

NEENAH-MENASHA FIRE RESCUE

STRATEGIC PLAN

2022 - 2027



SERVING THE COMMUNITIES OF NEENAH AND MENASHA WITH PRIDE

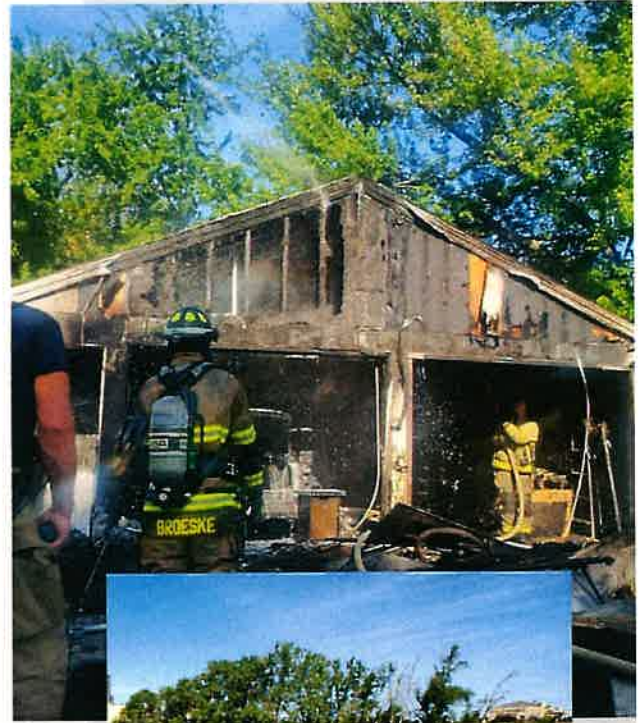
Executive Summary

Neenah Menasha Fire Rescue (NMFR) is pleased to present its 2022-2027 Strategic Plan. The purpose of this strategic plan is to clearly define the mission and goals of NMFR while improving the guidelines for developing excellent service delivery as we prepare to meet the many challenges and opportunities in providing emergency services for our communities over the next five years.

This strategic plan will assist NMFR as a continual working document that is subject to change under the ever-changing circumstances of our communities. Development started back in 2015 that involved key stakeholders within our communities; they included elected officials in Neenah and Menasha, key staff and administration within NMFR, schools, businesses, developers, and the general public.

Since the inception of NMFR in 2003, NMFR has had a proud history of providing excellent service to our communities. The rising demand for services, combined with the cost of delivery, make it essential that an effective Strategic Plan be put into place that will maintain the very high standards expected by our communities. This document is the result of time and commitment from the communities and our dedicated firefighters to help prioritize needs and establish timelines to complete goals and tasks.

It is both with pride and honor to be able to submit Neenah-Menasha Fire Rescue's 2022-2027 Strategic Plan. On behalf of your entire fire department, I want to thank you for taking the time to review the summary of the strategic planning efforts made by your firefighters and the communities to help continue guiding our path towards excellence. We are honored to serve our communities and this document allows us to continue to that excellent quality of life that our citizens of Neenah and Menasha deserve.

