best. Fire department has the proper training for emergencies they encounter. Be trained to an acceptable standard. Continued knowledge enhancement and training. The very best of training be available. (100)
3. Keep equipment up to date. Have tools to provide service. Up-to-date equipment. Maintain/obtain quality equipment. Best equipment with spending constraints is priority. Equipped with up-to-date resources. (50)
4. Community involvement - events, interaction with the public. Continue to be positive around the community. Community involvement. Operate with a consistent presence in the community. Be responsive to community needs. Get more involved in the community. Find ways to connect with the community. Community engagement outside of emergency calls. (43)
5. Education, outreach in fire prevention - residents, business owners. Educate the community on fire hazards. Assist in community education and risk reduction. Unbiased education and information. (42)



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

6. Be a community partner with all stakeholders and healthcare providers. Active community partners with other organizations. Collaboration with other fire departments in surrounding area and state. (40)
7. Emergency response - urgent events - flooding, storms. Respond when needed/called for me or my family or friends. Save lives and protect property. Assess and address the hazard or condition. Ability to respond to a variety of emergencies - water, land, etc. (23)
8. Keep firefighters/EMS healthy - lower-cost insurance and can be served - do their jobs better. Wellness programs for employees - and incentives. Care for employees in high-stress situations. (21)
9. Staffing needs are met. Adequate staffing for fire suppression in urban and mutual aid to rural areas. That staffing levels are adequate to staff the response vehicles needed to address emergencies. (21)
10. Be competent to take care of needs. Competent, professional staff. (10)
11. Good stewards of budget to provide value. Provide service within a reasonable budget. Work optimally within budgets and other constraints. Budget/spending. (10)
12. Compassionate professionals and empathetic. All community members want to be treated with respect and to be treated equally no matter what their situation may be. (9)
13. Monitor changes (demographics, businesses, etc.) and adjust to be able to provide services needed. (7)
14. Being available when needed. Available and immediate - dependable. (7)
15. Protect the city in all ways possible. Protect the community. (6)
16. Transparent with the community. Transparent reporting of events that impact the community. (6)
17. Consistency of service delivery. Unified service despite three stations. (5)
18. Safety - families and businesses want to feel they are safe in their homes and places of business. Community members expect that the fire department will be there. (5)
19. To serve the community. To be well-trained, compassionate, thoughtful and diverse, culturally aware, and mindful of a whole community impact. (5)
20. Support the surrounding area as needed. (4)
21. Promote from within as opposed to outside. (4)
22. Communication on inspections - going over concerns or what needs to improve. (4)
23. Follow evidence-based processes. (3)
24. Become more regionalized with like communications and share common ideas. (3)
25. Personnel who are people first in their handling of situations. (3)
26. Provide value to the citizens. (2)



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

27. Be a community partner to all healthcare providers - beware of changing healthcare environment - shift from episodic care to population health. (2)
28. Efficiency in service delivery. (2)
29. For businesses - provide on-site coverage during fire or tornado drills. (2)
30. Mutual aid to small departments outside city. (2)
31. To be more diverse. (2)
32. Hold employees accountable. (1)
33. Collaboration with police. (1)
34. Practice fire drills in our operation so you know what to expect. (1)
35. Organizational chart to provide quality leadership throughout the department. (1)
36. Have short-term and long-term vision - don't plan on status quo for the next 20 years. (1)
37. That FDLFR leads as a model agency, all fire agencies in the county, many of which are volunteer. (1)



Community Stakeholders Work Session



FOND DU LAC FIRE / RESCUE 2020 - 2025 STRATEGIC PLAN

Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. 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, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about Fond du Lac Fire / Rescue (verbatim, in priority order)

