



City of Wausau Fire Department

# City of Wausau Fire Department 2016 – 2020 Strategic Plan

2016 - 2020

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2016



606 E Thomas Street, Wausau, WI 54403



# CITY OF WAUSAU FIRE DEPARTMENT

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## Introduction

Just over a year ago the Wausau Fire Department (WFD) embarked upon the creation of its first strategic plan. We are all aware of the cliché, “if we aren’t moving forward we are moving backwards.” Fire departments today can’t afford to waste time standing still; we need to know where we are now, where we want to be in the future and how to intentionally fill the gap between the two. I think Jack Welch said it best, “Strategic planning helps an organization avoid waste and misdirection.”

This strategic planning process purposefully involved not only members of our Department but also members of our community. We wanted this process to involve both internal and external stakeholders; that it be community-driven so there would be a meaningful focus on the needs and concerns of our customers. We desired to closely scrutinize what we really believe, how and why we do what we do and explore our attitudes so ultimately we could create the image of what we wanted to become. We want to be able to predict our future not react to our future.

This strategic planning document is the culmination of over a year’s worth of effort and sets forth the WFD’s Mission, Values and Vision with a blueprint for continuous improvement. The development of this dynamic plan is long overdue and the members of our Department are confident that it will stimulate a future that is justifiable and sustainable.



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## CITY OF WAUSAU STRATEGIC PLAN

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### Organizational Background

It was the Wisconsin River that first drew settlers to this area originally known as “Big Bull Falls”, either named by the Native Americans or the early fur traders. Lumber and sawmill work were the main industries of early Wausau. The dangers of fire were always present and these industries suffered most because of the flammable qualities of their products and the lack of proper firefighting equipment. Until 1869, there was no organized force or firefighting equipment to combat fires. If a structure did start on fire, it was usually doomed and perished in a hurry.

At a meeting of the Village Board, held in May, 1869, provisions were made that the total of money collected from fines and license fees were to be used for the purchase of firefighting equipment. Shortly after, provisions were also made for the construction of water reservoirs for fire protection. It was finally agreed upon to purchase a fire engine, which arrived in Wausau on December 28, 1869. In 1869, the Volunteer Fire Company No. 1 was organized, and a hand pump was secured. This was the first of Wausau's Fire Departments, and the company remained in existence for twenty years.

On February 8, 1869, the contract was let for the building of the first Fire Engine House of Wausau at a cost of \$980. On May 16, 1869, the Village Board ordered the purchase of a fire engine and same was placed in the charge of Fire Company No. 1. On June 8, 1869, the Village Board ordered a levy to be made to raise funds to construct another reservoir for fire protection. The efficiency of the improvement was soon felt, for in October of this same year, the mill of J.C. Clark caught fire in the night and in spite of the large amount of flammable material around it, it was confined to the mill. This was made possible through the use of the new pump and of course the efforts of all the citizens that turned out to help quench the blaze. Mr. B.G. Plumer, whose mill was close by and endangered, gave the Wausau Fire Company a silver speaking tube as a memorial for their good service.

In 1880, a steam engine was purchased and a team of horses was used in drawing it to the fires. In the year 1885, the water works was finished and was able to furnish enough water pressure to assist in putting out fires.

The first paid fire department was organized the 15<sup>th</sup> day of May, 1893 under Chief William Waterhouse. By August of that year there were two stations located strategically on both sides of the river and a paid force of eighteen men and five well trained horses. Since those foundational years, the Department has grown to 60 members and three strategically placed stations serving a population of approximately 40,000. Today's Wausau Fire Department provides not only fire suppression but emergency medical services, extrication, Wisconsin State Level II hazardous materials team, technical rescue, fire safety inspections, fire/EMS public education and fire investigation.



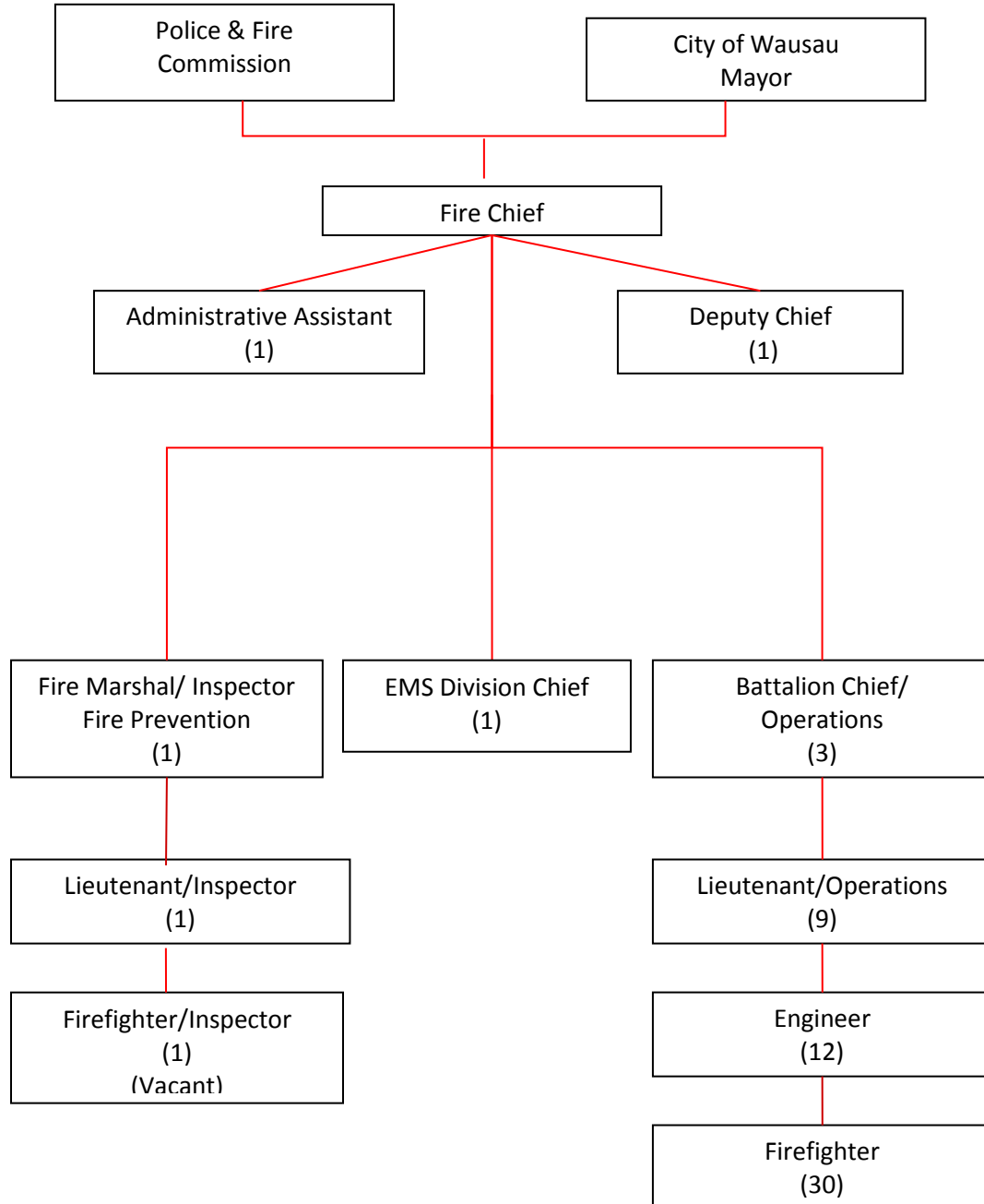
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## Organizational Structure

January, 2016

### Wausau Fire Department Organizational Chart





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### The Strategic Planning Process

Every day the pace of the fire service continues to intensify. We are tasked with doing more with less and often with no additional resources. Public expectations continue to increase, while dollars and other resources continue to decline. These trends place increased pressure on the modern fire service manager, policymakers and staff to develop and implement means to be more effective and efficient. Often times, the public expects the fire service to enhance services with fewer resources. WFD is committed to work more efficiently with available resources, while constantly reviewing programs that will best serve the community.

In accord with the City of Wausau Mission Statement, the WFD is focused on serving our customers, the citizens of Wausau. The strategic planning process did involve input from Wausau community members. This approach was taken so we had assurance that the needs of our community were being considered and incorporated. To acquire input from our community members we had six participatory community members who attended the regularly scheduled Strategic Planning Group meeting. We also elicited information through a random questionnaire which was sent to members of the community.

#### Role of a Strategic Plan

It is a living document:

- Helps us define why we exist
- Where we want to be in the future
- How to get there
- And how to know we have arrived

***“Strategic planning is a disciplined creative process for determining how to take your organization from where it is today to where you wish it to be in the future.”***

***~Terry J. van der Werff***

Any organization, large or small, will benefit from strategic planning. Sometimes strategic planning can be met with frustration or an unwillingness to participate. This attitude will surface if strategic planning is viewed as a program not a process and when it remains idle and not referenced until it is time to plan again. The WFD approached strategic planning with the end in mind because we intended to be proactive in creating our ideal future. Our first goal was to develop the strategic plan and the second goal is ensuring its implementation. This strategic plan could very well be the most important venture ever embarked upon by this Department. The following are the steps which our team intentionally incorporated to ensure success:

- 1.) Create our ideal future vision statement
- 2.) Review/confirm/modify the City and Department Mission Statement and Core Values
- 3.) Identify the Department’s formal and informal mandates
- 4.) Assess the challenges and opportunities of the external environment
- 5.) Assess the weaknesses and strengths of the internal environment
- 6.) Identify the strategic issues of the department for the above SWOC analysis in 4 and 5





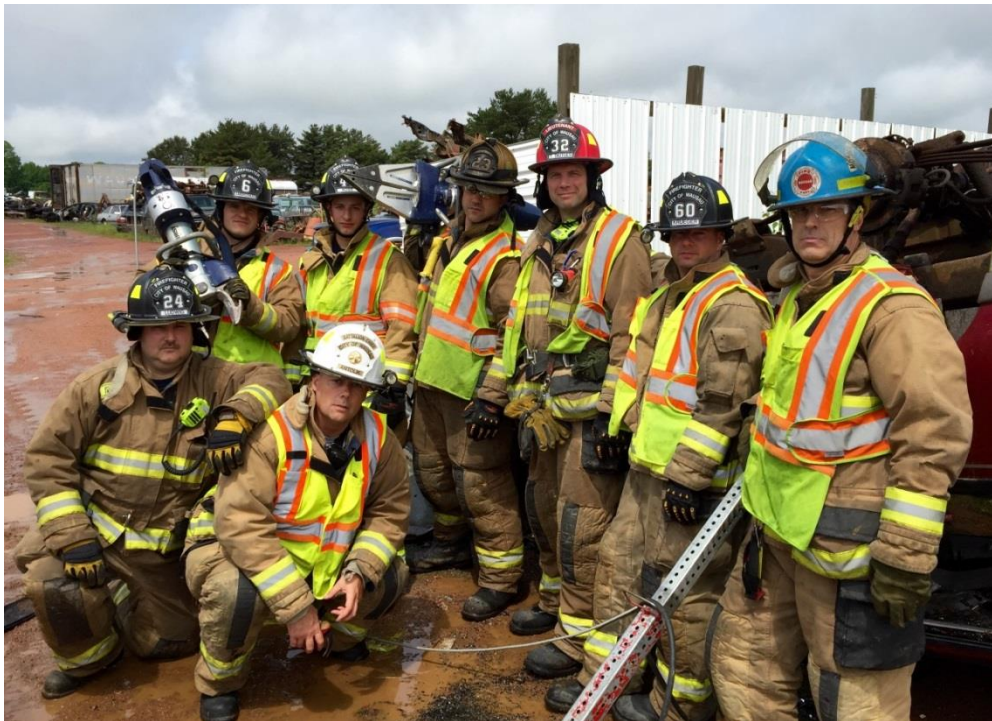
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- 7.) Create strategies for the strategic issues identified above
- 8.) Develop an operational plan as a means of implementing the strategic plan
- 9.) Create a Strategic Change Leadership Steering Committee and a Core Steering Group
- 10.) Summarize these efforts in a Strategic Planning Document

Our strategic planning process involved three phases; the planning phase, the working phase and the vision and planning phase. The planning phase, referenced as the Strategic Planning Team, involved eight individuals from the Department who were tasked with identifying how we would structure the strategic planning process to ensure success. The working phase, which brought together both our external and internal customers, cultivated and advanced the substance of the strategic plan encompassing the first five steps listed above. We had 6 external stakeholders and 20 internal stakeholders who participated in 5 – 90 minutes sessions. In the vision and planning phase, this group was again downsized to eight individuals, who were tasked with analyzing the information generated by the working group and completing steps six through 10.

