

The City of Marshfield Fire & Rescue Department Strategic Plan 2018 – 2021



Mission Statement

“The Marshfield Fire and Rescue Department, in partnership with the community, protects and preserves lives and property through assessment, prevention, education and response”

Approved by Marshfield Police and Fire Commission March 8, 2018



Photo courtesy of Branden Bodendorfer, TriMedia Designs



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Mayor, City Administrator, and Members of the Common Council

Mayor

Chris L. Meyer

City Administrator

Steve Barg

Alderspersons

1st District	Michael J. Feirer
2nd District	Dominic Poeschel
3rd District	Chris Jockheck
4th District	Gordon H. Earll
5th District	Ed Wagner (Council President)
6th District	Tom Witzel
7th District	Jason Zaleski
8th District	Rebecca Spiros
9th District	Tom Buttke
10th District	Peter O. Hendler

City of Marshfield Police and Fire Commission

President	Andy Keogh
Vice President	Mike Meyers
Secretary	Nate Mueller
Commissioner	Randy Gershman
Commissioner	Jennifer Meece

City of Marshfield Fire and Rescue Department Command Staff

Fire Chief	Scott M. Owen, Sr.
Deputy Chief – EMS	Steve Bakos
Deputy Chief – Fire Prevention	Peter Fletty
Deputy Chief – Shift Command (Blue)	Jody Clements
Deputy Chief – Shift Command (Green)	Jon Lucareli
Deputy Chief – Shift Command (Red)	Troy Weiland
Secretary	Sue Berger

2018 Marshfield Fire Fighters I.A.F.F. Local 1021 Executive Board

President	Lance Christopher
Vice President	Ben Griesbach
Secretary-Treasurer	Everett Mueller
Executive Board Member	Erik Jonas
Executive Board Member	Lucas Frydenlund
Executive Board Member	Nate McNamara
Trustee's	Jonathan Altman, Stephen Annen, and Tyler Hines

General Department Contact Information

Marshfield Fire and Rescue Department

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Executive Summary

Marshfield Fire and Rescue Strategic Plan 2018-2021 Development

Strategic planning is about change. It is a dynamic process in which an organization honestly assesses its current state; identifies the areas on which it must focus; creates a vision of a better version of itself; and defines the goals and objectives it must achieve to realize this vision. The effort involved in the planning process produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going, and the actions needed to make progress, but also how to measure the progress to determine if it is successful.

This plan is the agency's first detailed strategic plan and is being developed to lead the agency from 2018 through 2021. As a "living document", this plan will help guide the agency strategically and operationally into the future. Several years ago, this department created a mission statement, but no formal vision statement or core values were discussed or created to go with the mission statement. As part of this current process, chief officers met with each of the shifts to discuss the vision and core values for this organization and as such they have incorporated them into the document.

The focus of the strategic plan was, and will continue to be, to review, revise and/or develop and maintain the following:

- Mission statement
- Vision statement
- Values, priorities, and guiding principles
- Strengths, Weaknesses, Opportunities, Threats (SWOT Analysis)
- Goals and objectives

Through collaborative discussion, consistent with the agency's values, the agency will review the 2018-2021 strategic plan on a semi-annual or on an as-needed basis to ensure measurable progress towards achievement of the stated goals and objectives. At the end of three-year term, the same principle will be followed to develop and implement a new strategic plan for the next three years.

This document is used to communicate with all stakeholders on the organizations goals, the actions needed to achieve those goals and all the other critical elements developed during the planning phase. The challenge then becomes having all members of the organization understand this vision and focus energy and resources on achieving the identified goals and objectives. All this must be accomplished while continually adjusting to account for changes in our operating environment and remaining fiscally responsible.

The members of the Marshfield Fire and Rescue Department (hereafter referred to as fire department, department, or MFRD) are excited about sharing our strategic plan with the Marshfield Police and Fire Commission (PFC), administration for the City of Marshfield (City), and the citizens. The path of excellence is a long journey and we feel this plan is the first step. It is our highest desires and wishes for our city leadership to hear the words in this plan and help us to continue to make the City a progressive and safe city. This plan, once completed, will play a major role in the agency's quest to achieve and maintain the status of being a

progressive agency, recognized internationally by the Center for Public Safety Excellence (CPSE).

In June 2016, at the request of the PFC, the MFRD contracted with 5 Bugle Training and Consulting, LLC to facilitate the development of a strategic plan. As part of the planning process to determine how the department could improve current services, as well as look for current opportunities to expand and grow services, a comprehensive review of Department services, programs, training, and management practices was initiated. This evaluation included interviews and discussions with internal and external stakeholders in the community. Internal Stakeholders included department employees, city staff, department heads, an alderperson and a PFC member; external stakeholders consisted of citizens and business owners in the community.



To paint a realistic picture of what the department aspires to become, it is necessary to first understand the current state of the department and its staff. This document is divided into many different sections that discuss a variety of topics such as "Introduction and Background", "Community Profile", and "Organizational Analysis" where strengths, weaknesses, opportunities, and threats (SWOT) of the MFRD are discussed.

This Strategic Plan represents the efforts of all members of MFRD to honestly evaluate our department, to anticipate future community needs, and the resources required to meet those needs. The plan outlines MFRD's vision and values in those respective sections. The "Goals and Objectives" appendix focuses on a variety of immediate and future annual goals created to support progress towards the department's strategic plan and will be reviewed quarterly to insure consistent efforts. Annually, the overall strategic plan will be reviewed with all department members to confirm continued relevancy, new community developments and updates as needed. As with any plan, assumptions were made and outlined in this document. We analyzed our strengths, weakness, opportunities, and threats and have developed broad goals and specific objectives to meet the following areas: Personnel Retention, Apparatus/Fleet, Training, EMS, Equipment, Facilities, Community Risk Reduction, Health and Safety, and Emergency Management.