1. Do we have the right number of employees? Do we need more or less? Staffing - are staffing issues being addressed before it becomes a problem? Sufficient staffing to maintain growing challenges. Do we have adequate (enough) fire/rescue field staff? Being short-staffed now or in the future. (56)
2. Funding restrictions/tax base. Are you able to operate within the current budget? Financial stability - can the community afford to maintain high standards for training and equipment? (45)
3. Being overloaded with calls - serious and non-serious. Capacity to handle increasing overdose calls and in an expanding population base. Number of calls for overdoses taking away from other emergencies. (43)
4. Does the fire department have the proper equipment to perform their duties? Do we have state-of-the-art equipment? Do we have the right equipment? Aging equipment/ambulances. (29)
5. Are all employees trained to high levels of public safety? Can training be improved? Maintaining a high level of competency. Are the people given enough training? (27)
6. The mental and physical health of employees - suicide rate with firefighters is high. Ability to stay healthy - sleep, diet, exercise. Employees maintain high mental/emotional/spiritual health. Mental health of team and individual. Second-hand/vicarious trauma and burnout that staff experiences from the calls they go on and experience. (27)



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

7. ability to recruit/retain candidates that meet their expectations in this economy/changing workforce. Continuing to recruit good talent. Ability to recruit and retain quality personnel. Getting youth involved/recruiting. (17)
8. Can the fire department keep up with the growth of the community? Maintaining services levels as the city grows. (15)
9. Are safety standards upheld/continued from year to year? Responder safety. Always concerned about their safety during response such as active threat, domestic violence, or drug-related calls. (15)
10. How good is communication from the top, down? Improve on communication - using a softer approach when something isn't done correctly or needs to change. Do they communicate clearly and effectively with other agencies? Is the same message going out? (15)
11. Ability to achieve their response time goals within existing resources. Response across the city may be slowed with only one train overpass should units need to be dispatch from the other side of the city. (9)
12. Work/life balance. Balancing staff, workload, and readiness. Is there a fair balance between prevention and response? (9)
13. Are appropriate channels for professional development available to all field staff? Workforce development - where are you at? (9)
14. Lack of access to and off bypass reduces response effectiveness. Access from areas in the city affected by construction. (9)
15. Ability when responding to place assets close to the calls. Capability to address and respond to all (especially unknown) hazards in the community. (8)
16. Having diversity to continue to provide best quality service to the citizens. Lack of women - in management roles, as well as minorities. (8)
17. A good wage - good benefits are important. Healthcare - during employment and after retirement. (8)
18. Relationship between fire service and law enforcement. (7)
19. I believe sometimes the fire department does other things outside of fires and rescue, i.e. boot drive for MD, etc. these are nice things, but I don't know if it needs to be done on street corners - my personal peeve. (5)
20. increased awareness of fire code/compliance issues and achieve timely compliance - relates to support of legal; awareness of businesses of codes; staff does a great job of conversations, but maybe more information available in advance of the conversation. People tend to avoid conversations and want to search website or find a form. Pushback on government regulations - pertaining to building codes/fire



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

regulations and perception of being business-friendly, supporting various housing options - does this create "illegal" uses that pose a safety hazard for fire/rescue teams? (5)

21. When I have an emergency, someone how just needs a ride to the hospital aren't tying up rescue. (5)
22. Overtime - not fire call relegated. (5)
23. Number of stations seems too high from layman's perspective. (5)
24. Having the community not educated enough in all the services that you can provide. (5)
25. It is concerning that city council wants to go to referendum to get the fire department more staff. Public safety is a core function of government - they need to deal with the issue, not play politics and send it out to a vote. (4)
26. Respect for uniform professionals from all segments of the population. (4)
27. Impacts of aging community or resources. (3)
28. Outside sources of income due to high tax base. (3)
29. Retire at 50 with huge retirement benefits seems unfair. (3)
30. Expectations of public perception. (3)
31. Social media presence - when is it appropriate to versus when does it hamper proper investigative response? (3)
32. Non-reimbursed runs - should transfers be privatized to minimize costs? (3)
33. It would be nice to be able to develop a stronger relationship to the members who typically respond, but don't know how or who is at Station 2. (3)
34. Because of them using WISCOM, other agencies not on WISCOM cannot easily monitor radio traffic. (3)
35. Less media blah blah staff, more quality, fact-based information. Too much talking is a bad thing sometimes. (3)
36. Fair and unbiased promotion of persons within the department. (3)
37. Is the department constantly evolving? (2)
38. Ability to recognize personnel during off duty to be able to thank them. (2)
39. Preparedness for large events - catastrophe, mass casualty. (2)
40. Hazardous materials on rail - highway transportation. (2)
41. Illegal drugs - health concern of FDLFR men and women and safety. (2)
42. Future of firefighting/EMT - what does the future look like with regards to future firefighting/EMT members? (2)



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

43. That they do on a MABAS callout, that they are comfortable with the (usually) volunteer services responding (and they maybe are, it's just a concern I don't know the answer to). (2)
44. Settling for good enough versus striving for excellence. (2)
45. Is the new raining center being used to the best possible way? (1)
46. The amount of time for being the "face" of FDL. (1)
47. Succession planning. (1)



Community Stakeholders Work Session

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization'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.