During this strategic planning process we made every effort to focus specifically on “strategic” planning not “operational” planning. In order to accomplish this we generated strategic issues or statements of need so the plan would focus on the issues we are faced with, their relevance and corresponding ramifications.



Picture 1: Extrication Training





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### Acknowledgements

The Wausau Fire Department would like to acknowledge both our internal and external stakeholders and our facilitator, Don Ryder, for their committed participation and input into the Strategic Planning Process. The Wausau Fire Department ventured into the Strategic Planning Process on January 4, 2015 with the Planning Team and the final session of the Vision and Planning Team was on December 11, 2015. This document is an effort to capture and assemble all of the collaborative input and decision making which transpired during the year-long process. Our external stakeholders were diligent in assisting us in understanding community expectations, concerns and were participatory in all aspects of the Process and we thank them for that effort. Those present at Strategic Planning Group Meetings were:

Table 1: Wausau Fire Department External Stakeholders

Brian Gumness, Executive Director <i>B.A. &amp; Esther Greenheck Foundation</i>	Kathy Kelsey Foley, Director <i>Leigh Yawkey Woodson Art Museum, Wausau</i>
Lisa Rasmussen, Alderperson <i>Wausau City Common Council</i>	Ben Bliven, Captain <i>Wausau Police Department</i>
Jane Graham-Jennings, Executive Director <i>The Women's Community</i>	Jean Tehan, Executive Director <i>Community Foundation of North Central WI</i>
Tony Patterson, Chair <i>Police and Fire Commission Chair</i>	Don Ryder, Facilitator



Picture 2: Internal and External Stakeholders



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### Community Group Findings

It is the WFD's mission to "enhance and protect" our community and therefore we need to have a high level of commitment to what our community needs and expects, in addition to how satisfied they are with the services we provide. Therefore we conducted a 15 question survey, which was sent to approximately 40 key stakeholders in our community.

Some of the questions within the survey focused on communication and public education outreach. It is essential we incorporate ourselves into and become part of our community and communication and education is vital for success in this effort. The majority of our respondents (95%) were satisfied with how Wausau Fire Department currently communicates with our community. It is important to note that 48% of those who responded wanted to receive communications via email, while social media and the use of our website accounted for 20% each, mail accounted for 8% and telephone was 4%. Of those who responded to the survey, 31% felt that the Wausau Fire Department should provide additional fire and life safety outreach to community groups, schools were second at 29%, senior center and housing communities were 19%, businesses were 14% and 9% felt community outreach was not needed. Other suggestions were neighborhood groups and City government.

Strategic planning has many purposes and certainly is expected to address the challenges faced by the Organization. The following is what our community views as the challenges facing the Wausau Fire Department in the next five years:

Table 2: Community Response to Challenges Facing the Wausau Fire Department  
(comments are written verbatim)

1. Cost to provide service
2. Staffing
3. The fire station on 32 <sup>nd</sup> Avenue
4. Budget
5. Cost of service
6. Budget dollars impacting increased services
7. Replacement of existing fire stations
8. Money from city
9. Tough budgets
10. Costs
11. Increasing call volume
12. Budgets
13. Continued budget issues caused by a governing body that does not understand or appreciate and value and competence of the fire and police departments.
14. Revenue



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15. Services needed within the community
16. Abuse of 911
17. Updating equipment
18. Consolidation
19. Safer cost and service level
20. Merger discussions with area fire services
21. Additional fire station for a total of four
22. More regulation
23. Doing more with less
24. Employee turnover
25. Upgrade equipment, clothing, etc.
26. Technology
27. Aging population, declining incomes, declining neighborhoods, drug culture. Tax revenues will suffer due to these factors causing continued budget constraints.
28. Support from City Council

Core values are very important to the Wausau Fire Department because it is these values that we build our foundation upon specific to how we perform our work and conduct ourselves whether on or off duty. The following are the values which our community feels we should adhere to:

Table 3: Community Response of Essential Values

(comments are written verbatim)

1. Moral	2. Well-trained	3. Personable
4. Integrity	5. Professionalism	6. Respect
7. Ethical	8. Professionalism	9. Safety
10. Professionalism	11. Training	12. Community Relations
13. Integrity	14. Honesty	15. Efficiency
16. Compassion	17. Integrity	18. Professionalism
19. Safety	20. Team	21. Duty
22. Courage	23. Integrity	24. Dedication
25. Competency	26. Professionalism	27. Problem Solving
28. Reliability	29. Cooperation	
30. Professionalism	31. Respect	32. Compassion
33. Professionalism	34. Service	35. Safety
36. Honesty	37. Customer focused	38. Professionalism
39. Friendly	40. Kind	41. Helpful
42. Honesty	43. Teamwork	44. Continuous improvement
45. Integrity	46. Compassion	47. Pride
48. Professionalism	49. Quality	50. Cost effectiveness



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It is vital to know “how” our community perceives our Department. We may know how good we are through our internal evaluation processes but if the community doesn’t have that same opinion it would lead us to believe that our community doesn’t know us and maybe hasn’t had the appropriate exposure essential to materialize the perception we would desire. When we asked our community members what their general impression was of the Wausau Fire Department, 79% rated us excellent while 21% responded with good. We also surveyed other important matters where our Department felt our community deserved exceptional services and the results are as follows:

Table 4: Community Response to Ratings of the Wausau Fire Department

Behavior	Excellent	Good	Average	Poor
1. Quality of Service	75%	25%	0%	0%
2. Ability to Respond Quickly	73%	27%	0%	0%
3. Professionalism (grooming, uniforms, etc.)	78%	22%	0%	0%
4. Cost Effectiveness	59%	33%	8%	0%
5. Customer Service (friendliness, thoroughness, etc.)	77%	18%	6%	0%

The Wausau Fire Department is always looking at ways to progress and it is important that we know what areas our community feels we might fall short. The following is a list of how our community feels we can improve:

Table 5: Community Comments of ways Wausau Fire Department Can Improve  
(comments are written verbatim)

1. More diversity in services provided.
2. I have never heard anything bad about the employees, response time, community involvement, education to the schools, or what they have offered the city of Wausau. I only heard that our charges are too high which has been raised in the past few years for ambulance service. I would like to see as a city of the whole to sell or have a calendar available with all of our depts. That list numbers, show safety pictures, members of those departments, special award received, ice bucket challenge, polar plunge, etc. promoting our fine city and those that provided that service to our community.
3. Make community aware of services provided and the value of services. The Wausau fire department has higher cost than SAFER. They will need to justify the difference to community or change the way they operate. They may need to organize like safer but I don't see that happening in the near future. However be prepared to make case.
4. Increase line leadership, grow leadership capacity and improve pride and ownership.
5. When community services are compared, residents are not made aware that all fire departments and medical services are not equal. I would like the Wausau FD to increase



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awareness of their training, skill and responsiveness. The Wausau FD performs above and beyond other FDs. Communicate this loud and clear.

6. I do not have sufficient experience of the dept to respond. The once I have called they came fast and were really good!
7. More space would probably be ideal, but given their location on Thomas Street, they are doing a terrific job.
8. More public events. Maybe weekly tv spot in AM.
9. If money were no object, then both the Bridge Street and 32<sup>nd</sup> Avenue Fire Stations could use improvements.



Picture 3: Strategic Planning Group Session





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### Internal Stakeholder Group

The work sessions for the creation of our strategic plan were conducted over approximately one-year. These sessions served to discuss the agency's approach to Community-Driven Strategic Planning, with focus on WFD's Vision, Mission, Core Values, Programs and Support Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities and Challenges (S.W.O.C.). The work sessions had representation from all segments of our Department and those individual participants are listed here:

Table 6: Wausau Fire Department Internal Stakeholders

Allan Antolik <i>Battalion Chief</i>	Andrew Adrian <i>Engineer</i>	Clifford Heiser <i>Firefighter/Paramedic</i>
David DeSantis <i>Fire Marshall</i>	Hyden Prausa <i>Firefighter/Paramedic</i>	Jared Thompson <i>Firefighter/Paramedic</i>
Jeremy Kopp <i>Battalion Chief</i>	Joshua Finke <i>EMS Division Chief</i>	Kraig Kruzan <i>Lieutenant</i>
Matthew Brockman <i>Firefighter/Paramedic</i>	Michael Tulisaaari <i>Lieutenant</i>	Mindy Walker <i>Administrative Assistant</i>
Nicholas Gehring <i>Firefighter/Paramedic</i>	Patrick Moucha <i>Lieutenant</i>	Quinn Ambrosius <i>Firefighter/Paramedic</i>
Robert Rode <i>Engineer</i>	Tracey Kujawa <i>Chief</i>	Theodore Tautges <i>Lieutenant</i>
Steve Robers <i>Lieutenant</i>		



Picture 4: Strategic Planning Group Meeting



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### Mission

The purpose of the Mission is to answer the questions:

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

The strategic planning work group met to review the existing Mission and collectively agreed to the following:

Table 7: Mission, Wausau Fire Department

*The Wausau Fire Department exists to provide rapid, professional emergency services to protect and enhance our community.*

### Values – Operating Philosophy

Establishing values and associated statements embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. The WFD internal stakeholders agree to the following values and supporting statements:

Table 8: Values, Wausau Fire Department

#### *Professionalism*

We choose to take pride in our work, communicate effectively, project a positive image, and deliver service at the highest standards every time, in every situation.

#### *Accountability*

We accept responsibility and take ownership of our actions.

#### *Integrity*

We act ethically, honestly and lead by having our actions reflect our word.

#### *Respect*

We choose to treat everyone the way we would like to be treated.

#### *Compassion*

We recognize individuals stricken by misfortune and take actions to alleviate their pain as we serve them with kindness and understanding.