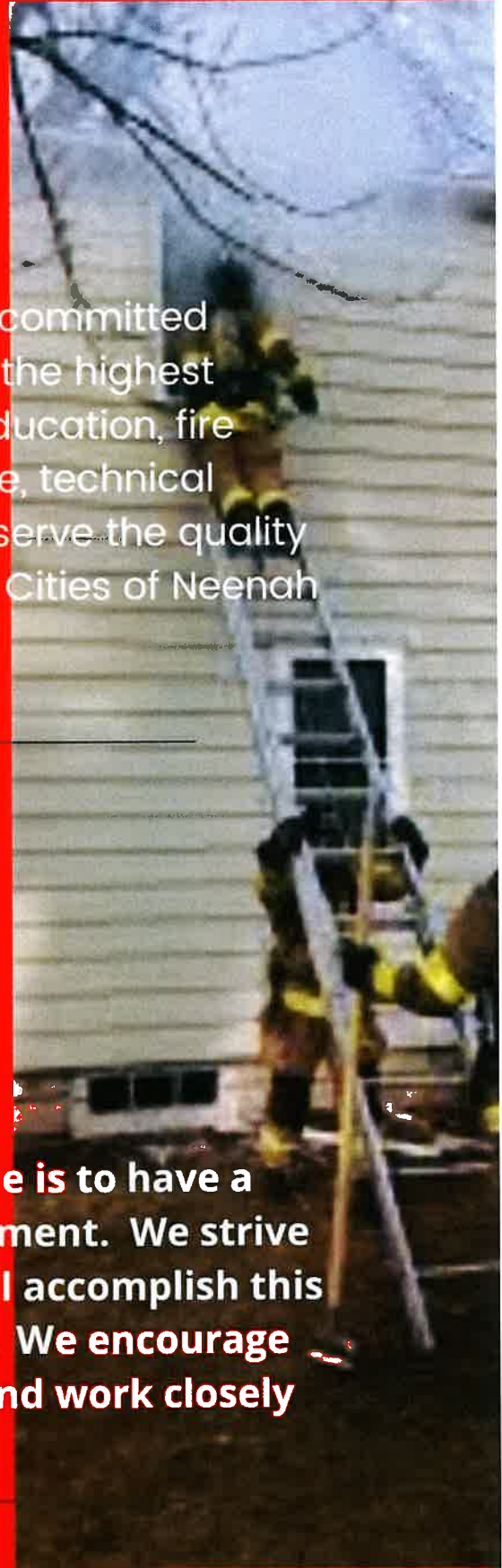


Mission

Neenah-Menasha Fire Rescue consists of committed professionals whose mission is to provide the highest standard of service through prevention, education, fire suppression, emergency medical response, technical rescue, and community interaction to preserve the quality of life and property for all those within the Cities of Neenah and Menasha.

Vision

Our vision at Neenah-Menasha Fire Rescue is to have a positive, motivated, and educated department. We strive to meet the community demands. We will accomplish this with an organized and defined structure. We encourage change, use resources to the full extent and work closely with outside agencies.



Core Values

Trust is the cornerstone of all relationships. We will continue to strive to build and earn trust both within the department and communities we serve. We will earn trust through:

Integrity: We are committed to the highest standard of moral and ethical conduct.

Dedication: We provide quality service through pride and professionalism.

Compassion: We support our neighbors in their time of need.

Teamwork: We work together to achieve common goals.

Tradition: We preserve and carry forward the legacy of those who honorably served before us.

Courage: We do what is right in the face of adversity.