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

- Strong collaboration with community partners.
- Strong mentor to adjoining communities regarding fire prevention, fire response, supportive with resources.
- Strong connections with community and social media outlets to educate and outreach.
- Willingness to work with businesses to achieve compliance, not heavy-handed.



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

- Excellent leadership from the chief on down.
- Well respected locally.
- Firehouses look neat and clean.
- Some of the most competent in state/county.
- Ability to be progressive in techniques and tools.
- High-quality equipment.
- Excellent response times.
- Sharing ability with other agencies/cities not as blessed.
- I've worked directly with the fire department in my field and have had positive experiences every time.
- Fire department was involved in our employee picnic. Brought in a fire truck for the kids to experience, and some adults. lol.
- Have not heard of any staffing issues or shortages.
- Seem well organized.
- Seem adequately staffed. Equipment seems well maintained.
- Seem well received in the community.,
- Seem poised for the future.
- Many firefighters are visible in the community and are good ambassadors for the department.
- Participate in community events – hold their open house, cops for kids' event, etc.
- Maintenance of facilities and equipment- positive appearance.
- Professionalism – when in community, safety checks – usually friendly and professional.
- Ability to “act fast” when called upon.
- Care that is given to the community is top-notch.
- Employees are approachable.
- Good harmony amongst personnel.
- Knowledgeable base – good training.
- (Apparently) good up to date equipment.
- Open and approachable people.
- Quality work.
- Professionalism of responses.
- Accessibility of leaders.
- Community outreach.



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

- Focus and flexibility to work with stakeholders rather than demanding compliance.
- Readiness.
- Very good fire inspection commercial – industrial.
- From the chief on down, leadership is very good.
- Very good image – stand tall.
- Always a good news release following an incident.
- Appears the paid city FDL Fire Rescue work well with mutual aid.
- Quality of response – all calls responded to with high quality attention and commitment.
- Leadership is strong and well respected.
- Very community support minded – both the fire department and IAFF Local 400.
- General community reputation is positive.
- Safety of community members is always the primary concern.
- Community involvement.
- Great social media (no hidden agendas).
- Good relationship with media.
- Works well with other protection services in the public's eyes.
- Employees are held to high standards!
- Trained.
- Updated and needed equipment.
- Leadership.
- Community support.
- City government support (city council and others).
- Responsive to calls, quick and professional.
- Most staff I have interacted with are compassionate and professional.
- Community engagement and partnering with other organizations.
- During our building inspection, the inspector pointed out items we could improve but was not punitive, very helpful – remember we want to protect our people too.
- The first responders come across as very professional and helpful.
- Last winter when it was -27 degrees, our fire alarm went off. You responded to a false alarm, rather than being upset, your guys were very understanding and helpful.
- Really been impressed with staff (professional, prompt and friendly).



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

- Extremely active in the community (presence is felt).
- Have only witnesses them on a few calls but got there quickly.
- The fire and safety education in the community and schools is helpful and well-received.
- The collaboration and eagerness to work with other agencies is appreciated.
- The training you give staff and opportunities for strengthening their skills only improves the emergency response which is great.
- Having peripheral vision on how to improve the department and our community speaks to flexible leadership and vision.
- The amount of people you have saved due to overdoses and administration of Narcan is commendable.
- Leadership roles are taken seriously. Always community focused.
- The community has a great sense of pride regarding our fire/rescue services.
- They do a great job being present and engaging at all community events.
- The team takes their roles very seriously, at all times.
- They understand the impact their presence has in our community and work diligently to keep it positive.
- High standards.
- Good at “marketing” an industry that typically doesn’t consider marketing a priority.
- Department members take pride in their roles and department.
- Strong leadership.
- Great highly trained firefighters/paramedics.
- Three stations to cover the city efficiently.
- They do a lot of good everywhere in FDL.
- Great reflection of the City of FDL.
- Always professional to media.
- Good community partners.
- Always willing to do more.
- Willing to try unique approaches to improve outcomes.
- Knowledgeable of community and what those needs are.
- The department seems to keep up on equipment purchases.
- Response times have been very quick for fire and rescue when we have called.