Development of this plan would not have been possible without the candid discussions between 5 Bugle Training and Consulting, LLC and the citizens, business leaders, and of course department members. These collaborative efforts helped to produce, edit and refine this document; and for department members the effort we must now make to act upon this plan. The Marshfield Fire and Rescue Department members extend their gratitude to all individuals who contributed to the creation of this strategic plan. Their contributions will help ensure that the agency is positioned successfully to respond to community needs and circumstances.

Fire Service Background

Today's fire service is faced with unique and ever-changing challenges. The public demands continue to increase, while finances and other resources continue to shrink. These trends place increased pressure on the service demands of today's fire department, policy makers, and staff to develop ways to be more effective and more efficient.

To work efficiently with available resources, organizations must set objectives based on constructive efforts while eliminating programs that do not serve the customer. Developing customer focus is an absolute necessity. It is required that fire service agencies strategically plan how they will deliver high quality products and services to the public and their other customers through improved, quicker, and more cost-effective

programs. Planning is a continuous process, and this strategic plan can only come to life by being shared, debated, and implemented in the context of organizational realities.

Once strategic goals are established, fire service leaders will establish performance measures to assess and ensure that the organization is indeed delivering on the strategic plan outcomes. At the outset, the plan will provide a common understanding of where the organization is going.

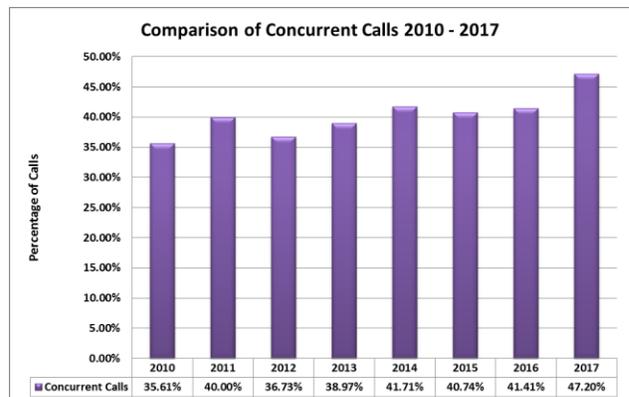
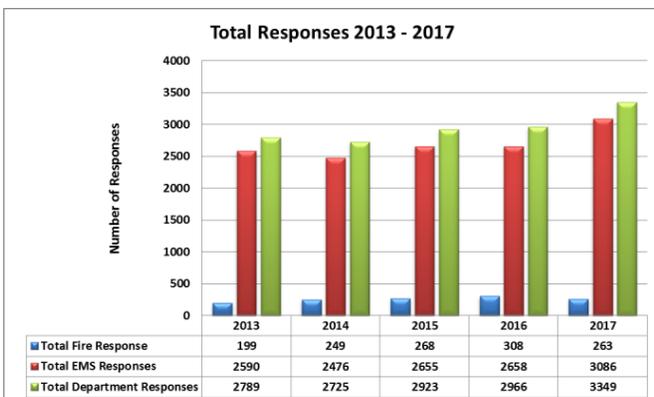
Introduction

Education, emergency medical response, fire suppression, investigation, and code enforcement are just a part of the many attributes this department provides daily. Skills, education, proper tools to do the job, and retention of trained, competent personnel are critical in accomplishing our goal to be the best we can. As a small department, we have had to, on numerous occasions, incorporate innovative and creative ideas to meet vital needs due to pressing budgetary constraints.

The MFRD employs 37 professional men and women, of which 36 are sworn employees, to provide fire, emergency medical services (EMS), and specialized rescue services to the City of Marshfield and the surrounding areas. The MFRD has EMS contracts with 13 townships and villages, covering approximately 301 square miles in addition to the City of Marshfield. In total, the department covers approximately 314 square miles of primary EMS coverage. These contracts with townships and villages account for approximately 31% of the annual EMS call volume.



In 2016 the MFRD responded to 2,966 fire and EMS calls with 2,658 (~88.8%) of them being EMS-related. As expected, we continue to see an increase in EMS call volume, even without the transport agreements we have in place with Marshfield Medical Center (MMC). As such, in 2017 the department responded to 3,349 fire and EMS calls with 3,086 (92.15%) of them being EMS related, an increase of 383 total calls over 2016. There is also a continuing increase in the number of concurrent calls, which are two or more separate calls at the same time. In 2015 the department experienced a concurrent call rate of 40.74%, in 2016 it was 41.41%, and in 2017 the concurrent call rate increased to 47.20%.





Our apparatus has been designed and built to fit our needs for the areas we serve. Command staff needs to continue to ensure that the department provides the proper protection, direction, and safety to those we serve daily. Protection requires continual research and acquisition of proper apparel, equipment, and apparatus as well as training based on the latest research and looking at opportunities to broaden base-knowledge of department members. In addition, it is vital to the future of the department that a succession plan is created and continually updated for each officer position and task within the organization. These documents will help provide a clear futuristic outlook for the department.

In the fall/winter of 2016 the department received approval from the PFC and Marshfield Common Council to increase our EMS provider level from Paramedic to Critical Care Paramedic. The start of this upgrade was completed in the first half of 2017 with completion of the required 108-hour class for all department Paramedics. The EMS Operational Plan was submitted and approved by the State of Wisconsin Department of Health Services increasing the license level of the department to Critical Care Transport Paramedic.



This change of provider level increased the level of pre-hospital emergency care we provide to our citizens daily. In addition, this upgrade allowed us to partner with the Marshfield Clinic Health System (MCHS) to provide ambulance services to the Marshfield Medical Center through agreements and partnerships providing services such as intercepts, neonatal/pediatric transfers, interfacility transfers, etc. These services had been performed by this department for several years in a back-up role to Ministry Transportation Services (MTS/Spirit), however with the sale of St. Joseph's Hospital to MCHS, Spirit and the MCHS could not come to an agreement and Spirit ultimately relocated to St. Clare's Hospital in Weston, WI.