Organizational History

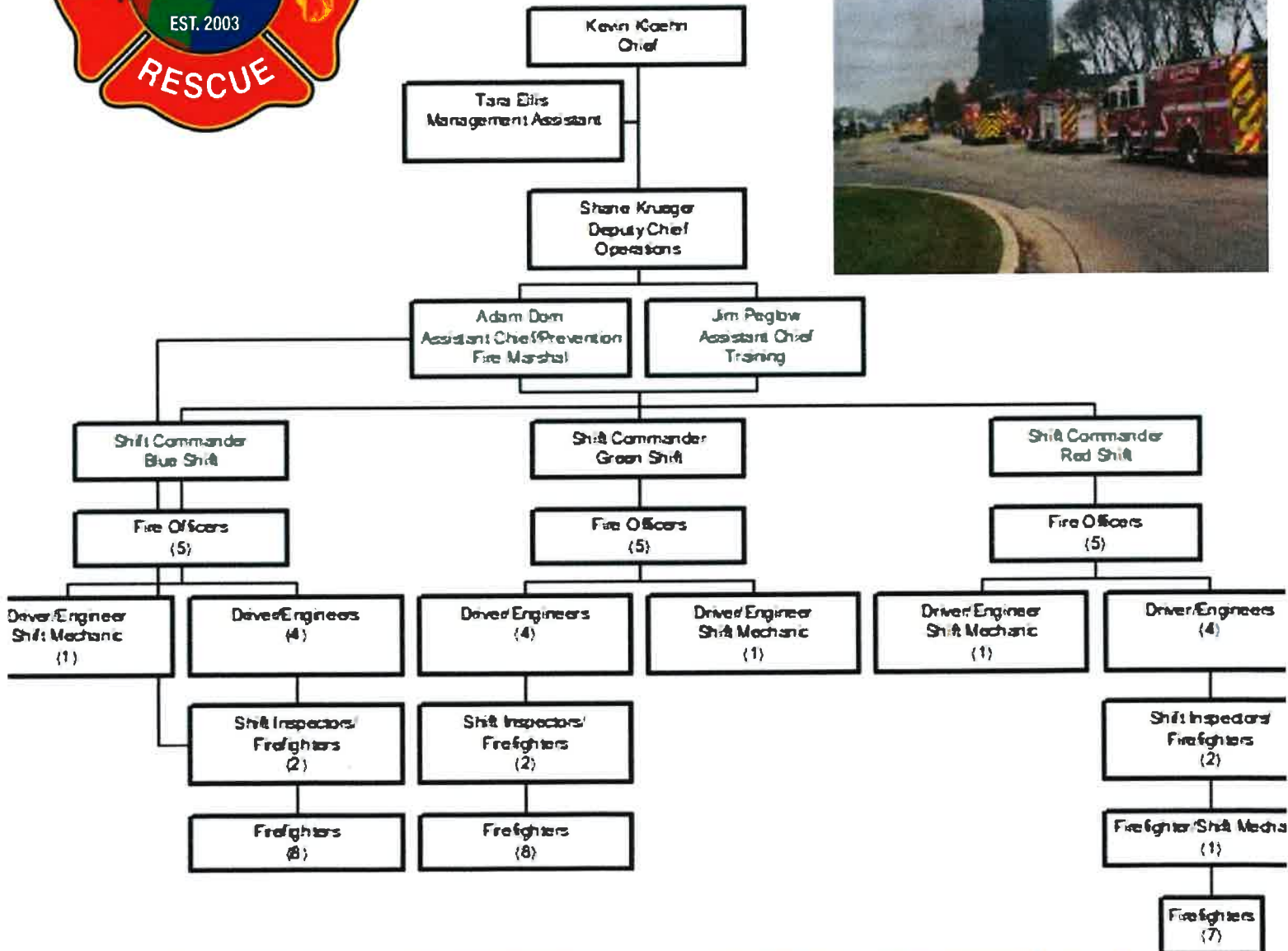


Although both Neenah and Menasha started out as volunteer fire departments in the early 1800's, the City of Neenah Fire Department became a career fire department on February 10, 1928 and started with 15 career members. The City of Menasha Fire Department became a career fire department on June 27, 1941 and started with 12 career members.

After being "twin cities" bordering each other for over 100 years, Neenah and Menasha Fire Departments started conducting automatic aid to each other in 2001. The automatic aid was so successful that fire department and city officials began to meet about what a consolidated fire department would look like. In 2002, the two fire department unions and city officials met for a year determining what a full consolidation would look like, from daily operations, training, inspections, to a new labor contract for one department. All the hard work paid off and both city councils approved a consolidation at the end of 2002.

Neenah-Menasha Fire Rescue was created on January 1, 2003 by the consolidation of the City of Neenah Fire Department and the City of Menasha Fire Departments. We have 68 career employees who are committed to preserving the lives and property within the Cities of Neenah and Menasha. The Department carries out this commitment through award-winning fire prevention education programming supported by rapid, efficient response for fire, EMS and rescue emergencies. We serve the communities from our four fire stations located in strategic areas to provide efficient response to virtually any type of emergency situation, including fire suppression, auto extrication and ice/water rescue.

Organizational Chart



Meet Our Strategic Planning Team



Kevin Kloehn
Fire Chief



Shane Krueger
Deputy Fire Chief



Tara Ellis
Mgmt. Assistant



Amos Mikkelson
Shift Commander



Anthony Leiton
Captain



Joe Muthig
Driver



Nate Monfort
Driver



Greg Wroblewski
Shift Inspector



Garrett Gee
Firefighter

Our 2022 - 2027 Goals

The Strategic Planning Committee met several times over a six month period. This committee was tasked to review over Forty Two (42) goals/topics from the internal department survey; these goals and topics also had sub-topics that were also reviewed. The Strategic Planning Committee used a Lean Improvement tool; the Prioritization Matrix to select the Top-10 most important goals/topics to be focused on over the next five years. Below are the three most important goals chosen to help us achieve a successful planning process for the future:



TRAINING

Since 2016 Neenah-Menasha Fire Rescue has hired over 18 new Firefighters and over the next three to five years we will need to hire at least ten to twelve more firefighters. Losing this much experience in the fire service requires existing staff to be well trained in all areas of emergency response. Over the next five years, we will lay out a plan and cover topics in which our 68 staff members will have an opportunity to gain experience in all facets of what we do.