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

- Building inspection quality has increased over the past 5-10 years from casual walk through to a full inspection w/valuable feedback.
- FDL fire department goes in other businesses in the community and conducts fire drills.
- Raises community awareness.
- Educates and visits schools in the district.
- Always very friendly.
- Promptness when called.
- Well trained engaged employees.
- Forward-thinking department looking for ways to get better.
- Communicates well with the public.
- Well-structured during emergencies.
- HazMat response capabilities.
- Openness and willingness to show community groups their equipment/locations and answer questions.
- FDLFR is always willing to assist other organizations with their goal to become better, safer, more prepared organization.
- Very open to feedback and always striving to improve.
- Very involved in non-fire related events that only improve our community (fundraising, etc.).
- Works to grow partnerships with other emergency response agencies in the county (especially beyond just fire).
- From the chief on down, administration is very approachable.
- Reliability and a feeling of security.
- Community members have confidence in our fire/rescue department.
- Respectful interactions between fire department personnel and community members.
- Fire prevention and education for community members.
- Well trained. Dynamic group. Hard-working, dedicated.
- Community outreach on smoke alarms etc., is always welcome.
- A willingness to send staff to train.
- Outreach to students at the public safety building.
- The new building is a great asset.
- We have a well-run fire department. Upper management does their job well.
- The paramedics do their jobs well.



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

- The firefighters do their job well.
- I think leadership team top to bottom is solid.
- Well respected in community.
- Fire/Rescue members seems truly passionate about their jobs.
- Transparent in all phases.
- Very pro-active.
- Protecting city and the residents.
- Walleye weekend tent was nice to see them in the community and the interaction.
- Department's employees seem to get along.
- Keep up the good work you do. I have a lot of respect for what you do and the way you do it.
- Great response time every time we've called.
- Trained/knowledgeable staff.
- Helpful.
- Safety (preventative) focused.
- Quick response time.
- Equipment.
- Always there to answer any and all questions, along with a teaching moment to follow.
- I like how open they are about the things they are doing or events coming up.
- Always willing to help out in any way they can.
- Limited experience with service – was very positive. The crew that responded was considerate and caring.
- I like the idea that Fire/Rescue are cross-trained and capable of handling both situations.
- community connected.
- Visual in schools.
- A teacher to children who make fire safety errors.
- Welcoming.
- Partnering to offer community knowledge, for example, stop the bleed.
- The genuine kindness and desire to help/protect our community is unmatched.
- The speed and techniques used to keep the community safety is great.
- The compassion, of all, is evident and shown to all customers.
- As a social administrator, I am impressed with the professionalism and concern for school safety.



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

- Good communication with the community on incidents.
- Dedication to helping with area drug epidemic – overdose incidents.
- Utilizing a spokesperson or the department for media representation.
- Respected organization in our community.
- Looking for opportunities to better your organization through efforts like today.
- Education for residents involving smoke and CO detection devices.

Other Thoughts and Comments

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

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

- Dedicated to high-quality service providing the best outcome for the user.
- Investment in services that may not be a regular need, but maintain capabilities (HazMat, tactical medic).
- Always being transparent with the public (media) Facebook.
- Way to go with helping flood victims – nice job!
- Sure, like to see how fire personnel might be able to connect more, and in different ways with the community. Sponsor events?
- My experience is that FDLFR personnel are professional, reasonable and genuinely interested in improving the safety and resilience of the community.
- If you are going to get us all in a room, let's have a discussion! This could have been done via email otherwise.
- That said, thanks for lunch.
- I belong to a couple of non-profit groups. It is nice to call and have the fire department come and help out when needed (always there for you)!!!
- Increased budget for staffing is a concern.
- Leadership is strong.
- Community support.
- Men and woman FDL Fire/Rescue community volunteering is great.