The MFRD must continually evaluate current and future staffing levels to ensure we continue to provide the highest level of care to the citizens we serve. In addition, the departments needs to evaluate, incorporate, and re-evaluate for needed equipment, and changes in equipment that are necessary for our fire fighter/EMTs/Paramedics to have the safest and most effective tools required for performance and safety. MFRD has improved several elements of public fire and life safety education, fire prevention, and code enforcement, but needs to continue moving forward and look at improving additional efficiencies within some of these areas, not only within the department but with other city departments.

Over the years MFRD has evolved but still has a way to go to be the department we want to be. MFRD is confident that using this plan as a foundation will continuously propel this department forward while making a positive impact to our community and remaining as fiscally responsible as possible. With this plan, dedicated staff, and hard work we will be the fire and EMS department our citizens and visitors deserve, operating at the highest level of professionalism.

Mission Statement

The Marshfield Fire and Rescue Department, in partnership with the community, protects and preserves lives and property through assessment, prevention, education and response.

Vision Statement

The staff and members of the Marshfield Fire and Rescue Department share a common vision of providing a service for the citizens of Marshfield that is nothing short of excellent. We will maintain a high level of preparedness through training, leadership, and proven strategies, applied by highly competent, qualified personnel to serve our community with honor, integrity and selfless devotion to duty.

Statement of Values

We will strive to hold true to our core values while pursuing the ideals of compassion, respect, efficiency, and innovation to accomplish our mission. We want to be proactive in stressing the need for identified hazards while consistently working toward reducing risks associated with those hazards.

Core Values

Core values and leadership on and off emergency incident scenes is our primary and most important challenge. It requires department members to accept a set of values that contributes to a core of motivation and will. If we fail to accept and live these values, citizens and fire department personnel may be injured or even die unnecessarily.



As part of this process, chief officers met with each of the shifts to discuss the core values for this organization. A survey was sent to 35 department members asking them to review and rank those core values they felt reflected the department. 21 members (60%) of the department completed the survey.

1. Trustworthy – We will strive to be honest, good stewards of the community.
2. Integrity – With honesty as our foundation, we will always do what is right.
3. Professionalism – A personal commitment to exceed expectations of our profession in our attitude, ability and appearance.
4. Accountable and Dependable – Responsibility to those we serve through fortitude, instinct, compassion, and training.
5. Teamwork – A partnership of coordinated effort based on trust, empowerment, support and communication.

Community Profile

Population

Originally nicknamed “Hub City,” due to the many trains that traveled through the area, Marshfield continues to be a hub for businesses and families alike. Marshfield’s central location, along with quality healthcare, a municipal airport, a regional airport within 35 miles, and the four-lane expansion of Highway 10 offering easy access to larger, metro markets continue to be positive attributes to the city, now referring to the city as the “City in the Center.”



The community of roughly 19,200 people live within its corporate boundaries (13.692 sq. miles) and another 12,747 people populate the EMS contracted area (301.203 sq. miles). Marshfield features a world-renowned medical center, historic downtown, high performing schools, the UW-Marshfield/Wood County campus, and Mid-State Technical College. A vibrant community life adds to Marshfield’s small-town charm.

Marshfield residents participate in a variety of festivals held throughout the year such as Hub City Days, Dairyfest, Maple Fall Fest, and others. Marshfield is also home to the annual Central Wisconsin State Fair. The city celebrates its



heritage as one of the stops on the historic Yellowstone Trail, a 1920-era auto route that directed travelers to Yellowstone National Park. Recreation and a healthy lifestyle are important to Marshfield residents who enjoy an abundance of parks and trails as well as Wildwood Park and Zoo, an area that is 340-acres consisting of a variety of activity areas.

Organization

The City of Marshfield is guided by its mission to create an efficient, successful and sustainable organization providing insightful stewardship of the community, its heritage, and its legacies. The city strives to deliver the highest quality, cost-effective, and the most responsive services possible to residents, taxpayers, visitors, and investors, while maintaining an atmosphere of professionalism, integrity, responsiveness, and accountability. Recently the city completed the upgrade to the City of Marshfield Comprehensive Plan and the plan is available for review on the city website.

Recent accomplishments by the city include completion of the Everett Roehl Marshfield Public Library, 2nd Street Community Center, construction of the 2nd Street Corridor in the downtown area, and addition of two Kodiak bears (Munsey and Boda) at the Wildwood Zoo.



Construction is underway on a new downtown park (Wenzel Family Plaza) which will serve as a gathering place as well as a great location for activities and events, drawing more interest to the city’s central business district.



The City of Marshfield is organized as a mayor-council plan under Chapter 62 of Wisconsin State Statutes. The MFRD is governed by a five-member Police and Fire Commission in accordance with § 62.13 Wisconsin Statutes with optional powers designated in § 62.13(6) Wis. Stats. The Mayor, who serves as the city’s chief executive officer, is elected to a two-year term in even numbered years. The common council includes the Mayor and ten alderpersons, elected by district to two-year terms. Alderpersons representing odd numbered districts are elected in even numbered years and alderpersons representing even numbered districts are elected in odd numbered years. In addition to electing a Mayor and Common council, voters also elect a municipal judge to a four-year term.

Workforce



Healthcare is the dominant industry in the City of Marshfield, anchored by the Marshfield Clinic Health System, the largest private group medical practice in Wisconsin and one of the largest in the United States. The Marshfield Clinic Health System employs more than 700 physicians representing over 80 different medical specialties, more than 6,000 additional employees, and over 50 locations in northern, central and western Wisconsin. In addition, the clinic has recently completed the

purchase of Saint Joseph’s Hospital, a 500-plus bed tertiary care teaching facility from Ascension Healthcare. The City is also home to many other major quality employers, including Roehl Transport, Masonite Architectural (locally known as Marshfield Door Systems), and Felker Brothers to name only a few.



Community Risks

Although our fire department is a full-service emergency response department, the predominant risks faced by MFRD are in the low- and moderate-risk categories. EMS responses, which are considered to be a moderate risk, are the primary response-type, averaging approximately 90.4% of all calls for service between 2015 and 2017. We are an ISO (Insurance Services Organization) class 3 and were last evaluated in 2012.