EMS SERVICES

EMS continues to be approximately 80% of all the emergency calls Neenah-Menasha Fire Rescue responds to. Given that we arrive on scene first in almost 98% of our EMS calls, we want to be able to provide the highest level of emergency care possible until Paramedics arrive. Your Neenah-Menasha Firefighters continue to certify in advanced skills to provide this high level care and will continue to seek more advance skills over the next five years.



COMMUNICATION

Communication continues to be an area in which all successful companies continual improve on. Currently Facebook is the most popular way to communicate between NMFR to our communities. We have several communication goals for our future that includes staff, committees, elected officials, schools, and businesses. With having 3 shifts and 4 fire stations, communication is always the key to a successful organization; we will implement and work together to accomplish these goals.

Implementation

To hold ourselves accountable to delivering on all the dedicated work of the Strategic Plan, the Fire Chief will continue to meet with the Strategic Planning Team. Key performance measures and timelines will be established to monitor whether or not strategies and action steps are being accomplished.



Assigning Tasks

- The Strategic Planning Team will assign Goals to a Chief or Team member.



Meetings

- Planning Team will meet in the first and third quarter of the year.
- A progress report will be shared with the team and stakeholders.



Commitment

- Neenah Menasha Fire Rescue's leadership will support the plan's implementation.

"Productivity is never an accident. It is always the result of a commitment to excellence, intelligent planning, and focused effort."

-Paul J. Meyer

**NMFR Strategic Plan Goals
2022 - 2027**

Goal	Training	Who's responsible	By when?	Budget needed
Goal 1 – The following training were identified as a priority goal for all crew members.				
1.	<p>Burn pod training at FVTC for Inspectors and move-ups</p> <ul style="list-style-type: none"> • Obtained a \$5,000 grant. Is pursuing more grants to build our own burn pod. • Neenah High is on board with sending students to help build out and re-build to gain experience. • Gee noted FVTC is eliminating investigation class in 2023. Maybe we can see if we can get their equipment? • DCI classes are difficult to get into. There's a 2 year wait due to covid. 	Krueger/Dorn/Peglow	Fall 2023	\$5,000-\$10,000
2.	<p>Table Top Exercise with NPD/MPD</p> <ul style="list-style-type: none"> • Go through ICS with PD and why we do what we do. • Do this at 31 with a smart tv and have newer officers participate. • Add large events downtown and what to be prepared for. • Missing persons – come up with some type of a template to use for these versus everyone doing their own thing. 	Peglow/Kloehn	Winter 2022	\$0
3.	Active Shooter Training – continue with bi-annual training.	Peglow	Winter 2022	\$0
4.	<p>Train yard training</p> <ul style="list-style-type: none"> • Dangerous goods officer • How are cars built? 	Peglow	December 2023	\$0
5.	<p>Radio Training</p> <ul style="list-style-type: none"> • Train with all crew members 1-2 times per year. • Identify 1-2 people on each shift to become more proficient to prepare for future retirements. • Have Shift Commanders all on the same page for consistency. Tac 1 vs Tac 2, portable radios, scanning, DVRS, Policy on portables. How many for each station? • Part of Blue Card Training? Training with Oshkosh Fire? 	Krueger/Peglow/SC's	2023	Up to \$5,000