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

- Curious about future potential with additional community partners to provide additional wrap-around services, follow-up services, mobile crisis, or how fire/rescue can be another avenue for individuals and families to get connected to resources.
- FDL Fire/Rescue is the only professional department in FDL County correct? I wonder if there is a potential for FDL to share more data with the community and partners on what's happening (fires, overdoses, etc.), and if they can assist the smaller departments sharing the same. This could help with communities identifying needs and developing strategies to address them.
- Thanks for keeping FDL a great place to work and live.
- I have been very impressed with our FDLFR. I see their work as being thankless sometimes, but I am very thankful for what they offer to our community and organizations.
- Would like to see a more diverse leadership group – focus on diversity when recruiting.
- Mostly I worry about the heavy workload for the number of personnel – can we hire more to keep them fresher?
- Don't rest on your laurels, look forward and anticipate changes that will be needed.
- The automated emails about upcoming equipment inspections are very vague and not helpful for my organization. We have a strong process in place to ensure all inspections are done and corrective actions completed in a timely manner. However, I understand not everyone has that same commitment.
- Please carry and use Narcan for victims of overdose. Please refer these patients to AODA treatment in the community. Thank you!
- I'm very pleased with the whole department top to bottom.
- I believe the fire department is doing a good job. Especially when you don't see negative reports in the paper/news.
- Our fire team is awesome!
- The school district appreciates our partnerships, specifically on the crisis team, CSI, district equity team.
- Continuous process improvement and updated equipment will always improve the safety of our people.
- Thank you for keeping our community safe!



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

Appendix 2

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and 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 and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

| Strengths of Fond du Lac Fire / Rescue | |
|---|---|
| Good inspection (compliance) and code enforcement program | We have new updated equipment, with proactive replacement |
| Good health and wellness program | We are an accredited, ISO Class 1 department |
| Well-trained personnel | Strong and going union – volunteerism |
| Well-maintained and updated facilities | Technologies – telecom, new TICs, MDC, iPad, etc. |
| Adaptable in tactics – fire and EMS with available people | Good community involvement through miscellaneous programs |
| State-of-the-art training center | Good public education through social media |
| Good public image | Partnerships with area businesses |
| Good data collection and tracking | Good relations with St. Agnes Hospital |
| Good fire investigation program | Great leadership |
| Great teamwork | Good relationship with CC and PFC |
| Overall adaptability to daily function changes | Premier paramedic program |
| Buy-in/support – everyone wants to be better | Personal support – moral support |
| Approachable management | Diversity of services |
| Ability to fill multiple roles and work across the ranks | They come to us with questions and we provide answers |
| Strong support model for surrounding agencies | Strong safety culture |
| Solid support staff | Bilingual employee |
| Employee recognition program | EMS call volume/revenue |
| Increased emphasis in recognizing history and tradition | |



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

Weaknesses

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 department stakeholders as weaknesses:

| Weaknesses of Fond du Lac Fire / Rescue | |
|---|---|
| Not enough time for hands-on training | Too much internet training |
| Constantly being at minimum staffing | Difficulty filling ambulance transfers |
| Where brotherhood/sisterhood ends – union stuff versus business | Communication between management and line personnel |
| Inadequate EMS quality reviews | Increase of times to cross-staff apparatus |
| Lack of professional growth | Insufficient evaluation methods for probation |
| Three different shifts, three different ways – dealing with administrative interpretation | Personnel not exposed to acting officer/acting engineer opportunities |
| Gap of formal training for tech team | Lack of program personnel – shift fire inspectors |
| Lack of peer support on mental health | Lack of on-duty battalion chief |
| Not fixing speakers – inaudible dispatching | New generation opinion of what is expected |
| Lack of staffing | Not understanding need for risk reduction |
| Not allowing line personnel to contribute with apparatus design and equipment purchases | Need for further/improved officer development program |
| Lack of accreditation knowledge and education as a department | Time management/availability for data tracking – impacting the quality of some data |
| Involving line personnel for new firefighter recruit interview | Lack of accountability for outside vendors – HVAC, radios, warranties |
| Work/life balance expectations | Personal accountability – seeking information |
| Lack of recruitment | Annual evaluation process |
| Time to effectively train personnel and fully complete | Limitations for outside training due to constraints |
| Vehicle maintenance program – time spent transporting vehicles, continuity of continued maintenance | |