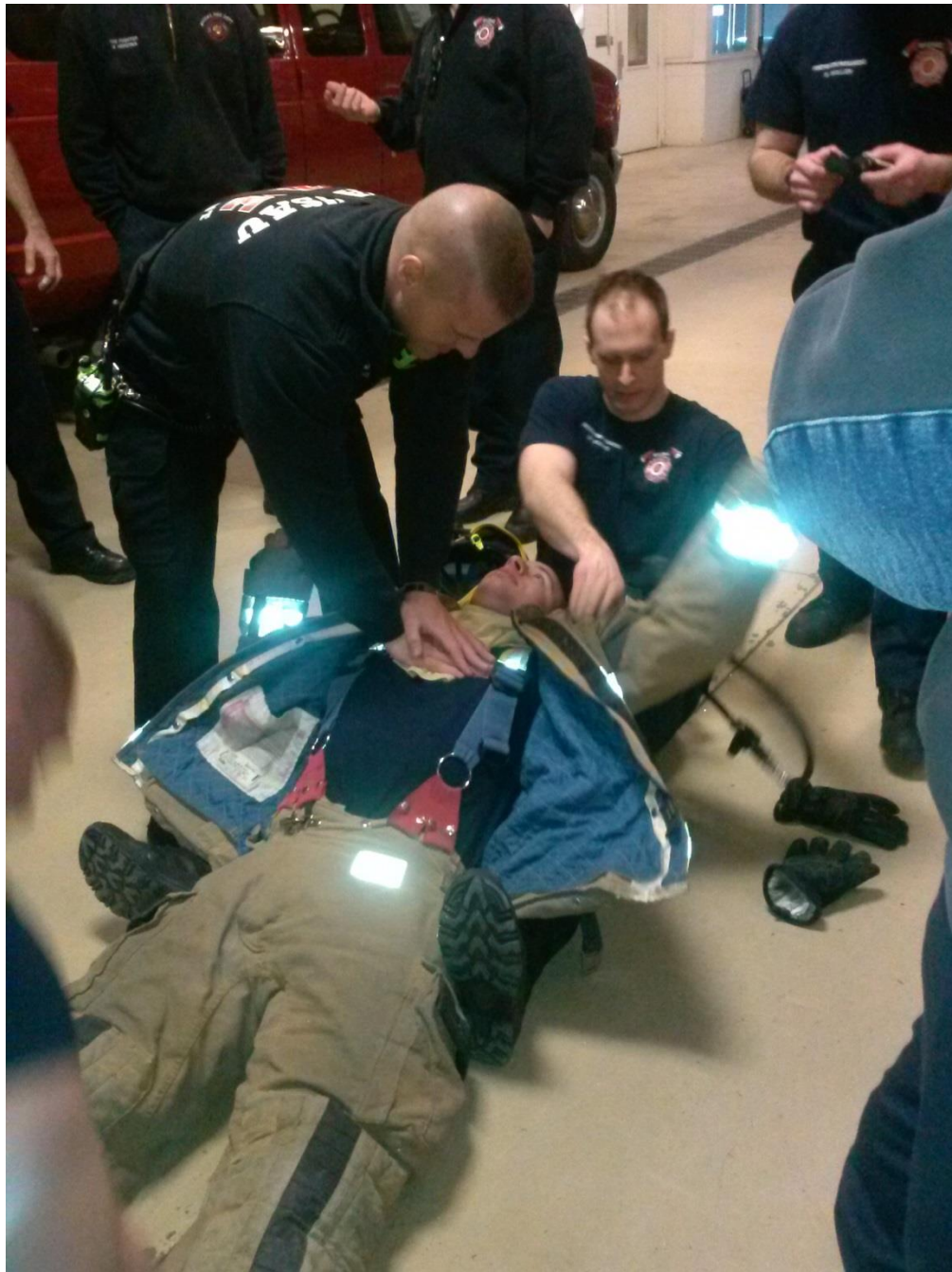




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The Mission and Values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the WFD are well guided by them in the accomplishment of the goals, objectives and day-to-day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



Picture 5: Fireground Cardiac Arrest Training



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### Vision

The vision of the Wausau Fire Department was created to outline the purpose of the Wausau Fire Department and where we envisioned being in the future. It is important that we created a Vision Statement that had clarity, was realistic and achievable, memorable and engaging and aligned with our mission and core values. The following is the created vision statement for the Wausau Fire Department

Table 9: Vision, Wausau Fire Department

Excellence in service to our community through best practices, innovation, and a positive attitude, the Wausau Fire Department strives to operate under these guiding principles:

- ❖ *Our philosophy is excellence in every aspect of our work. We strive to be a positive role model and leader in the fire service as well as maintaining community involvement.*
- ❖ *Our employees are inspired to cultivate a lasting and rewarding career. This is accomplished through recognition of outstanding contributions made by employees. In addition, every employee has the opportunity to develop and thrive professionally and personally.*
- ❖ *Community partnerships are vital to short and long term success. We will nurture and develop constructive relationships with business owners, residents, and officials, as well as our public safety partners.*
- ❖ *Every day, and at every opportunity, we will be THE positive influence in the lives of others.*
- ❖ *We are a highly effective, efficient, and adaptive organization. We are responsible, make a difference, and will contribute our efforts toward building a sustainable community.*
- ❖ *We will serve our community with pride, which is reflected in our high quality service and commitment to excellence.*

### Slogan

Table 10: Slogan Wausau Fire Department

*"Above and Beyond"*



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### S.W.O.C. Analysis

S.W.O.C. is a concept used in the strategic planning process to analyze different environments in light of the four components: strengths, weaknesses, opportunities and challenges. During this part of the strategic planning process we incorporated an approach a bit more specific to the fire service. Unlike the private sector, there are some things that can be controlled by the fire department and some things that can't; therefore, we needed to look at the S.W.O.C analysis specific to internal and external environments. We looked at opportunities and challenges through the lens of the external environment while weaknesses and strengths were viewed more internally. We are a community-based agency so it was most important to commence with the external components first because it is in our best interest to be sensitive to what our community expects. Challenges could be defined as possible situations or conditions outside the Department that may occur and that may have a negative impact on the performance of the Department while opportunities are external situations or conditions on which our Department might be able to capitalize to create positive change and to achieve goals and objectives. We then moved to the internal environment which involved the weaknesses and strengths. Weaknesses and strengths involve internal organizational characteristics and attributes. Weaknesses will limit the Department's ability to fulfill its mission and achieve its vision whereas strengths contribute toward achieving our mission. The results of the S.W.O.C. analysis are as follows:

Table11: Challenges to the Wausau Fire Department

(comments are verbatim and in no particular order)

1. Labor relations with Human Resources
2. Perceived dysfunction at City Hall
3. Diminishing tax base and tax payer attitude and perception of public employees
4. Fear of political unknown
5. Dwelling on the past based on historical experiences
6. Changing demographics of the population
7. Telling our stories; get the message out of how important our work is
8. Diminishing grant funding
9. Increasing call volume and change in payer base
10. Competition for outside service contracts
11. Continue to show value to the community
12. Perception by other local department specific to the WFD
13. Nurturing interest in the profession of firefighting/EMS
14. Public vs private sector as far as seeking employment
15. Mandates



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16. Technological advancement in the fire/EMS service: meeting the demand through technology; cost; best practice or research based; what the public wants vs what the Department is able to provide
17. Knowing what the public wants from us
18. Getting monies to provide for safety equipment for fire/EMS services
19. Potential annexation in the future and how to provide services; staffing and infrastructure
20. Changes in building construction; resulting in buildings burning faster and becoming more dangerous more quickly
21. Tax base to afford the equipment and technologies needed to advance the Department
22. Characteristics of the upcoming generations; addressing those needs
23. Maintaining a high image – marketing the Department/communication plan that is appropriately managed
24. Time and expertise of writing grants
25. Run volume vs staffing
26. Being taken advantage of as a Department (value not being appreciated)
27. Young Department
28. Retention of quality employees
29. Telling our stories; getting the message out of how important our work is
30. Nurturing interest in the profession of firefighting/EMS

Table 12: Opportunities for the Wausau Fire Department

(comments are verbatim and in no particular order)

1. Cooperation with outside departments; MABAS
2. NTC relationship; training opportunities
3. Utilize our own capable instructors to teach
4. One full time department
5. Public relations
6. Relationship with outside agencies/municipalities
7. Specialized knowledge that we can share with other entities; extension of our expertise
8. Positive use of social media
9. Relationship with Aspirus and developing a Community Paramedic Program
10. Find/research and take advantage of grant opportunities
11. Pursue a grant writer at the City level
12. Purchasing consortium i.e. equipment, supplies
13. Building bridges with City Hall and Common Council
14. Consider Fire Ops 101 to educate members of Common Council
15. Invite members of Common Council to training burns
16. Review completed Strategic Plan with Common Council and area funders





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|---|
| 17. Integration and relationships with our City departments   |
| 18. Having an ask WFD weekly editorial like the WPD has to ask burning permit questions, EMS or fire related inquires |
| 19. Exploring more townships to contract with and how we can win them over to accomplish this (Stettin)               |
| 20. Increase service fees   |
| 21. Station locations   |
| 22. Evaluate methods to encourage employee recruitment and retention  |



Picture 6: Roof Ventilation Training



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Table 13: Weaknesses of the Wausau Fire Department

(comments are verbatim and in no particular order)

1. Doing more with less
2. Availability of training hours
3. Succession planning
4. Willingness to empower people/leadership
5. Punishing all for an individual's error
6. Taking accountability for actions/errors
7. Being able to agree; type A personalities coming together
8. Facilities updated/remodeled/replaced
9. SOP/SOGs
10. Preplans
11. "Squeaky wheel get the grease"
12. Young work force (less work experience)
13. Different generations requiring different management/leadership techniques
14. Working ourselves out of a job or performing ourselves into a corner (similar to doing less with more)
15. Staffing needs
16. Employee evaluations
17. Data collection and appropriate use to communicate needs
18. Not getting employee input prior to change implementation
19. Our capabilities may be too diverse (jack-of-all-trades, master of none)

Table 14: Strengths of the Wausau Fire Department

(comments are verbatim and in no particular order)

1. Type A personalities
2. Doing more with less
3. Recruitment of personnel
4. Response times
5. EMS saves
6. Fire saves
7. Cardiac arrest survival rates
8. Diverse skills/skill sets
9. Young work force (core group of people which will foster continuity and commitment)
10. Current leadership
11. Team oriented mentality and approach
12. Willingness to entertain alternatives
13. Positive work environment



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|--|
| 14. Knowledgeable staff  |
| 15. Great in-house training  |
| 16. State contract for hazmat response   |
| 17. Communication between labor and management i.e. Peer Focus, Risk Management        |
| 18. Continue to foster pride in the Department and our employees                       |
| 19. Our personnel being able to adjust and adapt to changing conditions within our job |
| 20. Professionalism  |
| 21. New Chief  |
| 22. Employees who are taking continuing education and other classes                    |
| 23. Job knowledge  |
| 24. EMS capabilities   |
| 25. Reputation   |
| 26. Diverse capabilities   |



Picture 7: Honor Guard Swearing- In Ceremony





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### Programs and Services

The Wausau Fire Department provides the following core programs to our community.