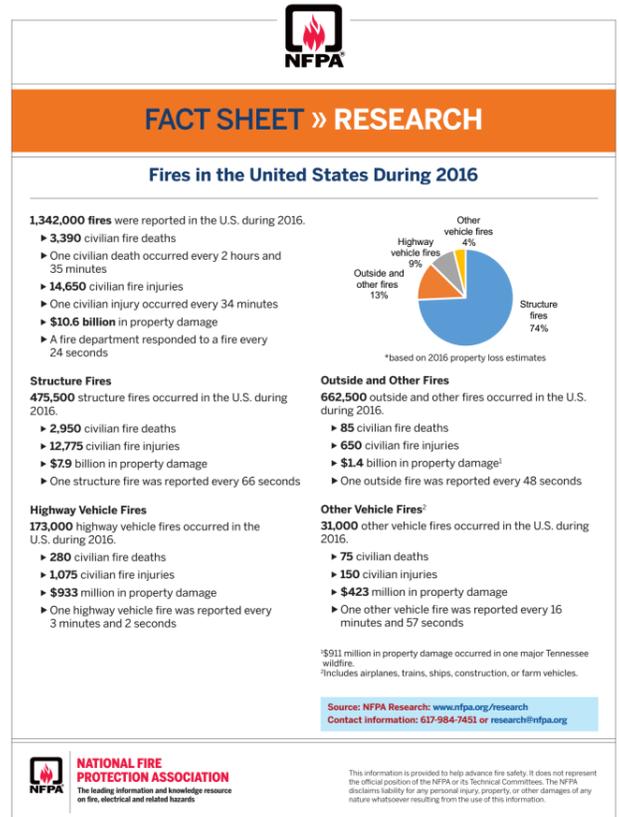
Background

Each year throughout the United States, fires kill thousands, injure tens of thousands and destroy billions of dollars in property. In 2016, the National Fire Protection Association (NFPA) cited 1,342,000 total fires were reported in the United States which is a slight decrease compared to 2015. In 2016 there were 3,390 civilian fire deaths and 16,650 civilian fire injuries. These fires resulted in \$10.6 billion in property damage and it is estimated that a fire department in the U.S. responded to a fire every 24 seconds.

We are an all-hazard response and customer service agency. We take our responsibility very seriously through training, high-quality EMS, aggressive code enforcement, and strong public fire education programs. As fire fighters, we train and prepare for the unknown situations. An “All Hazards” fire department represents every level of a hazard response whether it is hazardous materials, confined space, building collapse, rope rescue, fire extinguishment, EMS, and vehicle extraction.

Fire fighters are said to be the jack of all trades. They are trained to think on their feet, keep their head on a swivel, and to think outside of the box. Even as a small department, the Marshfield Fire and Rescue Department trains to the best of its ability to meet the demands for service the public expects (and deserves). It is often stated if someone is having a crisis and it does not involve needing the assistance of someone with a gun (i.e., law enforcement) the fire department will respond and help take care of the situation. It is this thought that the public counts on every fire fighter or fire department to have knowledge in every hazard as we are called upon for every situation possible.

The general public does not know in detail what training the department has; what they do know is to call 911 for help. When they do so they expect fire fighters to show up and are prepared to help, no matter



what the situation. Today's fire service is drastically different compared to the fire service of the past. As part of an "all-hazard approach" departments must be well-versed in fire suppression, fire prevention (code enforcement), building construction, public life-safety education, EMS, technical rescue and even terrorism.

MFRD is a member of Wisconsin Division 116 of the Mutual Aid Box Alarm System (MABAS) which assures Mutual Aid with all departments within our division as well as the State as a whole. The MFRD, in conjunction with Wisconsin Rapids Fire Department are the joint Wood County Hazardous Materials Response Team and a State of Wisconsin Type III HazMat Team. The department currently has written fire mutual aid agreements (in addition to MABAS) with Hewitt, McMillan, Stevens Point, and Wisconsin Rapids fire departments. There are also EMS mutual aid agreements with Stevens Point, Wisconsin Rapids, Spencer, and Stratford fire departments. Mutual aid agreements will need a more critical review on a yearly basis to assure that these agreements are in the best interest of all departments involved.



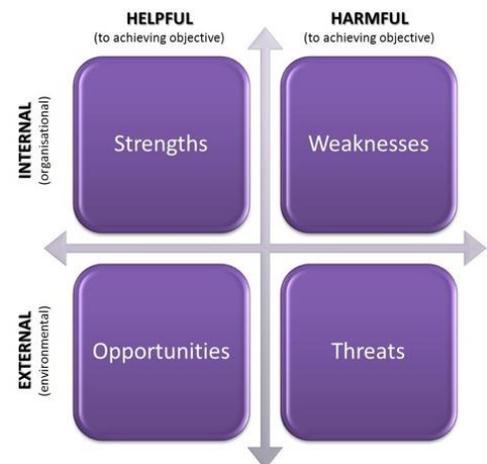
Mission, Focus Areas and Principles of the Fire Department

The mission statement of the MFRD reads "The Marshfield Fire and Rescue Department, in partnership with the community, protects and preserves lives and property through assessment, prevention, education and response." This statement was derived as a result of a brainstorming session of department members in 2011. The MFRD provides a variety of programs designed to protect the lives and property of the citizens and visitors to Marshfield against the adverse effects of fires, medical emergencies, and exposure to hazardous conditions created by man or nature. We strive to uphold our responsibility to employ our specialized knowledge and skills specific to protect those we serve. Our efforts to minimize fire incidents are achieved through aggressive code enforcement/inspections, public education, and preparedness.

Organizational SWOT Analysis

A critical portion to any strategic plan is the development of a Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) analysis. A SWOT analysis is a precursor to strategic planning and is performed to assess an organization from a critical perspective. The assessment is an examination of an organization's internal strengths and weaknesses, its opportunities for growth and improvement, and the threats the external environment presents to its success or survival.

We must understand that through short and long term planning we can overcome weaknesses while recognizing the opportunities we possess. Threats must continuously be identified to avoid future pitfalls that come our way. The analysis of strengths and weaknesses as listed below will aid us in providing a vision for our goals and strategic priorities. These responses were obtained through interviews and discussion completed by the representative from 5 Bugle Training and Consulting, LLC in 2016.



Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that those strengths are consistent with the issues facing the organization. Often identifying organizational strengths lead to channeling efforts toward primary community needs to match those strengths. The following were identified as strengths for MFRD:

- A strong Emergency Medical Services (EMS) Division and paramedic level of service;
- MFRD members indicate that there are adequate resources in terms of brick and mortar, apparatus and equipment requirements to meet current needs as well as the foreseeable future;
- Community business leaders could not identify any areas that they saw as gaps in service delivery, customer service, or community support;
- Motivated;
- Competent personnel;
- Positive rapport with community and community leaders;
- Partnerships with other city departments;
- Partnerships with non-city organizations;
- Relationship and support from city management;
- Mayoral and City Council leadership and support;
- Young fire department that currently has experienced leadership;
- Ability to think outside the box;
- Support for higher education;
- Increased morale and departmental ownership;
- Development of a progressive, aggressive strategic planning process.



Weakness

Performance or lack of performance within an organization depends greatly on the identification of weakness and how they are confronted. For any organization either to 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, but rather those day-to-day issues and concerns that may slow or inhibit progress.

- MFRD members identified a lack of professional development and career paths;

- MFRD members identified communication as a key issue;
- MFRD members identified this department advertises more specialty emergency services outside of the core fire and EMS services, than it can efficiently deliver on a day-to-day basis;
- Lack of adequate staffing, specifically related to ambulance responses;
- Lack of dedicated funding for capital expenditures;
- MFRD members feel that a re-evaluation of the fire prevention/inspection, training and maintenance divisions is needed;
- At least one community business leader felt that the fire department seemed to be “standing still,” rather than actively pursuing opportunities to grow and develop, both from the perspective of service delivery and professional growth;
- Staff retention;
- Difficulty in adapting to change (internal);
- Younger fire department as it relates to experience, confidence, and skills levels;
- Lack of diversity within the department related to community demographics;
- No replacement program/schedule for equipment and small vehicles;
- No defined health and wellness program;
- Lack of aggressive local recruitment practices;
- Lack of efficiency responding to emergencies and investigations.

Opportunities

The opportunities for an organization depend upon 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 stakeholders identified the following potential opportunities:

- Special rescue abilities of the MFRD and rescue services offered by other regional fire departments, need to be reviewed to identify mutual collaboration opportunities;
- Community business leaders felt that the fire department could increase its visibility within the community as well as at civic events;
- Give back more to the community that supports the department;



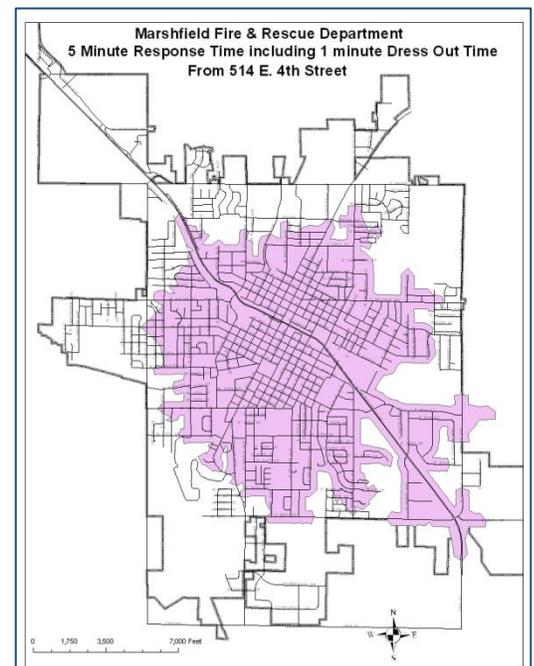
- Demonstrate value to those served and stakeholders through education and service;
- Growing department with future career advancement;
- Growing city with quality, safe development;
- Increased leadership continuity;
- Salary and step plan more conducive to compete with comparable fire departments;
- Better recruitment practices;
- Enhanced training facilities and opportunities;
- Become a destination department instead of a training ground for other departments.



Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with the risks and challenges must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss or missed opportunities. The success of any strategic plan is the understanding that threats are not completely or directly controlled by the organization. The stakeholders identified the items below as threats:

- Community business leaders felt continuing concerns as to whether the north and south side of the City will be adequately covered, as growth continues in both those areas;
- Complacency;
- Inability to adapt to change (internal and external);
- Inexperienced command staff;
- Competitive neighboring salaries;
- Employee retention;
- Shortfalls in communication with community stakeholders;
- Inadequate training facilities can lead to firefighter and/or civilian injury or death.



Goal Setting

There are several issues in the department that need to be addressed in the near future that will continue, and hopefully increase, the level of service the residents of the City of Marshfield deserve and expect. These issues are explained in greater detail in this section of the document. Briefly, some of the

primary issues that will need to be addressed are an examination of EMS within the department and ways the department can improve upon it, increase in staffing levels, revamping of the training program including officer development, and succession planning.

The results of the S.W.O.T. analysis gives us a defined list of known weaknesses and threats that can be worked on while capitalizing on the opportunities to continuously get better. Annual goals must be structured to address our short comings while realizing and improving up on our strengths. The goals listed below are not intended to be implemented and/or completed during the first three years of this strategic plan but as an on-going process of improvement.

Personnel

1. To maintain a professional staff of trained Fire Fighter/EMTs/Paramedics at a level which will ensure the continued quality deliverance of service that maintains its current effectiveness, efficiency, and safety to both servant and recipient daily.
2. Evaluate the need and financial impact of additional staff. Since 2010 the department has seen an increase in multiple, concurrent calls for service that resulted in off-duty staff being called in to backfill until on-duty members were back in the station. Evaluating the addition of staff will need to analyze the cost-benefit relationship of overtime versus additional staff as well as “burnout” of current personnel and higher call volume.
3. Increase public recognition of employees.
4. Establish a mechanism to create/evaluate an internal merit/recognition program for staff that exceeds expectations.