Goal	Strategy	Who's responsible	By when?	Budget needed
6.	<p>Inspection Training for Crews</p> <ul style="list-style-type: none"> • Expectations on inspections and completion with all crews • Expectations for re-inspections (when to do one, how to notify the owner, communication with AC Dorn, etc.) 	Krueger/Dorn	Quarterly Training/Ongoing	\$0
7.	<p>Fire ground tactics</p> <ul style="list-style-type: none"> • RIT, mayday, large scale incidents, etc. Maybe combine with active shooter training? • Do more frequently due to the number of new officers and move-up officers. • Need more of this for officers to feel comfortable in the SC role. • Define firefighter's role now that we have newer firefighters and turnover. • Officer communicate their expectations and have them consistent across all three shifts. 	Peglow/SC's/Gee	Quarterly/Ongoing	\$2,000
8.	<p>MDC training</p> <ul style="list-style-type: none"> • Review JPR that was developed for Officer Training • Identify who troubleshoots MDC issues. IS/DC • Training on mapping as there are different layers. • How will preplans be used? On MDC or hard copies? 	Peglow/SC's	Ongoing/Converting to iPads 2023?	\$5,000
9.	<p>Shift Commander</p> <ul style="list-style-type: none"> • New officers move-up into this role to become comfortable in the role during incidents. • New officers train with current Shift Commander on all computer items. • SC are developing a checklist of things that need to get done. Will have officers review this for feedback. <p>Will develop JPR's for duties of SC role. Can we add this to the officer JPR book? Can we use Mikkelson's checklist only?</p>	Shift Commanders	Ongoing	\$1,000

Goal	Training	Who's responsible	By when?	Budget needed
10.	<p>Boat Operations</p> <ul style="list-style-type: none"> • Ask each shift who wants to be a lead and who's comfortable with training. • Decide on type of training/frequency for skills. • Keep this on the daily water rescue sheet. • Identify who is the daily point person for water calls. 	SC's/Peglow	Ongoing	\$0
11.	<p>Training Committee:</p> <ul style="list-style-type: none"> • Add more people to the committee to replace the ones who retired. Have a core group of people who are on the committee and have other people rotate in and out based on shift alignments. • Consolidate Training Grounds and this Committee and make it one. • Come up with a selection process that involves Greg Wroblewski • Decide what things need instructor certification and what things do not (i.e Boat trainers do not need to be instructor certified). • Record instructor training so they can do this on shift. • Define how many from each shift taking into consideration shift changes and how this will look. • Do we need to have Shift Trainers? How would this work? 	Peglow	Ongoing	\$2,000-\$5,000
12.	<p>AAR:</p> <ul style="list-style-type: none"> • Shift Commanders should do more of these. Complete these and share with other shifts regardless of how big or small it is. Is there a way we can upload a video or document into Vector for other shifts to review and document training? • Review the current template. • Encourage staff that anyone can do these with their crews. They don't have to wait for Peglow. <p>Review the incident on things like where did they park, where should they have parked, etc.</p>	Peglow (for large scale) Shift Commanders	Ongoing	\$0

Goal	EMS	Who's responsible	By when?	Budget needed
1.	<p>EMS Team:</p> <p>1 - Decide on structure and who's involved. Identify what Administration member supervises the Team.</p> <p>2 - Set goals for the team</p>	Kloehn/Krueger	Completed	\$0
2.	Set frequency of meetings for the team	Peglow	November 2022	\$500
3.	<p>Training</p> <ul style="list-style-type: none"> Decide on what training is needed for the department, frequency and who will deliver the training Decide on specialty training and frequency (i.e. going through the ambulance, equipment, etc.) Develop continuing education training for the team members and a budget. Budget may need to be phased in over a period of a few years due to current constraints 	Peglow/EMS Team	November 2022	\$5,000
4.	<p>Supply ordering</p> <ul style="list-style-type: none"> Identify what supplies need to be back stocked off the ambulance. Train/communicate expectations to all staff members Identify/train on how to get supplies that are needed that were not available on the ambulance after a call Identify who will be responsible for ordering supplies for the warehouse at Station 32 Develop minimum/maximum quantities for the warehouse 	Krueger/Hillen	Ongoing - Working with GCA	\$5,000 - \$10,000
5.	Decide EMR vs EMT for the future	Admin	2024	Unknown - will work with Union
6.	Do we certify? What are true numbers?	Admin	2024	\$0
7.	GCA and EMT class? Do they get a pay raise?	Admin	2024	Unknown - work with Union
8.	Our paramedics working as medics during calls.	Admin	2024	Working with GCA