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

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 department stakeholders identified the following potential opportunities:

| Opportunities for Fond du Lac Fire / Rescue | |
|---|---|
| Collaboration with the sheriff's department to combine services – dive team, boat | Outside training/certification for fire, EMS, technical rescue |
| Gain community support for adding/increasing staffing/personnel | Gain community support for additional fire station within the northern portion of FDL |
| Expand firefighter recruitment to include qualified individuals from the Midwest | Expand services and response territories beyond established boundaries |
| Take advantage of funding through available grants | MIH with another agency |
| All mechanics EVT certified | Need community risk reduction officer |
| Dispatch - station tone to aid in mental health | WI-TF1 training for members |
| Consolidation with area services/territories | Possible revenue from PSTC |
| Explorer program – expand intern program | Increase TEMS members |
| Revision of EMS protocols based on research | Work with non-profits for additional funding |
| Explore provider-initiated refusals | Explore in house mechanic – EVT |
| Utilize of other agency established programs – Red Cross | Utilize NFA with staffing coverage for officer development |
| Coordinate and utilize technical college system for training opportunities | Expand relationships with businesses for equipment, training |
| Enhance/expand cancer screenings – third party | Financial increase by increasing scheduled transfers |
| Take advantage of service group funds | Find funding for specialized equipment |
| Share knowledge with outside agencies | Utilize health services to conduct training |



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

Threats

By recognizing possible threats, an organization can 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 department stakeholders were as follows:

| Potential Threats to Fond du Lac Fire / Rescue | |
|---|--|
| Budget constraints across all spectrums | Tax levy – limited percentage |
| Private EMS – taking over public EMS | Lack of diverse/qualified candidates |
| Other agencies not properly staffing – taxing FDLFR | Lack of public knowledge and support – citizens not knowing our agency |
| Increased call volume – taxing the service response | |
| Lack of supporting medic services for mutual aid | Keeping up with changing technology – cost |
| Lack of city growth – run volume increases, yet tax remains constant | Geographical layout – station locations, ability for city to grow |
| Vehicle maintenance – time wasted traveling across the city | Lack of immediate supporting agencies for a large response |
| Unfunded mandates with certifications and minimum requirements | Increased number of interfacility transfers that tax service demands |
| Outside perception of agency/services | Lowering standards for new hires |
| Non-supporting city council members | Lack of draw to new people to the city |
| Dispatch/communications – lack of situational awareness – for effective and efficient service | Environmental stresses at home |
| | Non-collaborative/supportive city department leaders |
| Large increase in BLS 911 and BLS transfers | Priority conflicts between FDLFR and dispatch |
| Other departments, lateral transfers stealing members | Potential for increase of call volume due to the aging of baby boomers |
| Vehicle maintenance repeating same issues | |
| State DHS/EMS dictating protocols for services | Increased violence on first responders |
| State legislation – Act 10 | Traditionally conservative city inhibiting growth |
| City expectations of doing more with less | Single hospital provider |



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

Appendix 3

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the department should pursue for change and continuous improvement.

Critical and Service Gap Issues Identified by the Department Stakeholders

| Initiative Link | Group 1 | Group 2 |
|-----------------|---|--|
| Staffing | Staffing <ul style="list-style-type: none"> ○ Lack of qualified candidates ○ Limited workforce ○ Dull city ○ City's lack of support ○ Employee retention <ul style="list-style-type: none"> ▪ Pay and benefits ▪ Lateral transfers ○ Lack of external communication ○ Transparency Public Relations <ul style="list-style-type: none"> ○ Prioritize ○ CBA restrictions ○ Call volume ○ Quantity of requests ○ Consistent delivery ○ Daily workload – inspections, training, calls, vehicle checks, etc. | Staffing <ul style="list-style-type: none"> ○ Increased call volume ○ Increased workload ○ No increase in personnel ○ Limited applicants ○ ISO compliance ○ NFPA 1710 – not compliant ○ Lack of a dedicated incident commander ○ Lack of program personnel ○ Increased cross-staffing ○ Increased public relations demand Personnel Recruitment <ul style="list-style-type: none"> ○ Lack of interns ○ Lack of local interest ○ Lack of explorer program ○ Requirements ○ Expansion of recruitment in schools, FDL County |