Table 15: Core Programs of the Wausau Fire Department

➤ Emergency Medical Services	➤ Fire Suppression
➤ Rescue – Basic and Technical	➤ Hazardous Material – State Level 2 Team
➤ Fire Prevention	➤ Fire Investigation
➤ Public Safety Education – EMS/Fire	➤ Water Rescue/Ice Rescue
➤ Extrication	➤ Domestic Preparedness Planning



Picture 8: Ice Rescue Training



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Table 16: Support Services of the Wausau Fire Department

➤ Health and Wellness	➤ Education
➤ Dispatch	➤ Public Health
➤ Training	➤ Inspections
➤ Law Enforcement	➤ Emergency Management
➤ Public Works	➤ Police and Fire Commission
➤ EMS Medical Billing	➤ Gas Utility
➤ Water Utility	➤ Human Resources
➤ Legal	➤ Vendors
➤ Medical Director	➤ MABAS (Mutual Aid Box Alarm System)
➤ City Council	➤ Social Services
➤ School District	➤ Information Technology (CCITC)
➤ American Red Cross	➤ Technical College
➤ Alcohol, Tobacco and Firearms (ATF)	➤ Department of Criminal Investigation (DCI)
➤ Railroad	➤ Electrical Utility
➤ City Building Department	➤ Department of Natural Resources
➤ Finance Department	➤ American Heart Association
➤ Hospitals	➤ Private Industry
➤ County Board	➤ Civic Organizations
➤ State EMS	➤ County Fire Chief's Association
➤ Business Support	➤ Homeland Security



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### Strategic Initiatives

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

Table 17: Strategic Initiatives of the Wausau Fire Department

1.) Recruitment and Retention	5.) Organizational - City
2.) Community/Relationship	6.) Organizational - Department
3.) Maintenance of Equipment, Software and Facilities	7.) Operational
4.) Financial	8.) Training and Development

### Goals and Objectives

To this point the Strategic Planning Process has reviewed and/or created the Vision, Mission, Values and Slogan, formed the S.W.O.C analysis, and determined the Strategic Initiatives for the WFD. In order to achieve the mission of the WFD, realistic goals and objectives must be established to enhance our strengths, address our weaknesses, provide the membership with clear direction and address the concerns of the community. The Vision and Planning Committee met, at minimum, twice per month for seven months to complete this critical phase of the planning process. From the strategic initiatives the Vision and Planning Committee authored the Statements of Need, established Department-wide goals and developed objectives. The Statement of Need defines in detail the issue being addressed with the corresponding goal created to define what outcome was desired and to set the priority. The objectives generate the pathway for successful completion of the goals. We used the SMART (specific, measurable, achievable, realistic and timely) acronym as criteria to guide us while creating the objectives.



Picture 9: Fire Safety with Sparky



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### **Strategic Initiative 1: Recruitment and Retention**

#### Statement of Need

Recruitment and retention of a well trained workforce is a critical factor in our ability to provide emergency services at the highest possible level to meet public expectations. While there is a cost to the city to conduct a recruitment process seeking qualified candidates, the greater cost lies in the investment of staff time used in field training and personal protective equipment (PPE) which is fitted to the individual. When a department has difficulty recruiting and retaining employees, there are negative impacts to staffing levels, overtime budgets and workplace morale which are easily identifiable.

Analysis of the current training process reveals that before a new member of the department is assigned to a crew, they must complete a vast array of training and education in classroom and live exercises. The new member is then assigned to an ambulance with two senior paramedics because at some point, they will be required to make life altering decisions on their own. Training is also conducted in firefighting, hazardous materials, high angle rescues, water rescue, confined space rescues and extrication. Many hours of staff time are invested in preparing a new member to be a contributing part of our team. A vacant position being filled means relief to a crew in terms of overtime needs and staffing pressures. If the investment of time, resources and energy into this process ends with the candidate leaving to accept employment with another department, the impact is negative in both cost and morale.

Thirty years ago, firefighters were hired by a department and spent their entire career with the same department. Most accepted their positions based primarily on retirement and employee benefit packages. Today's workforce seeks positions based upon many differing factors, including salary, retirement and benefit plans, quality of equipment and technology, updated facilities, quality of life in the community, overall team and work environment.

A key component of recruitment and retention is marketing the department's strengths, while setting realistic expectations in the minds of those prospective new hires. Success is not achieved when a department portrays itself in a way that does not reflect its reality. The Wausau Fire Department has made significant advances in this regard in recent years. In many instances, it has had to work to overcome attitudes and thought processes that were holding the department back in terms of attracting, hiring and training a generation of firefighters who think, learn and retain knowledge by using different methods and tools than their predecessors. Integration of multiple generations and learning styles presents both challenges and opportunities.

Applicants for open positions today are often members of Generation X or Millennials. This demographic seeks, processes and uses information differently than other generations do. They are proficient at multi-tasking, adaptable to change and seek knowledge through hands on experience, delivered at a faster pace. They are eager to learn but are less effective in a classroom lecture type setting, since most of their lives have been deeply connected to technology that



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delivers fast results and information on demand at any time. To find success, Wausau Fire Department must acknowledge that different age groups can learn the same material using different methods and speeds. Training must be archived and provided in traditional formats to meet the needs of parts of the group, but be easily accessible in an alternative format that is more useful to a generation that desires a faster and more interactive delivery style to meet the needs of the others.

Training programs within the Wausau Fire Department must be redesigned with a focus on consistency. Repetitive skills training conducted in the current system must evolve to include live training opportunities using portable smoke generators, training burns, regional technical training facilities or hands-on Emergency Medical Services training. With current applicants being highly educated and trained, it is unnecessary for the Wausau Fire Department to repeat core certification knowledge, skills and abilities. Time could be better spent on department specific training, fitness, or simulation based training to assist with team building and keeping workgroups mentally and physically prepared for the demands of the job.

Recruitment methods must also evolve, as the old method was heavily dependent on print media to create awareness of job opportunities. Digital communication, effective web site use and social media are creating new, low cost ways to attract applicants. These communication methods continue to outpace paper, print media and traditional mail, and are expected to render these methods largely extinct by 2050 according to data released by the Pew Research Center. Most applicants hired since 2011 indicated they had used digital tools in their job search. Outreach programs in the community would generate interest in a career with the Wausau Fire Department and the field of emergency services, i.e. Wausau Firefighter Academy, Explorer Post, and career day programs.

Recruitment and retention is also a key element in creating a climate where existing employees are inspired to seek advancement opportunities to leadership roles. Good leadership should be promoted throughout the organization, but leadership attributes recognized in employees should be identified, encouraged and channeled in a positive direction to create an upcoming generation of future leaders. Succession planning will enable employees exhibiting leadership skills to be prepared for advancement.

While the Wausau Fire Department has made some excellent strides in these realms, there is still work to do. A combination of state of the art equipment and facilities, streamlined and updated training, internal peer focus group and clearly defined goals will be needed to recruit and retain quality employees. Failure to evolve in terms of recruitment and training may result in a systematic loss of time, resources and talent. A proactive approach to this process will ensure continued and future success.





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**Goal 1:** The Wausau Fire Department seeks to recruit and retain quality employees and maintain an environment that is attractive to new hires and creates a climate where existing employees are motivated to stay with the department and seek advancement opportunities within it.

Objective 1A	Update current practices and establish guidelines with set goals for all Wausau Fire Department social media accounts		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"><li>Chief sends department wide invitation for department members who are interested in being a member of the Social Media Group</li></ul>	
		<ul style="list-style-type: none"><li>Form Social Media Group with a member of each crew, with a group leader being appointed by the chief</li></ul>	
		<ul style="list-style-type: none"><li>Create practices and guidelines</li></ul>	
		<ul style="list-style-type: none"><li>Authorize WIFI access for Social Media Group Members and begin daily postings</li></ul>	
	Success Indicators	<ul style="list-style-type: none"><li>Quality data look of “Likes, Comments, and Membership Growth”</li></ul>	
		<ul style="list-style-type: none"><li>Ask the public to comment on what they want to see, and if need for any improvement quarterly</li></ul>	
<ul style="list-style-type: none"><li>Accounts are established</li></ul>			
Funding Estimate	N/A		

Objective 1B	Develop a recruitment video for Wausau Fire Department		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Chief sends department wide invitation for department members who are interested in forming a department recruitment video</li> </ul>	
		<ul style="list-style-type: none"> <li>Form Recruitment Video Group with management selected members from invitations</li> </ul>	
		<ul style="list-style-type: none"> <li>Research video editing options (NTC, high school, UWMC, Public Access, etc)</li> </ul>	
		<ul style="list-style-type: none"> <li>Recruitment Video Group invited to meet with management to discuss what ideas and direction the project should be projected towards</li> </ul>	
		<ul style="list-style-type: none"> <li>Allow Recruitment Video Group to meet and film on available time within department hours, If needed off-duty time to be determined between management and group leader</li> </ul>	
Objective 1C	Success Indicators	<ul style="list-style-type: none"> <li>Recruitment Video is filmed, edited, and published for completion</li> </ul>	
		<ul style="list-style-type: none"> <li>(Likes, Comments, Shares) thought social media accounts recorded</li> </ul>	
Objective 1D	Funding Estimate	<ul style="list-style-type: none"> <li>Possible Overtime costs, Possible professional editing costs</li> </ul>	



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Objective 1C	Review and possibly update Wausau Fire Department city website		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Chief sends department wide invitation for department members who are interested in updating and modernizing the website towards recruitment besides just informational</li> </ul>	
		<ul style="list-style-type: none"> <li>Management selects applied members to gather information and meet on-duty to discuss possible changes and updates</li> </ul>	
		<ul style="list-style-type: none"> <li>Members gather information and ideas for updated changes to website</li> </ul>	
		<ul style="list-style-type: none"> <li>Any changes to be sent to proper department individuals (Mindy, City-County Information Technology)</li> </ul>	
	Success Indicators	<ul style="list-style-type: none"> <li>Website is updated for a more friendly updated look</li> <li>During recruitment interviews, candidates are asked what tools were used to inform them of department structure and practices</li> </ul>	
	Funding Estimate	N/A	

Objective 1D	Review and modernize Firefighter/Paramedic recruit academy and probationary period.		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Establish a steering committee which will review current process and research best practices</li> </ul>	
		<ul style="list-style-type: none"> <li>Develop academy based on best practices to ensure consistency in delivery through learning objectives</li> </ul>	
		<ul style="list-style-type: none"> <li>Evaluate best methods for training delivery</li> </ul>	
		<ul style="list-style-type: none"> <li>Identify most logical instructional approach</li> </ul>	
		<ul style="list-style-type: none"> <li>Obtain feedback from participants and instructors to modify if necessary for continuous improvement</li> </ul>	
	Success Indicators	<ul style="list-style-type: none"> <li>Consistently meets learning objectives through testing and application</li> </ul>	
	Funding Estimate	<ul style="list-style-type: none"> <li>Possible overtime costs based on instructional approach</li> </ul>	

Objective 1E	Analyze Recruitment and Retention		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Analyze hiring process to ensure validity</li> </ul>	
		<ul style="list-style-type: none"> <li>Analyze early departure data</li> </ul>	
	Success Indicators	<ul style="list-style-type: none"> <li>Sufficient number of recruits during recruitment process</li> </ul>	
		<ul style="list-style-type: none"> <li>Analyze early departure trends</li> </ul>	
	Funding Estimate	<ul style="list-style-type: none"> <li>None</li> </ul>	





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### **Strategic Initiative 2: Community/Relationships**

#### Statement of Need

The Wausau Fire Department has a great story to tell; we have many outstanding things that occur within the Department on a daily basis and it is important that we relay this information to our community. Currently, the Wausau Fire Department is average, at best, in marketing ourselves and telling our story. What is the longevity of a company that doesn't look at marketing themselves? It is important that the Department engages in public relations and marketing strategies. This will help cultivate a positive reputation, assist the Department in securing funding and establish a rapport with our community to create a positive public opinion and image for our Department. To do this we should concentrate on being involved with our community, particularly our political and business leaders, reach out to the media and build a solid relationship and engage in strong customer service practices. To encourage growth in public relations we can develop and host events such as community CPR programs, Explorer Post, community paramedic, citizen's fire academy; utilize our website and Facebook page in an effective manner and keep it current and updated; establish a standard for formal press releases for such events as fires and fire prevention tips; and take advantage of public speaking engagements.