Goal	Communication	Who's responsible	By when?	Budget needed
1.	Develop a system to have appropriate committees review requests and make a yes/no decision (i.e. Truck Committee, Safety Committee, etc.)	Kloehn/Krueger	Ongoing	\$500-\$2,000
2.	<p>Discuss putting together a NMFR 360 Program for elected officials.</p> <p>Define what would be involved in this program:</p> <ul style="list-style-type: none"> • Station tours • Lunch with stations • Brochure • Training evolutions to watch/be a part of (water rescue) • Explanation of JPR's • Table of organization • Who we are governed by and how • Explanation of Administration Job Functions <p>Train/work with other departments so there is no back stabbing and have everyone be on the same page. Will include other departments like Police, DPW, etc.</p>	Kloehn/G. Wroblewski	2023-2024	\$1,000
3.	<p>Alderman Communication:</p> <ul style="list-style-type: none"> • Set up a way to communicate with alderman when we participate in events in their district. (i.e. public education, Rock the Block, etc.) and see if they want to participate in these events with us. • Continue a memo to alderman with department activities. Set up a goal for frequency, who will communicate this, how we can get content, etc. 	Kloehn/T. Ellis/G. Wroblewski	Ongoing	\$0
4.	<p>Communication with the Public:</p> <ul style="list-style-type: none"> • Review current methods of communication we have with the public (i.e. Facebook & website). • Continue to do what we are doing and Kevin will do short video updates of the department for posting. 	Kloehn/T. Ellis	Ongoing	\$0
5.	<p>Staff Communication:</p> <ul style="list-style-type: none"> • Continue to do memos/updates after each City department head meeting to keep staff up-to-date with information. Tara will let Greg/John know ahead of time to see if they have anything to add. • Kevin will continue to do updates after meetings. 	Kloehn/T. Ellis	Ongoing	\$0
6.	<p>Records Management Switch:</p> <ul style="list-style-type: none"> • Communicate with staff what the tentative plan is for switching from Firehouse. Completed except for periodic changes to help streamline processes. 	Admin	Completed	\$20,000
7.	<p>Dive Team:</p> <ul style="list-style-type: none"> • Improve communication of training with members after meeting that was held. 	Kloehn/Krueger/Peglow/ Dive Team	Ongoing	\$500-\$1,000

Goal	Miscellaneous	Who's responsible	By when?	Budget needed
1.	<p>Ipads:</p> <ul style="list-style-type: none"> New iPads were purchased with cell service. This is a requirement for any new RMS system. Completed iPads can be mounted in the trucks. They may also replace the MDC depending up on what RMS system we switch to. Currently In Trial with Car 32 Will put on apps to be used such as Bycer, NFPA, IFC code, etc. Shane will have to see how many apps can be put on each ipad for licensing. 	Krueger	2022	\$5,000- \$7,500
2.	<p>Peer Support:</p> <ul style="list-style-type: none"> Review all information that has been gathered. Identify an Administration person to work with Greg to finalize the program, put it in place and communicate how this works. <p>2/4 -- Have more training with staff. Review resources and create a binder at each station.</p>	Kloehn/G. Wroblewski	2023	\$0
3.	<p>Plymovent System:</p> <ul style="list-style-type: none"> Current system we are having a hard time getting parts for. Obtain costs for direct vehicle exhaust systems. Apply for grant. Completed. SC Mikkelson wrote grant and have been awarded. Waiting for Menasha Council approval. 	Kloehn/Krueger/Mikkelson	Completed -- Awarded Grant 9/2022	\$63,000
4.	<p>IS Services:</p> <ul style="list-style-type: none"> Meet with NPD about joint IT services for both departments. Is there an option for our own staff member? If so, develop a plan to implement and budget. 	Kloehn/Krueger	Ongoing	\$75,000- \$95,000
5.	<p>Mabas:</p> <ul style="list-style-type: none"> Update card. Completed EOC Vehicle – training. Start using? Re-do call in for structure fires? Move to IAR Create a checklist, 35 as the staging officer? Communicate to staff about County's move to EMABAS system. Explain what this means. Training/Communication for when we go elsewhere to provide coverage. Do we use EMABAS app for information like door codes, channel to use, etc. or create a book? Educate politicians on how/when MABAS/EMABAS is used. Develop an EOC kit for Administration staff. Develop a book and train with AFD & GCFD on MABAS calls. Door code key, what radio channel, etc. 	Administration/SCP	December 2022	\$1,000