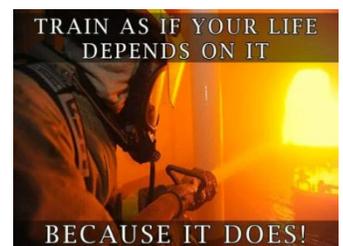
Apparatus/Fleet/Equipment

1. Review and improve upon the current capital equipment replacement program to include station vehicles (pickup trucks, utility vehicles).
2. Develop a department small equipment replacement schedule.
3. Through the Operations Committee, evaluate emergency responses, specifically fire responses, to determine the best response model for the City of Marshfield (i.e., remain status quo on fire responses or alter the current response plan).



Training

1. Develop a quality in house training program and maximize the use of internal and external fire and EMS instructors/programs.
2. Review various training platforms available for fire and EMS to evaluate if they are of benefit to this department.
3. Establish an officer development program for all employees interested in



promoting to different levels of officer within the organization.

4. Improve/develop career planning, employee development, and succession planning while meeting state, NFPA, and ISO requirements/standards.

Emergency Medical Services

1. Develop a quality training program maximizing the use of in-house personnel and outside EMS instructors/programs.
2. Be more visible to the public through public outreach.
3. Annually re-evaluate the continued partnership related to paramedic intercepts and interfacility transfers for the Marshfield Clinic.



MARSHFIELD FIRE AND RESCUE DEPARTMENT PARTNERS WITH THE MARSHFIELD CLINIC FOR AMBULANCE SERVICES

PUBLIC SAFETY FocusonMFLD - July 7, 2017

Marshfield Fire and Rescue Department Partners with the Marshfield Clinic for Ambulance Services Submitted to FOCUS - Beginning Saturday, July 1, the Marshfield Fire and...

4. Evaluate the feasibility (both financial and need) of adding Community Paramedic/Mobile Integrated Healthcare to the services offered by the MFRD.
5. Develop a department small equipment replacement schedule, specifically related to EMS equipment.

Facilities

1. Perform a study projecting the future needs of the city in regard to the need for additional station(s) including station placement.
2. Design and construct a new training facility consisting of burn building and storage facility/classroom within five to ten years. This should be looked at in conjunction with the Marshfield Police Department as a joint training facility.

Community Risk Reduction

1. Reduce the overall risks associated with targeted community hazards while increasing citizen Fire/EMS education.
2. Develop a comprehensive emergency pre-plan program for business occupancies within the city.
3. Reduce risks of severe injuries and fatalities associated with child involved motor vehicle crashes.
4. Evaluate the feasibility of regionalization of services (e.g., equipment, processes, etc.) with area volunteer/paid-on-call departments.

Administration/Health and Safety

1. Encourage department members to participate in the department physical fitness program as often as they can.



2. Develop at a minimum the Deputy Chief's, but ideally all officers including Lieutenants and Relief Lieutenants, as Incident Safety Officers through the National Fire Academy program model.
3. Evaluate the feasibility of, and develop a cancer prevention program, in accordance with national guidelines for the department.
4. The need for succession planning has been recognized but until recently has not been a priority within administration of the organization. One of the goals of the organization is to create and implement a succession plan for the department, including individualized sections for each division.
5. Senior staff should review current assigned responsibilities of staff to ensure the appropriate people are in their areas of expertise.

Emergency Management

1. Utilization of Incident Action Plans (IAPs) for non-emergent/pre-planned events.

Strategic Goals and Action Plans

Strategic Goal #1 - Evaluate EMS Services to Determine Appropriate Service Types and Levels; Adjust based on Current and 3-year Projected

- 1-1. Analyze EMS responses over the last 10 years to determine future growth or decline.
- 1-2. EMS Committee and Deputy Chief of EMS should continually evaluate and examine the continued partnership with Marshfield Medical Center.
- 1-3. EMS Committee and Deputy Chief of EMS should continually evaluate and examine various EMS concepts available for MFRD as well as exploring a partnership with local health agencies and surrounding agencies.
- 1-4. Review current and potential future funding sources for these concepts to determine their fiscal feasibility and viability.

Strategic Goal #2 - Focus on Employee Development; Enhance Training Program to Ensure Appropriate, Consistent Training Practices and Enhance Professional Development to Support and Develop Fire Officers at all Levels

- 2-1. Through the established training committee, revamp the training program for all services offered within the department; create a rotating schedule of classes and curriculum in accordance with State requirements, NFPA Standards, and ISO requirements.
- 2-2. Develop quality in-house training and maximize the use of internal and external fire/EMS instructors and programs.
- 2-3. Develop career planning and employee development programs in conjunction with an officer development program. This program should be optional for those individuals interested in future officer positions within the department.
- 2-4. Provide funding within the annual department budget specifically for officer development (i.e., college degrees, conferences, seminars, classes, etc.).

Strategic Goal #3 - Strengthen Internal Systems; Evaluate, Update and/or Create MFRD Systems to Enhance Management Capabilities and Operational Readiness

- 3-1. Finalize and approve this strategic plan and the department succession plan.
- 3-2. Review officer responsibilities to ensure assignments/program responsibilities are assigned to the most appropriate person, based on their interest, education, and experience. A review of program efficiencies should be looked at and integrated into that program if applicable.
- 3-3. The Technology Committee has been tasked with evaluating department computer programs currently being utilized for efficiency, integration, ease of use, features, etc. Once the evaluation is done, the committee will develop a comprehensive plan making a final recommendation to the Chief for consideration.

- 3-3.1. MFRD should review its current fire inspection program and, working with the Technology Committee, determine the best method for completion of fire inspections (e.g., FireRMS, ImageTrend, Emergency Reporting Software, etc.)
- 3-4. Evaluate Prevention/Inspection Services to determine appropriate service levels and areas of responsibility
 - 3-4.1. The department should continually evaluate the effectiveness related to the frequency of inspections (inspecting all properties within the City twice per year vs. once per year).
 - 3-4.2. The department should look at the creation of a risk assessment program to determine the overall impact on department operations. Develop a plan to assure that all inspectable properties are known and that any new occupancies or change of occupancy are known as well.
 - 3-4.3. Develop a comprehensive emergency pre-plan program for business occupancies within the city. This preplan program also needs to assure the properties risk assessment is integrated into the plan.