It is also imperative that Wausau Fire Department create strong relationships with our metro partners. This consolidated partnership will benefit not only the Wausau Fire Department but the City of Wausau as a whole, both fiscally and in the provision of safety. Outcomes that would result from this would include trustworthy Mutual Aid Box Alarm System (MABAS) and mutual aid agreements, purchasing consortiums, standardization of metro Standard Operating Procedures (SOPs) and Standard Operating Guidelines (SOGs), development of tactical rescue teams, regional code enforcement and public education programs, consistent pre-incident planning processes and uniform training.

The Wausau Fire Department needs to communicate our successes as an organization as well. We need to demonstrate our value through data and decisions should be driven by the same outcome data. An excellent example of this would be our cardiac arrest save rate. Nationally, the average percentage of cardiac arrest saves is 9.6%. In 2014, the Wausau Fire Department cardiac arrest save rate was 85.7%. There are many additional outcome indicators which Wausau Fire Department needs to embrace and begin reporting, and if data is not currently achievable, determine a process or manner to obtain the appropriate data.



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**Goal 2:** The Wausau Fire Department seeks to enhance public relations with both the community as well as partnering agencies. This can be accomplished by increasing our presence in the community and social media.

Objective 2A	Promote a customer-focused culture that prizes accessible, consistent and predictable delivery of services.		
	Timeframe		Target Date
	Implementation Tasks	• Train all employees on the expectations of the Department and customer service	
		• Secure funding for a third party satisfaction survey	
		• Obtain a minimum score of good or excellent on satisfaction survey	
		• Develop a Standard Operating Procedure (SOP) that clearly designates activities in which Department personnel will participate	
	Success Indicators	• Customer satisfaction survey results	
		• Create SOP	
		• Complete customer service training	
	Funding Estimate	• Third party satisfactory survey - \$3,000 - \$5,000 annually	

Objective 2B	Improve relationships with partner organizations.		
	Timeframe		Target Date
	Implementation Tasks	• Schedule quarterly joint trainings with our partner organizations	
		• Standardize response SOPs	
		• Take a leadership role in MABAS and County Fire Meetings	
		• Establish beneficial automatic aid agreements	
	Success Indicators	• Completion of standardized SOPs	
		• Create an annual calendar that identifies quarterly trainings with partner organizations	
	Funding Estimate	• Possible overtime for attendance at trainings - \$1,000 to \$1,500	



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Objective 2C	Maintain a focus on media partners to promote the Wausau Fire Department.		
	Timeframe		Target Date
	Implementation Tasks	• Focus on developing and nurturing relationships with all media partners	
		• Develop a Standard Operating Procedure (SOP) which identifies the parameters surrounding a press release	
		• Keep our web page current and accurate	
		• Continually place information that is interesting and pertinent on our social media pages and research ways to make our social media pages successful	
		• Consider enrollment in PIO (Public Information Officer) training for those in a position to interact with the media	
	Success Indicators	• Interaction on social media pages	
		• SOP on press releases	
		• Completion of PIO Training	
	Funding Estimate	• \$1,000	

Objective 2D	Explore public relation opportunities within the community.		
	Timeframe		Target Date
	Implementation Tasks	• Evaluate current programs	
		• Brainstorm promotional ideas and create list	
		• Coordinate events and presentations	
		• Create process to obtain feedback from participants	
		• Adjust or improve based upon feedback	
	Success Indicators	• Results of satisfaction surveys	
		• Number of completed surveys	
		• Increased interest in public relation opportunities	
	Funding Estimate	• To be determined	



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### Strategic Initiative 3: Maintenance of Equipment, Software and Facilities

#### Statement of Need

Planning for the future needs of a fire department is one of the most important responsibilities of fire department management. Inadequate planning increases the potential for crisis and compromises safety. Adequate facilities, equipment and software are critical to the everyday efficient operation of any fire/EMS department. Wausau Fire has found itself in a crisis situation by not planning appropriately for the future of this Department. Not only are facilities lacking but we have just begun to address safety issues with the replacement of out dated and failing equipment. Technologically Wausau Fire Department is, at minimum, 10 to 15 years behind when compared to average fire departments throughout Wisconsin.

Station 1 (Central) was built in the 1960's and aside from minor updates, has not had any improvements. In its day, it was referred to as 'state of the art;' however, time has taken its toll and the building actually requires many improvements, most of which address the safety of our personnel. The fire service as a profession has a higher cancer rate caused by the carcinogens that we are exposed to in our work environment. This type of risk, although unfortunate, is not a secret to those moving into the fire service and is an expectation of the profession. However, it is unfortunate that our living space also puts our personnel at risk. Wausau Fire Department is the only career Department in the State of Wisconsin that doesn't provide for direct exterior dispersion of diesel exhaust created by the vehicles. For years, studies have revealed that diesel exhaust contains carcinogens. We also store turnout gear in our hallways; the same turnout gear that we wear into fires and that is exposed to all of the cancer causing agents present within the smoke of that fire. Over time, firefighting vehicles have grown in cost and size and are far less maneuverable than they were when the station was built. Vehicle positioning requires drivers to back large, expensive apparatus in from Grand Avenue instead of being able to have a drive through bay. This exposes apparatus to risk of damage on a daily basis. Efficiency is compromised with the layout of office space where four individuals are attempting to work in a shared space. Other structural issues are certainly in question as well; Heating Ventilation Air Conditioning system, plumbing and garage doors that are failing. Esthetically, the Department fails to provide a visible entrance for visitors, the front of the building lacks identity. The layout of the interior is inefficient and lacks storage space. Station 2 needs the most attention. It is located in the midst of a neighborhood and most often we need to travel emergently several blocks to get to a main thoroughfare. We don't have adequate facilities for our female employees which compromises our ability to flex staffing because currently we can't assign our female employees at Station 2. In the event of severe weather there is no place for our employees to seek shelter. We have our fitness equipment in the apparatus bay and members of the Department have to work-out in an environment laden with carcinogens from vehicle exhaust and turnout gear which is not directly dissipated to the outside.

With increasing demands, the fire service must utilize the best tools, techniques and training methods for effective response and delivery of services. Incorporating technology into the fire service will certainly assist in helping ensure an overall effective and positive response. Wausau Fire Department has a great need for software and additional electronic devices. Currently, we do



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not own the EMS reporting software that we are using; we rent our software through our billing company. This type of arrangement provides for minimal report writing capabilities and therefore compromises our ability to obtain data. Our EMS reporting software is not compatible with what we currently utilize for fire reporting; they are two different software products. This inconsistency again results in a disadvantage in obtaining data. Fire and EMS work very closely with each other in the fire service and we need the ability to be able to obtain data specific to the concurrent response of these two entities. Preparedness is a keystone of fire service mentality; preparation is not only reliant upon aggressively training our personnel in state-of-the-art tactics and procedures, but also our ability to obtain vital information in an expedient manner. We can't continue to apply traditional tactics, procedures and technologies to the modern fire service and expect that the results will be adequate. Presently, Wausau Fire Department has no ability to deliver training to the other stations and therefore, when there is training all companies need to travel to Central. There are definite concessions that result from this need, such as, longer response times, wear-and-tear on vehicles and higher fuels costs. This requirement could be minimized by adding training software and/or equipment that would allow stations to train remotely from their location. To maximize our preparedness, Wausau Fire Department would benefit immensely from 'first response' software providing rapid access to information. This type of software provides fingertip access to critical response information by having tablet computers located on emergency vehicles, allows for interoperability among responding companies and the sharing and synchronization of data. Features such as notification alerts, mapping, navigation and routing, 'live' unit locations, hydrant data for water supply, pre-incident plans and 360 degree photos and satellite photos will improve situational awareness.

**Goal 3:** The Wausau Fire Department seeks to improve the method by which equipment replacements and maintenance are planned and implemented.

Objective 3A	Develop a capital improvement schedule for Fire Department facilities.		
	Timeframe		Target Date
	Implementation Tasks	• Evaluate current conditions	
		• Make appropriate committee presentations (PFC, PH&S)	
		• Develop a capital improvement plan for all facilities	
		• Develop annual CIP requests and presentations	
		• Explore other funding options where available	
	Success Indicators	• Completed schedule for capital improvements specific to facilities	
	Funding Estimate	• To be determined	



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Objective 3B	Determine the software required to obtain outcome based data.		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Determine the outcome data desired</li> </ul>	
		<ul style="list-style-type: none"> <li>Train all personnel in documenting effectively based upon outcome data selected</li> </ul>	
		<ul style="list-style-type: none"> <li>Educate all personnel in what outcome data is being collected and what measures could be implemented for improvement</li> </ul>	
		<ul style="list-style-type: none"> <li>Research best software to collect and measure outcome based data</li> </ul>	
		<ul style="list-style-type: none"> <li>Develop RFP, if required for the purchase of software</li> </ul>	
		<ul style="list-style-type: none"> <li>Training and implementation of software</li> </ul>	
		<ul style="list-style-type: none"> <li>QA process to assess compliance</li> </ul>	
	Success Indicators	<ul style="list-style-type: none"> <li>Compliance QA</li> <li>Achieving the outcome based data desired</li> </ul>	
	Funding Estimate	<ul style="list-style-type: none"> <li>Purchase of software - \$15,000 to \$30,000</li> </ul>	

Objective 3C	Develop preventative maintenance schedule for facilities and standardized reporting system for repairs		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Establish committee to develop preventative maintenance schedule (to include Facilities Manager)</li> </ul>	
		<ul style="list-style-type: none"> <li>Develop standardized reporting system for repairs</li> </ul>	
		<ul style="list-style-type: none"> <li>Develop and implement preventative maintenance schedule</li> </ul>	
	Success Indicators	<ul style="list-style-type: none"> <li>Functional equipment and repairs completed according to target date</li> </ul>	
	Funding Estimate	<ul style="list-style-type: none"> <li>TBD</li> </ul>	

Objective 3D	Develop preventative maintenance schedule for equipment		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Establish committee to develop preventative maintenance schedule (to include Maintenance Manager)</li> </ul>	
		<ul style="list-style-type: none"> <li>Develop standardized reporting system for repairs</li> </ul>	
		<ul style="list-style-type: none"> <li>Develop and implement preventative maintenance schedule</li> </ul>	
	Success Indicators	<ul style="list-style-type: none"> <li>Functional equipment and repairs completed according to target date</li> </ul>	
	Funding Estimate	<ul style="list-style-type: none"> <li>TBD</li> </ul>	



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### Strategic Initiative 4: Financial

#### Statement of Need

Fire departments provide critical services in their communities; however the current climate of financial uncertainty and instability is an issue that necessitates great contemplation and planning. Budget development, implementation and management are some of the most challenging tasks facing today's fire service leaders. Department administrators need to make certain the Department is capable of delivering the desired emergency response services to the community in an effective manner within an environment advocating for reduced funding and decreasing revenues. The Wausau Fire Department understands this issue and it is important that we work toward establishing revenue and expenditure strategies, and accountability processes, so we can be good stewards of public resources and meet current and future financial obligations.