| Initiative Link | Group 1 | Group 2 |
|-----------------------|--|---|
| Communications | Communications <ul style="list-style-type: none"> ○ Agency needs – external ○ Prioritizing certain information ○ Breakdown of information ○ Challenges with filtering information ○ Failure to ask questions Public Relations <ul style="list-style-type: none"> ○ Prioritize ○ CBA restrictions ○ Call volume ○ Quantity of requests ○ Consistent delivery ○ Daily workload – inspections, training, calls, vehicle checks, etc. | Internal Communications <ul style="list-style-type: none"> ○ Filtering linear ○ Proposal considerations process/avenue ○ Funding ○ Time management – identify need/volume priority ○ Process of informing – meetings, newsletter ○ Background research – gather factual information before communicating ○ Perception versus reality ○ documentation |



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

| Initiative Link | Group 1 | Group 2 |
|--------------------------|--|---|
| Fleet Maintenance | Operational Impacts of Vehicle Maintenance <ul style="list-style-type: none"> ○ Availability of units ○ Time out of day ○ Confusion with dispatch ○ Cost of fuel ○ Response times ○ Expense to budget ○ Apparatus design ○ EVT ○ Warranty | Vehicle Maintenance <ul style="list-style-type: none"> ○ Time management – number of hours to accommodate the schedule of fleet maintenance ○ Recommended maintenance ○ Previous denial of EVT program ○ Documentation – full coverage information on service and repairs ○ Accuracy of reporting malfunctions |

| Initiative Link | Group 1 | Group 2 |
|------------------------|--|---|
| Member Wellness | Member Wellness <ul style="list-style-type: none"> ○ Lack of house tones ○ PTSD ○ Increased call volume ○ Increased volume ○ Increased exposure | Mental Peer Support <ul style="list-style-type: none"> ○ Lack of identified team ○ Lack of awareness by membership ○ Funding ○ Amount of training hours ○ Interested individuals ○ Culture – membership support |

| Initiative Link | Group 1 | Group 2 |
|-----------------|---|---|
| Training | Training Expectations <ul style="list-style-type: none"> ○ Lack of in-person training versus internet ○ Mandated training ○ Prioritizing the recruit academy ○ Shift coverage to attend outside training ○ Gap of specialized training | Fire, Tech, EMS Training <ul style="list-style-type: none"> ○ Funding ○ Staffing ○ Availability of training ○ Team needs ○ Scheduling ○ Cooperating betwixt floor and management ○ Location of training Officer Development <ul style="list-style-type: none"> ○ Lack of a defined program ○ Lack of officer requirements ○ Leadership versus officer education ○ Funding ○ Number of hours ○ Labor/management cooperation |



FOND DU LAC FIRE / RESCUE

2020 - 2025 STRATEGIC PLAN

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is not linked directly to a strategic initiative but remains important and may be applicable in part with the strategic initiatives above. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Critical and Service Gap Issues Identified by the Department Stakeholders

| Topic | Group 1 | Group 2 |
|-----------------------|---------|---|
| Increased Call Volume | N/A | Increased Call Volume <ul style="list-style-type: none"> Public education No MIH program Aging population CBRF issues Non-medical issue FD/PD interactions Increased mutual aid response due to the lack of staffing in adjacent areas Non-emergent requests Ambulance transfers |

| Topic | Group 1 | Group 2 |
|----------|---------|---|
| Dispatch | N/A | Dispatch <ul style="list-style-type: none"> Lack of accountability Fire department is not the priority Not open to fire department input for ProQA Resistance to change |

| Topic | Group 1 | Group 2 |
|------------------|---------|---|
| Fire Inspections | N/A | Fire Inspections <ul style="list-style-type: none"> Lack of dedicated inspectors Complexity of inspections Number of inspections per month versus training events Reporting duplication Scheduling with occupancies Interruptions – units on “last calls” |