Goal #4 – Evaluate Operational Services to Determine Appropriate Service Types and Levels; Adjust based on Current and Three Year Projected Trends

- 4-1. Create a comprehensive list of all type of incidents over the last ten years. These should be analyzed determine future growth or decline in the numbers of incidents to be expected over the next three years, if not longer period of time.
- 4-2. The Operations Committee should review this analysis and develop plans to expand, create, or eliminate programs within the department with an eye for the future.
- 4-3. The Operations Committee should review all mutual aid contracts and determine their benefit as well as viability to this department. Regionalization/collaboration including contracts/automatic aid with bordering townships and villages needs to be explored along with the development of regional SOG's for uniform response.
- 4-4. Findings and recommendations should be forwarded to the Fire Chief for discussion with all department members and PFC.

Strategic Goal #5 – Ensure Transparency of Department Functions to Internal and External Stakeholders.

- 5-1. Communicate Organizational Goals and Vision to Internal and External Stakeholders.
- 5-2. The department should establish some form of communication tool for dissemination to internal and external stakeholders discussing department events and operations. Internally, this will help ensure department members are up to date on current happenings within the department and the City.
- 5-3. Strengthen presence on social media sharing department functions and safety messages; engage with community members as often as possible

Strategic Goal #1*Evaluate EMS Services to Determine Appropriate Service Types and Levels; Adjust based on Current and 3 year Projected***Goal***Evaluate current and future service trends as it relates to EMS; review potential expansion of services based on viability and financial considerations***Indicators of Success**

- Chief officers understand historical trends and potential future trends in EMS
- Final document provides a clear snapshot of what Marshfield EMS should work towards
- Expansion of services have positive financial impact on service
- Customer satisfaction
- Plans are reviewed quarterly at staff meetings (officer, EMS, and operational committees)

Activity	Responsibility	Resources Needed	Outcomes	Anticipated Completion Date
a) Analyze trends in EMS responses, past and estimated future.	DC-EMS, Fire Chief	Statistical data		Ongoing
b) Review EMS equipment needs associated with current and potential future trends.	DC-EMS	Statistical data; EMS Committee; surveys	Review current and needed equipment; complete purchases as budgeted	3/30/2018
c) Review staff needs associated with current and potential future trends.	Fire Chief, DC-EMS	Statistical data; Budget	Review call volume to determine if additional staff should be hired	4/15/2018
d) Meet with clinic staff and PFC annually to review contract/agreement terms and rates.	DC-EMS, Fire Chief, PFC President	Statistical data specifically related to clinic transports	Renewal of contract and ongoing agreements	6/15/2018

NOTES: _____

PROGRESS NOTES: _____

Strategic Goal #2

Focus on Employee Development; Enhance Training Program to Ensure Appropriate, Consistent Training Practices and Enhance Professional Development to Support and Develop Fire Officers at all Levels

Goal

Take an intentional approach to improving training for all department personnel and enhancing Officers capabilities

Indicators of Success

- *Training program is created using national, state, and local references and followed by personnel.*
- *All Officers are required to participate in the officer development program; non-officers interested in future advancement are encouraged to attend but will not be required.*
- *Training program results in success stories*
- *Department members, including officers feel they are better trained resulting in higher confidence*

Activity	Responsibility	Resources Needed	Outcomes	Anticipated Completion Date
a) Develop in-house training program, maximizing use of internal and external instructors and programs.	Training Committee	Various; Budget	Review current format vs. online training programs commercially available	1/31/2019
b) Develop career planning and employee development programs in conjunction with an officer training program.	Fire Chief	Various; Budget	Second Officer/R-LT education program; LT training program; DC training program	12/29/2017; COMPLETED 7/1/2018; 12/28/2018
c) Training programs are monitored for effectiveness	Training Committee; Deputy Chief's	Staff; Evaluations		Ongoing in conjunction with Activity #1
d) Training program is evaluated	Training Committee; Fire Chief, Deputy Chief's	Evaluation tool	Effective training program meeting needs of department	12/31/2019

NOTES:

PROGRESS NOTES: 3/22/2018 – contract signed with Target solutions for online training platform; once implemented the program will be evaluated for effectiveness.

Strategic Goal #3*Strengthen Internal Systems; Evaluate, Update and/or Create MFRD Systems to Enhance Management Capabilities and Operational Readiness***Goal***Evaluate services provided by the MFRD to ensure competence, readiness, and capabilities***Indicators of Success**

- Department staff feel they have ownership in the organization
- Creation and on-going updates to this strategic plan
- Action plans are built off SWOT Analysis findings
- Action plans are reviewed quarterly at staff meetings

Activity	Responsibility	Resources Needed	Outcomes	Anticipated Completion Date
a) Facilitate SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis	All Staff	SWOT Analysis; department/ shift meetings	Review findings; understand SWOT	4/18/2018
b) Review SWOT findings and use as basis for action plans	Fire Chief, Command Staff	None	Review and adapt plans	Ongoing
c) Create draft copy of the Strategic Plan	Fire Chief	None	Draft copy completed	11/18/2017
d) Create and submit rough draft of Strategic Plan for review by all Command Staff	Fire Chief, Command Staff	None	Reviewed with Command Staff	1/17/2018
e) Submit draft document to PFC for review, consideration, and approval	Fire Chief, PFC	None	Submit by email for review/discussion; presented at next PFC	2/2/2018; 3/8/2018
f) Finalize and publish Strategic Plan	Fire Chief	None	Approved document	3/16/2018
g) Present final, approved Plan to all department members	Fire Chief	Department/ shift meetings		3/27/18 (Officers); 4/3/18 (Green); 4/4/18 (Red); 4/5/18 (Blue)
h) Revise Strategic Plan annually	Chief Staff	Calendar for follow-up	Review and make adjustments as needed; update goals	10/17/2018