It is important that the Wausau Fire Department develop a financial strategic plan that integrates innovative delivery strategies, future service expansion and infrastructure replacement needs to proactively address the fiscal sustainability of the Department. Decisions and allocation of resources need to be consistent with the mission and vision of the Wausau Fire Department and are highly dependent on comprehensive strategic planning. The 2015 Operational Budget for the Wausau Fire Department is \$6,423,468 with approximately 2.3% of the budget representing funds available for management priorities. This percentage includes such items as purchase and/or replacement of equipment, training expenses and operational capital. Within the General Fund, the City of Wausau experienced revenues from EMS which amounted to \$1,377,200 in 2014. Although this might be considered significant it is actually about a 9% decrease when compared to the revenue earned in 2013. This difference can be attributed to a change in payer mix.

To create a safe work environment, meet public expectations, and deliver high level services, a capital improvement schedule for maintenance and/or replacement of department facilities must be established and adhered to. Currently, the Wausau Fire Department is experiencing the culmination of decades of deferred maintenance being addressed with minimal solutions. This has created an environment that in some areas is unsafe, and in others is completely inefficient.

Failure to address these issues in a proactive manner will continue to expose employees to unsafe and counterproductive working environments and will directly impact our ability to provide services to the community to meet public expectations. Without adequate replacement planning for safety and emergency equipment and maintenance, our budget and contingency funds will continue to be unnecessarily stressed and critical equipment replacements will continue to compete with other capital projects, many of which are not directly linked to public safety.

**Goal 4:** The Wausau Fire Department seeks to stabilize impacts to its budgets and operations resulting from financial uncertainty and unexpected expenses.





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Objective 4A	Follow a budgetary process that is based upon Departmental initiatives, Key Intended Outcomes (KIOs) and Department Performance Indicators (DPI) to achieve desired or expected fire department outcomes.		
	Timeframe		Target Date
	Implementation Tasks	• Research and establish department policies on reporting and documentation	
		• Educate Department members on the importance of outcome based reporting, KIOs and DPIs	
		• Educate City staff on the importance of outcome based reporting, KIOs and DPIs	
	Success Indicators	• Department policy established	
		• Achievement of desired outcomes	
	Funding Estimate	• TBD	

Objective 4B	Identify grant opportunities.		
	Timeframe		Target Date
	Implementation Tasks	• Research available grant opportunities	
		• Train department staff on grant writing	
		• Parallel Fire Department need with grant priorities	
		• Write and submit grant	
	Success Indicators	• Receiving of monies through grant submissions	
	Funding Estimate	• Staff time and cost of training staff (TBD)	

Objective 4C	Critically and continuously examine the way in which we allocate financial resources and explore new sources of funding.		
	Timeframe		Target Date
	Implementation Tasks	• Define, develop and follow policies, guidelines and processes for the annual budget.	
		• Evaluate programs and activities based upon current and anticipated revenues to adequately maintain adopted levels of service	
		• Research additional methods to enhance the revenues collected by the Fire Department	
		• Take measures to decrease cost such as purchasing consortiums and sharing of resources	
		• Determine depreciation schedule in reference to equipment replacement plan and educate City Council of upcoming needs	
		• Conduct independent financial audits on the prior fiscal years funding and note deficiencies and plan to resolve audit exceptions	



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	Success Indicators	<ul style="list-style-type: none"><li>• Increase in revenue</li><li>• Status quo of operating budget when measuring costs against revenue and a clear justification for an increase in operating costs based on KIOs and DPIs.</li></ul>
	Funding Estimate	<ul style="list-style-type: none"><li>• TBD</li></ul>

### Strategic Initiative 5: Organizational – City

#### Statement of Need

Positive relationships within the organization including various departments and the common council are critical to our effectiveness and success in providing emergency services at the highest possible level.

Based on local survey results obtained in 2012 by Cobalt Community Research and a recent stakeholder survey conducted by the department, the overall public perception of the department and the services we provide are positive. Results of the survey indicate that residents not only value emergency services in terms of priorities, but also indicated Fire and EMS services as one of the core services most would be willing to pay more toward if necessary to maintain service levels.

While the Wausau Fire Department maintains a good working relationship with other departments and workgroups within the city, in recent years the relationship and communication between the common council and the Wausau Fire Department has at times been a challenge. Part of the challenge is rooted in the fact that council members have varied levels of understanding of the operational, training, equipment and staffing demands of emergency services and mandates. Many are largely unaware of the successes the Wausau Fire Department has achieved in terms of response times and cardiac arrest save rates. Similarly, some are also unaware of the internal struggles faced by the department in terms of facilities and staffing. These issues if left to accumulate will impact service levels, safety and morale. Effective communication will be necessary to address current issues and prevent additional ones.

In the past, the amount of statistical data provided to the council in the context of budgets and capital projects was limited and inconsistent in type and format. To promote successful partnerships within the organization, data illustrating the impact of the department on the community and the impact of the expectations and needs of the community on the department must be clearly captured, communicated and summarized. This articulation will assist the department and the council in creating mutually valuable goals and outcomes.

To increase the council's understanding of how emergency services operate, the needs associated therewith and the success the Wausau Fire Department continues to create in the community, the Wausau Fire Department will seek to identify opportunities where council members and others can experience the fire service and EMS in a controlled setting. Depending on the opportunity, there may also be possibilities to include the public and other community partner organizations in these outreach efforts.



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**Goal 5:** To create positive relationships and develop mutual understanding of needs and challenges between the WFD and the Common Council.

Objective 5A	Facilitate a deeper understanding of Fire and EMS operations among council members.		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Guided Facilities/Station Tours for entire council after swear-in. (Bus the participants between facilities and provide info and background while enroute.</li> </ul>	
		<ul style="list-style-type: none"> <li>Plan participative simulation for Fire/EMS</li> </ul>	
		<ul style="list-style-type: none"> <li>Invite and encourage participation for media, public officials, etc.</li> </ul>	
		<ul style="list-style-type: none"> <li>Conduct real-time simulation</li> </ul>	
		<ul style="list-style-type: none"> <li>Debrief after event and analyze survey results</li> </ul>	
	Success Indicators	<ul style="list-style-type: none"> <li>Positive feedback generated from participants</li> <li>Heightened understanding of services evident through interaction between organization and department</li> </ul>	
	Funding Estimate	<ul style="list-style-type: none"> <li>TBD (Check council training and travel budget for \$\$)</li> </ul>	

Objective 5B	Communicate effectively with common council related to needs of the WFD and the community relative to budget planning.		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Identify data needed</li> </ul>	
		<ul style="list-style-type: none"> <li>Gather and analyze data to align with vision, mission and values of the department</li> </ul>	
		<ul style="list-style-type: none"> <li>Begin preparing capital and budget requests</li> </ul>	
		<ul style="list-style-type: none"> <li>CIP Process/Presentations</li> </ul>	
		<ul style="list-style-type: none"> <li>Budget workshops</li> </ul>	
		<ul style="list-style-type: none"> <li>Budget Approval</li> </ul>	
		<ul style="list-style-type: none"> <li>Receive written feedback from Council members on CIP presentations and budget narrative in terms of relevant data and communications for possible improvement strategies</li> </ul>	
	Success Indicators	<ul style="list-style-type: none"> <li>Phased implementation plan for facilities updates and replacements developed and funded</li> </ul>	
		<ul style="list-style-type: none"> <li>Equipment and training needs met or planned in phases</li> </ul>	
		<ul style="list-style-type: none"> <li>Staffing levels addressed or planned in stages</li> </ul>	
	Funding Estimate	<ul style="list-style-type: none"> <li>TBD</li> </ul>	



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### **Strategic Initiative 6: Organizational Departmental**

#### Statement of Need

In order for the department to continue to strengthen as an organization, we have identified key opportunities for development. These opportunities include accountability, maintaining and strengthening our team unity, addressing generational differences, continued positive labor-management relationships, and creating an atmosphere in which our employees have a shared investment in the outcomes of our organization.

Accountability can be described as taking self-responsibility for one's own actions, or lack thereof. Self-responsibility can be achieved by asking ourselves "what needs to be done to get the results that I want?" (Gaston & Harvill, 2005). Often, people are quick to abdicate responsibility, and place blame on others for the problems within an organization. In some cases, instead of holding the responsible people accountable, it is just easier to punish the entire organization. Goetsch & Davis (2013) assert that "the best teams consist of members who know the teams' goals and expect to be held accountable for achieving them" (p. 148). Accountability is one of the department's five core values, and as such, must be addressed; otherwise the remaining core values will serve as nothing more than words on a plaque.

Team oriented mentality was identified as a strength in the department, and it is vital that we continue along that path. In order to satisfy the department's mission efficiently and effectively, members within the department must be able to work within a team. Teams within the department are often required to work under dangerous and stressful situations, and often with a successful outcome. This helps to build and strengthen team unity. Any breakdown of the team would also lead to a breakdown in the fabric necessary to achieve success. The private sector often uses "quality circles", associated with total quality management, in order to identify areas within teams that could use improvement. The department utilizes a similar approach through the use of its "Peer Focus Group", which identifies possible areas of concern in the department and attempts to reconcile those differences before they become larger issues.

Fire departments throughout the country are experiencing tremendous changes in their generational demographic as Baby Boomers retire and leave the workforce in high numbers. Those Baby Boomers are being replaced in the work force by the Millennial generation. Between the Boomers and the Millennials are the Generation X'rs. As of early 2016, the Wausau Fire Department will have the following generational distribution: 11 Baby Boomers, 28 Gen X'rs, and 19 Millennials. Recognizing the different needs of each generation can help to avoid conflict and misunderstandings. "We don't have to agree with the values of different generations, but we can strive to understand the mindsets of different generations and how each group sees the world based on their experiences," (Gaston & Harvil, 2005, p. 266). If we



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continue to fail to acknowledge these differences, we may begin to build barriers between the different generations.

Table 18: Generational Distribution of Personnel

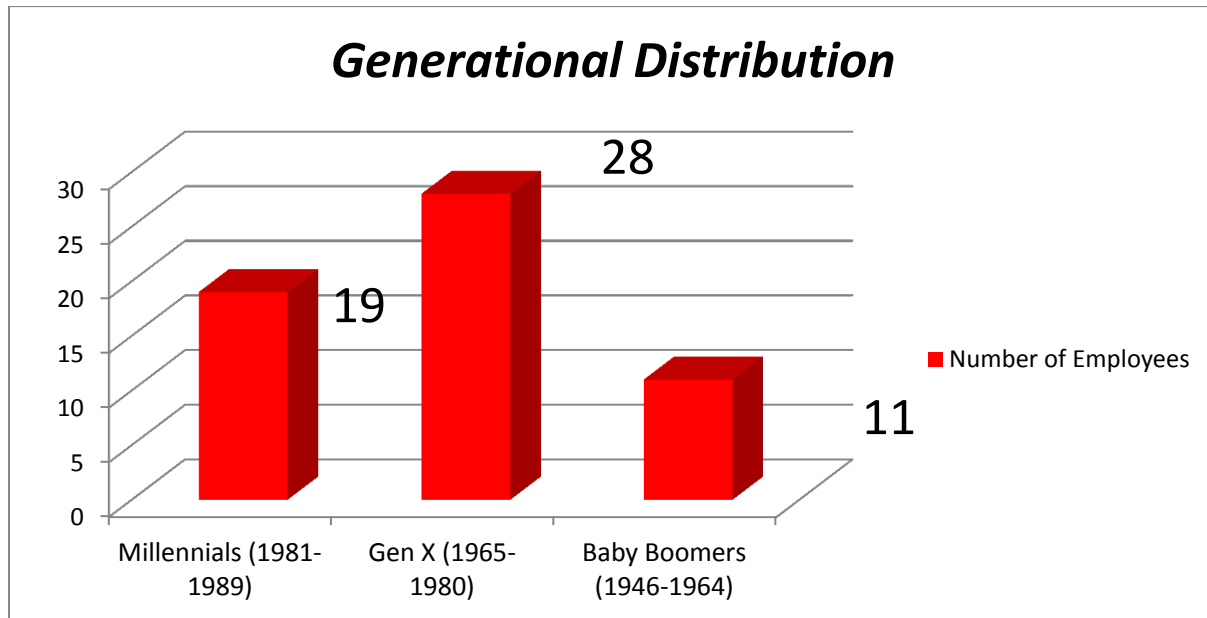
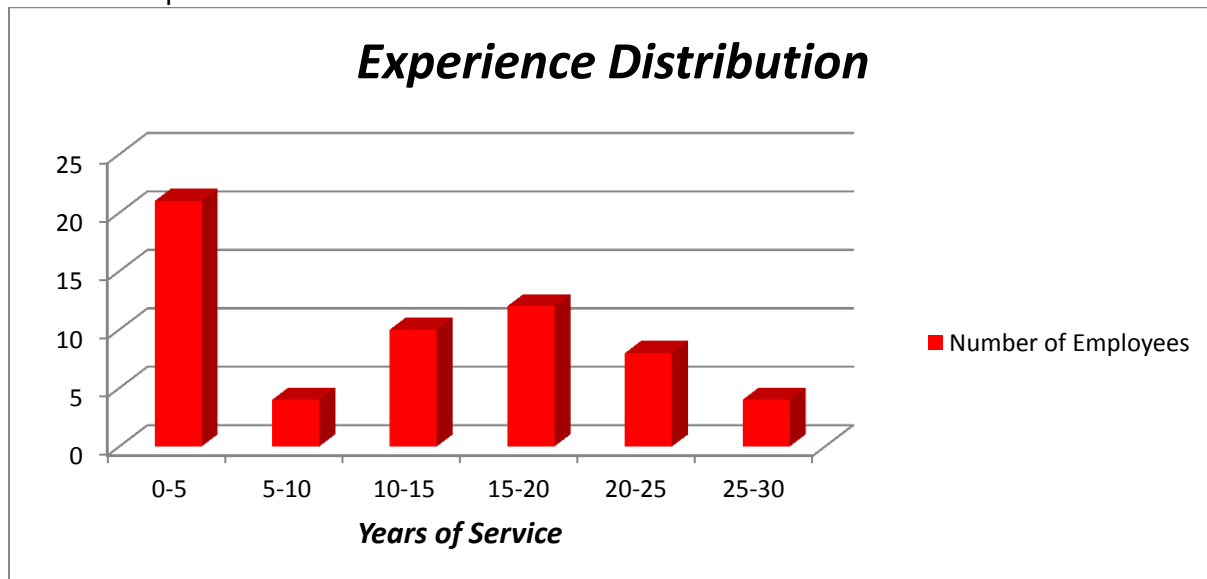


Table 19: Experience Distribution



Relationships between labor and management were listed as strengths in the department SWOC analysis. This is due largely in part to the success of the Peer Focus Group and the Risk Management Committee. Both groups provide an opportunity for labor and management to





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collaborate in order to create a more synergistic work environment; one which everyone shares common core values and goals. Another pivotal factor regarding improved labor relations is the recent changeover in leadership and resulting cultural shift in management style. A failure to continue down this path may result in a regression to the former “my way or the highway” style of management.

Employees also want to have the ability to offer their input prior to a change implementation. Historically, the fire service consists of a hierarchal structure in which orders are filtered from the top down, with subordinates having little or no say in the process. Today, Millennials want to feel part of that process. “The more a person feels she’s contributing substantially to an endeavor, the more personally invested in it she’ll become. It’s this personal investment that leads people to work at ever higher levels of performance and effectiveness,” (Salka, 2004, p. 181). By empowering employees to have a say in some of the decisions in the department, the department can begin to move away from the traditional hierarchal, mechanistic structure to one that is more organic in nature. Certainly, the mechanistic style of hierarchy is necessary on the scene of an emergency where orders need to be carried out quickly and without question. The challenge for managers is to find the right mixture of both systems; of authoritative structure, and empowered work groups. “Managers should use bureaucratic principles to build a mechanistic structure, and they should enhance the organizations ability to act in an organic way by empowering employees and making teams a principal way of increasing the level of integration in an organization,” (Jones, 2013, p. 142). It is the responsibility of leadership to help the organization develop and manage the change that it seeks by giving employees a choice to contribute, and as a result, transitioning ownership of the change to its members. “Providing opportunities for involvement and participation does not necessarily mean that all organizational members will be enthusiastic about the outcome, but it does mean that they will have had an opportunity to express an opinion and potentially to shape it,” (Anderson, 2012, p. 41). If a member of the organization is not allowed to have a say in the workplace, the organization risks disengagement of that employee.



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**Goal 6:** To strengthen as an organization through improved accountability practices, identifying generational differences, and improved employee engagement, while maintaining our positive labor relations and team oriented atmosphere.

Objective 6A	Create and sustain a culture of accountability.		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Write, communicate, and keep current all department policies and standard operating procedures</li> </ul>	
		<ul style="list-style-type: none"> <li>Enroll leadership staff and company officers in effective meetings strategies (i.e. "How to Conduct Effective Meetings" training offered by CVMIC)</li> </ul>	
		<ul style="list-style-type: none"> <li>Implement the use of action plans at all meetings, and follow up on deadlines</li> </ul>	
		<ul style="list-style-type: none"> <li>Sustain a culture of accountability with both internal and external customers</li> </ul>	
		<ul style="list-style-type: none"> <li>Create appropriate graphs, charts or surveys based upon improvement indicators</li> </ul>	
	Success Indicators	<ul style="list-style-type: none"> <li>Achievement of deadlines</li> </ul>	
		<ul style="list-style-type: none"> <li>Observed advances based upon set improvement indicators</li> </ul>	
		<ul style="list-style-type: none"> <li>Conduct effective meetings</li> </ul>	
	Funding Estimate	<ul style="list-style-type: none"> <li>TBD</li> </ul>	

Objective 6B	Build upon and strengthen our existing foundation of teamwork.		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Utilize the Peer Focus Group (PFG) to continue to create stronger cross-functional relationships among crews and individuals</li> </ul>	
		<ul style="list-style-type: none"> <li>Create and promote a culture of leadership</li> </ul>	
		<ul style="list-style-type: none"> <li>Conduct team diagnostic meetings as a means of self-assessment</li> </ul>	
		<ul style="list-style-type: none"> <li>Incorporate programs to promote positive feedback, and acknowledge positive behavior and attitudes.</li> </ul>	
		<ul style="list-style-type: none"> <li>Create survey and distribute to appropriate personnel</li> </ul>	
	Success Indicators	<ul style="list-style-type: none"> <li>Receive positive feedback</li> </ul>	
		<ul style="list-style-type: none"> <li>Identify potential weaknesses and develop improvement plan</li> </ul>	
	Funding Estimate	<ul style="list-style-type: none"> <li>TBD</li> </ul>	



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Objective 6C	Bridge the generation gap.		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"><li>Recognize and address generational differences among members of the department and capitalize upon those strengths</li></ul>	
		<ul style="list-style-type: none"><li>Continue to develop the mentoring/apprenticeship program</li></ul>	
		<ul style="list-style-type: none"><li>Provide opportunities for different generations to come together to build relationships and exchange knowledge</li></ul>	
	Success Indicators	<ul style="list-style-type: none"><li>Increased participation level in mentoring/apprenticeship program</li></ul>	
		<ul style="list-style-type: none"><li>Visible evidence of workplace cooperation and cross-training</li></ul>	
	Funding Estimate	<ul style="list-style-type: none"><li>None</li></ul>	



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## Strategic Initiative 7: Operational

### Statement of Need

An adequate supply of properly trained and equipped staff coupled with controlled growth is key to meeting the service demands presented by the community. While the Wausau Fire Department has experienced increased call volume, it has experienced no growth in staffing levels and minimal upgrades to facilities to accommodate equipment that continues to increase in cost and size. The city has a substantial investment in fire and EMS equipment that it must maintain and protect. This equipment keeps firefighters and community members safe, and protects the assets of the community from loss by fire. It ensures safe and rapid medical transport to members of the community in need of services, and has helped the Wausau Fire Department achieve milestone success in cardiac save rates. In 2005, the Wausau Fire Department responded to 3,734 EMS calls and 1,478 Fire calls. By 2014, that number had increased to 4,491 EMS calls and 2,117 Fire calls, which equates to a 26% increase overall.

Since 2008, Marathon County fire departments have been working toward a cooperative mutual aid agreement known as the Mutual Aid Box Alarm System (MABAS). While this program has worked successfully in Illinois since the 1960's, implementation in Wisconsin has been slow. Marathon County has identified many roadblocks to full implementation, including lack of participation from some fire departments in the region and dispatch software currently in use that does not easily allow implementation of automatic aid. The system allows for a more rapid coordination of efforts between departments, however the Wausau Fire Department is among the departments working toward this goal. While this system could alleviate some challenges for participating communities and increase the volume of resources available through collaboration in times of need, the rollout and practical application has presented its own opportunities and challenges to be resolved.

While increased call volume should bring increase revenue, the Wausau Fire Department finds itself suffering from a challenging payer mix. Payer mix is a depiction of how insurers pay patients' transport bills; higher numbers of patients covered by commercial insurance results in greater revenue, while higher numbers in Medicaid and Medicare patients tend to reduce revenue. Wausau Fire Department obtained data from its billing agency to discern whether our payer mix was average in comparison to other communities they serve. This research returned the following results, indicating the payer mix is lower than average:

Table 20: Payer Mix (2015)

Wausau Fire Department Payer Mix		Average Payer Mix
Commercial	12.6%	15.8%
Medicaid	19.2%	13.8%
Medicare	49.0%	35.6%
Private	19.1%	34.7%

Wausau Fire Department should focus on the development of fire pre-plans, which are plans intended to manage an incident in a high risk structure to aid in speed, efficiency and safety. The Insurance Services Office (ISO) rates fire departments based on response times and many other factors. Most property insurers use the ratings developed by ISO as a contributor to the cost of property insurance for



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residents and businesses in the community. ISO has recommended that fire departments have a pre-plan for each commercial and multi-family structure in a community, and update it annually. At present, the Wausau Fire Department has 1,643 properties that meet the criteria for needing a pre-plan, however, most plans on file are out of date or need to be completed.

The main challenge to advancing and expediting the process of pre-planning is staffing levels. Based on staffing at minimum levels, which has been the practice for a number of years, the Line personnel spend their days responding to service calls and maintaining the training requirements set forth by the State of Wisconsin and the National Registry of Emergency Medical Technicians. The Fire Marshal and Lieutenant of Inspections are tasked with inspecting each commercial and multi-family residential building in the City and the Town of Wausau. In 2014, this task included 4,193 inspections. The pre-plan effort to this point has been worked by assigning the task to staff that are placed on light duty if they are able to accomplish this work within their medical restrictions.