NOTES: _____

PROGRESS NOTES: _____

Strategic Goal #4

Evaluate Operational Services to Determine Appropriate Service Types and Levels; Adjust based on Current and Three Year Projected Trends

Goal

Evaluate services provided by the MFRD to ensure competence, readiness, and capabilities

Indicators of Success

- *Affirmation of current services provided or needed*
- *Creation and on-going updates to this analysis*
- *Action plans are built off SWOT Analysis findings*
- *Action plans are reviewed quarterly at staff meetings*

Activity	Responsibility	Resources Needed	Outcomes	Anticipated Completion Date
a) Create a comprehensive list of all incidents over the last ten years and analyze to determine future responses over the next three to five years.	Staff, Fire Chief	Statistical Data		6/29/2018
b) Operations Committee to review incident analysis and develop plans to expand, create or eliminate programs within the department with an eye for the future.	Fire Chief, Operations Committee	Statistical Data	Review of current department operations and make needed recommendations to Chief	12/28/2018
c) Review mutual aid contracts and determine their benefit as well as viability to this department.	Fire Chief, Operations Committee	Contracts; MABAS policies; statistical data		12/28/2018
d) Regional collaboration including automatic aid dispatch needs to be explored	Fire Chief, Operations Committee	Meetings with area departments; interest survey	Determine if regionalization is of interest to area volunteer departments	6/1/2019
e) Development of regional policies for uniform response.	Fire Chief, Operations Committee, SOG Committee	Policies from area mutual aid departments; WCFCFA	Uniform response/operations policies with area departments	12/31/2019

NOTES: _____

PROGRESS NOTES: _____

Strategic Goal #5

Enhance Community Involvement and Ensure Transparency of Department Functions to Internal and External Stakeholders.

Goal

Insure that all personnel understand the importance of community involvement and the direction of the organization.

Indicators of Success

- *Personnel participate in a variety of public education and community events*
- *Department increases community awareness of the organization through various media outlets, including social media*
- *Organizational goals and vision are clearly communicated and questions and concerns are addressed*
- *Personnel indicate they understand the organization's direction*
- *Personnel take ownership*

Activity	Responsibility	Resources Needed	Outcomes	Anticipated Completion Date
a) Increase effectiveness of staff communication	All Staff	Various	Increase in in-house communications	Ongoing
b) Organizational goals and vision are communicated with time for discussion	All Staff	Strategic plan; shift meetings	All staff understands future of organization reviewed twice/year	Twice/year at shift meetings
c) Department will participate in various public education and community events annually	All Staff	List of events; budget to support overtime	Increase participation in public education events; use off-duty personnel as budget allows for continuity	Ongoing
d) Increase community interaction through written and electronic media outlets (e.g., social media)	All Staff	Various	Increase interaction with community through various venues	Ongoing throughout year
e) Increase effectiveness of communication with community members (i.e., newsletter)	Command Staff	Various	Increase in communications with community members through various means	Ongoing

NOTES: _____

PROGRESS NOTES: _____

STRATEGIC GOAL #5: COMMUNITY INVOLVEMENT AND COMMUNICATIONS

PARTICIPATE IN COMMUNITY AND EDUCATION EVENTS:

PARTICIPATE IN COMMUNITY EVENTS:	
Children's Fest (April)	DC - Prevention, On-Duty Crew
Hub City Days (July)	On-duty Crew, Chief
Cop on A Rooftop with MPD (@ Dunkin Donuts) (August)	DC - Prevention, On-Duty Crew
Kiwanis Enormous Equipment Playground (October)	DC – Prevention, On-duty Crew
Get Fired Up for Safety (October)	Public Ed. Committee, DC – Prevention, On-duty Crew
Kids Candy Patrol with MPD (October)	Shift Commander
Leadership Marshfield Day (December)	DC - EMS, DC - Prevention, Chief
Annual Holiday Parade (December)	On-duty Crew; Local 1021 members
PARTICIPATE IN PUBLIC EDUCATION EVENTS:	
Fire Extinguisher Training for Residents and Businesses	DC - Prevention, LT Barnes
CPR Training in Middle School	Pub Ed. Committee
Fire Extinguisher Training for High School Students (April)	R-LT/Paramedic Erik Jonas, Pub Ed. Committee
Fire Prevention Week School Visits (October)	Pub Ed. Committee

INCREASE COMMUNICATION (INTERNALLY, EXTERNALLY)

PUBLISH MEDIA ARTICLES (NEWSPAPER):	
Educational/Department Event Articles	Public Ed. Committee, Officers
Press Releases (as needed)	Officers
RADIO/TELEVISION:	
Insight with Jeff Cannon (Monthly)	Chief (possibly with Guest)
Chat with The Chief (Monthly)	Chief (possibly with Guest)
Public Education/Events Within the Department	Public Education Committee, Officers
HAVE AN ACTIVE PRESENCE ON SOCIAL MEDIA/WEB (ONGOING):	
Facebook	Social Media Committee
Twitter	Social Media Committee
Website	R-LT/Paramedic Jonathan Altman, FF/EMT Everett Mueller, Chief
INCREASE EFFECTIVENESS OF STAFF COMMUNICATION	
INTERNAL COMMUNICATIONS:	
Monday Morning Command Staff Meeting	Chief, DC – EMS, DC – Prevention, On-duty Shift Commander, On-duty Lieutenant and Relief-Lieutenants
Officer Meeting (monthly)	All Officers, Administrative Assistant
Command Staff-Shift Meeting (minimum biannual)	All
Morning Meeting (Daily)	Shift Commander
Senior Command Staff Meeting (quarterly)	All DCs and Chief
Labor/Management Meeting (minimum biannual)	Chief, Daytime DCs, L1021

PRINTED MATERIALS:

Quarterly Newsletter for Community Members

Chief, Officers

Create Annual Report (January/February)

All

Collate and Disseminate Annual Report
(February/March)

Administrative Assistant