While a lengthy task needing ongoing maintenance, pre plans have the ability to reduce property insurance costs in a community and have been shown to reduce property loss, protect the lives of citizens and reduce the risk to firefighters working within the structures. Continued urban growth will increase the volume of and need for these pre plans in the future.

Based on current trends and natural aging in our population, urban development growth and aging of structures, call volume is expected to continue to increase. In spite of stagnant staffing levels, Wausau Fire Department continues to provide a quality response to meet the public's needs and demands; however, there is a top end to what can be achieved and sustained if call volumes continue upward.

Failure to address increasing call volume in terms of staffing and equipment will impact response times, resulting in greater property loss and a potential for loss of life or reduced save rates. Proactive attention to these challenges will ensure that Wausau Fire Department is able to provide excellent service to meet the expectations of residents and business owners, and will ensure that our workforce is operating in a safe environment. While the Wausau Fire Department performs at a high level in terms of service and quality, its unwillingness to sacrifice the standard of care provided to the community has caused the Department to adapt to a "do more with less" environment and we have done so effectively. However, this cultivated a perception that no growth in the department was necessary as budgets became difficult. In the near future, a decision will need to be made about the staffing needs of the department in relation to its ability to sustain the increasing workload.



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**Goal 7:** The Wausau Fire Department seeks to address operational challenges that are creating a hindrance to growth despite an increase in call volume.

Objective 7A	Evaluate staffing levels and make recommendations		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Investigate methods to evaluate staffing levels</li> <li>Establish methods to be used</li> <li>Implement a structure to capture appropriate data</li> </ul>	
		<ul style="list-style-type: none"> <li>Make appropriate recommendations</li> </ul>	
		<ul style="list-style-type: none"> <li>Develop plan to implement appropriate recommendations</li> </ul>	
	Success Indicators	<ul style="list-style-type: none"> <li>The data established through the evaluation process</li> </ul>	
	Funding Estimate	<ul style="list-style-type: none"> <li>Unknown at this time due to unknown increase in staffing</li> </ul>	

Objective 7B	Creatively look at methods to increase revenue for the department		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Evaluate current practices that generate revenue, and determine if current practices are being optimized to maximum potential</li> </ul>	
		<ul style="list-style-type: none"> <li>Identify additional potential avenues of increasing revenue</li> </ul>	
		<ul style="list-style-type: none"> <li>Take appropriate steps to increase overall revenue</li> </ul>	
	Success Indicators	<ul style="list-style-type: none"> <li>Increase in revenue</li> </ul>	
	Funding Estimate	None	

Objective 7C	Seek an increase in municipal ISO rating		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Obtain knowledge on changes to the current ISO evaluation process</li> </ul>	
		<ul style="list-style-type: none"> <li>Rectify current weakness within the department specific to the ISO evaluation process</li> </ul>	
		<ul style="list-style-type: none"> <li>Address outside entity's that negatively impact an increase in ISO ratings</li> </ul>	
		<ul style="list-style-type: none"> <li>Request a re-evaluation from ISO</li> </ul>	
	Success Indicators	<ul style="list-style-type: none"> <li>Increase in rating</li> </ul>	
	Funding Estimate	None – potential decrease in property insurance costs within service area	





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Establish and implement consistent and accurate data collections and analysis systems and/or processes to drive performance.		
Objective 7D	Timeframe	Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Establish Department Performance Indicators (DPIs) and Key Intended Outcomes (KIOs).</li> </ul>
		<ul style="list-style-type: none"> <li>Train all personnel in proper documentation specific to DPIs and KIOs</li> </ul>
		<ul style="list-style-type: none"> <li>Implement data collection initiative</li> </ul>
		<ul style="list-style-type: none"> <li>Review data and improve process as necessary</li> </ul>
	Success Indicators	<ul style="list-style-type: none"> <li>Successful completion of DPIs and KIOs</li> </ul>
		<ul style="list-style-type: none"> <li>Statistical data available and easily interpreted</li> </ul>
	Funding Estimate	<ul style="list-style-type: none"> <li>TBD</li> </ul>



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### **Strategic Initiative 8: Training and Development**

#### Statement of Need

Wausau Fire Department needs highly skilled team members to perform necessary services in a vast array of emergency and non-emergency responses. This need can only be attained through a comprehensive training program that is standards based, customized by rank and position, and uses the newest and best technology.

Wausau Fire Department has always been an organization which prides itself on getting the job done right in a timely matter. This continues, and the pride and dedication in our organization remains strong. What has changed is our experience levels. Since 2012, the Wausau Fire Department has had 13 retirements (328.75 Combined years of service) of emergency response employees, which equals nearly 25% of our total response staff. Thousands of emergency responses and hundreds of “lessons learned” moments along with a career’s worth of training went with them.

Although, we are not as seasoned as before, we understand things have changed in our arena of expertise. More is demanded of us in Emergency Medical Services; advances in pre-hospital care continue to change exponentially. Fire response specific to tactics and strategies differ as construction design and materials inside homes and businesses are much more volatile and dangerous to occupants and our members. Wausau Fire Department is a State of Wisconsin Regional Hazardous Materials team. Response priority has changed since the former 1990’s when a “wait it out” approach for a hazardous materials incident was the standard. We now work multiple strategies, using parallel plans in case the initial action is unsuccessful. The public expects competence and the environment demands it. These are the challenges we face in addition to public education, specialized rescue, water rescue, and response to large events.

In 2014, the Wausau Fire Department logged 13,839 training hours. We are committed to training as we maintain current certifications and work with existing training plans. Training is largely conducted by senior members of the department in a manner which is comfortable for the instructor. This can lead to training inconsistencies and differences among crews. There is no consistent procedure to document or conduct training. Nor is there a general area for one to find these lessons, which limits team members’ ability to self-study how the Wausau Fire Department responds or operates in a particular situation.

The Wausau Fire Department needs to establish a training program that is highly structured yet easy to follow. It must include a training syllabus outlining learning expectations for team members, how the standard meets current best practices in our industry, and how we attain this education.

A formal training program is only part of the solution; we also need to implement technologies to conduct training. Stations 2 and 3 are not equipped for video conferencing nor do they meet the minimum need for an instructor to train the station crews using a basic PowerPoint or Prezi presentation.



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Along with a training strategy, the Wausau Fire Department must have a succession plan in place to ensure the continued success of our members and department. This can be achieved through designing a comprehensive training plan for all ranks and positions within the department.

Wausau Fire Department currently provides training to its members; however we need to do it more effective, detailed and consistent manner to ensure we are not only training for today. We must train for current needs with implementation of best practices. Training must be accomplished through a mix of internal and external mechanisms.

Failure to adjust our training methods will result in stagnation and negative outcomes. Successful organizations self-analyze and make necessary changes to continue to thrive. Without improvements to training, we could become disassociated with our primary focus of life safety and property conservation.

**Goal 8:** To have highly trained personnel to respond efficiently and effectively to the vast variety of emergency services in which it is responsible.

Objective 8A	Update technologies to all stations to facilitate training needs of the Wausau Fire Department.		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"><li>Research what types of system would be best to conduct AV and ITV interactive training with all 3 stations simultaneously.</li></ul>	
		<ul style="list-style-type: none"><li>Include City County IT in our vision and write system requirements; price out by IT or put out for request for proposals.</li></ul>	
		<ul style="list-style-type: none"><li>Submit capital request for approval</li></ul>	
		<ul style="list-style-type: none"><li>Have systems installed in all 3 stations with potential of expansion to outside agencies.</li></ul>	
	Success Indicators	<ul style="list-style-type: none"><li>Increased training hours due to efficiency of more available training hours without having to travel.</li></ul>	
		<ul style="list-style-type: none"><li>More consistent training due to one centralized delivery system all 3 stations can be involved in</li></ul>	
	Funding Estimate	<ul style="list-style-type: none"><li>Unknown</li></ul>	



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Objective 8B	Succession planning in place to better prepare employees to fill future vacancies of vital positions within the department		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Form a committee to review current job descriptions to see if they meet current and future knowledge, skills and abilities.</li> </ul>	
		<ul style="list-style-type: none"> <li>Research 3 other Fire departments that are similar in size and currently have a succession plan in place. Review plans and extract what we feel is applicable for the Wausau Fire Department.</li> </ul>	
		<ul style="list-style-type: none"> <li>Write our plan covering the basic knowledge one would need for Chief, Deputy Chief, EMS Chief, Battalion Chief, Lieutenant, and Engineer. Have a way for department members to obtain this training. Send it out for department review.</li> </ul>	
		<ul style="list-style-type: none"> <li>Put succession training plan into place.</li> </ul>	
	Success Indicators	<ul style="list-style-type: none"> <li>Staff feels more confident and willing to step into more advanced roles within the Wausau Fire Department.</li> </ul>	
	Funding Estimate	<ul style="list-style-type: none"> <li>Unknown</li> </ul>	

Objective 8C	Wausau comprehensive training program development		
	Timeframe		Target Date
	Implementation Tasks	<ul style="list-style-type: none"> <li>Define recognized standards of operation for EMS, Fire, technical rescue, and HazMat applicable to the Wausau Fire Department.</li> </ul>	
		<ul style="list-style-type: none"> <li>Develop and or purchase universal and repeatable training platforms to obtain the standards recognized.</li> </ul>	
		<ul style="list-style-type: none"> <li>Archive all training for future use and make it where it can be accessed 24/7 by an individual.</li> </ul>	
		<ul style="list-style-type: none"> <li>Set up Quality Assurance and Quality Improvement devices to test our training programs to see if they are effective with employees of Wausau Fire Department.</li> </ul>	
	Success Indicators	<ul style="list-style-type: none"> <li>We have one standard way of training and training content becomes universal throughout the organization</li> </ul>	
		<ul style="list-style-type: none"> <li>We see improved outcomes in retaining of knowledge and better adherence to applicable standards.</li> </ul>	
	Funding Estimate	<ul style="list-style-type: none"> <li>Unknown</li> </ul>	



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### The Success of the Strategic Plan

In order for our first strategic plan to be successful and to continue down the pathway of victory we need to consider it a journey not a destination; constantly changing and evolving. We will strive to achieve excellent outcomes through this strategic plan but we will certainly need to continually reevaluate and adjust before we will achieve the goals which are before us. Circumstances and situations are always changing and therefore our plan for our future needs to be dynamic as well.

The WFD has established the Strategic Change Leadership Steering Committee, which is essential to the successful implementation of the strategic plan and the Core Steering Group, which will manage the implementation process on a weekly and day-to-day level.

*"The significant problems we face today cannot be solved at the same level of thinking we were at when they were created"*

~Albert Einstein



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### Glossary of Terms

**DNR:** Department of Natural Services

**Efficiency:** A performance indication where inputs are measured per unit of output (or vice versa)

**EMS:** Emergency Medical Services

**FEMA:** Federal Emergency Management Agency

**ISO:** Insurance Services Office

**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.

**NFPA:** National Fire Protection Association

**OSHA:** Occupational Safety and Health Administration

**Outcome:** A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.

**Output:** A performance indication where a quality or number of units produced is identified.

**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 our 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 results of action. Something to accomplish in assisting the agency to move forward.

**Strategic Plan:** A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished and that provides the framework for more detailed annual and operational plans.

**Strategic Planning:** The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.

**Vision:** An idealized view of a desirable and potentially achievable future state – where or what an organization would like to be in the future.





## CITY OF WAUSAU FIRE DEPARTMENT

Strategic Plan 2016 - 2020

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