

City of Madison Fire Department
STRATEGIC PLAN



City of Madison Fire Department Strategic Plan 2015-2025

Fire Chief Steven A. Davis

Introduction:

The City of Madison has a long, rich history of embracing the traditions of the fire service, as well as our value to the community. The Fire Department has been a leader with a strong commitment from the community to provide the resources necessary to deliver high-quality safety delivery and prevention. There are many keys to success within the Department; the most important of which is that the community and the Department work together to ensure optimal safety of residents and visitors, as well as the citizens who reside in the surrounding area, outside of the city proper.

Planning is critical to the long-term success of the City and the Department. The planning phase will focus on operational planning, business planning, organizational culture, recruitment, retention, training/professional experiences, long-range facility planning, and overall system delivery. The Vision Plan is meant to give some “road mapping” to the future of the City of Madison Fire Department.

Mission:

As members of the Madison Fire Department, we are committed to providing high-quality, professional emergency services that are accessible equally to all members of the community. Our top priority is maintaining the dignity and respect of the individual(s) receiving that service. We believe that through education, prevention, and emergency service delivery, we can make the City of Madison one of the safest places to live, work and play.

Our employees within the organization are valued to the highest level. The experience and diversity of our employees are considered and factored in decisions made within the organization to provide for the safest community possible.

The Madison Fire Department is prepared to handle all emergencies and issues that we are called upon to mitigate in our community and surrounding region. We will handle all incidents, small or large, with the utmost professionalism.

Department Slogan:

“Invest in people today”



Core Values:

- **Value** each customer who uses the services that we provide.
- Treat each emergency medical patient as if they are one of your own **family**.
- Communicate in an **open, honest, effective,** and **friendly** manner.
- Problem-solve based on **experience** and **knowledge**.
- **Respect** the diverse beliefs and backgrounds of each of our coworkers.
- Approach each challenge with **honesty** and **integrity**.
- Every person deserves care and **compassionate interactions**.

Strategic Plan Goals:

Engage All Members

Employee Engagement
Leadership
Career Path Development
Communications Plan

Community Service and Involvement

Hiring Process
Emergency Medical Services
Community Risk Reduction
Community Outreach and Partnerships

Healthy and Safe Environment

Resource Management
Operations
Health and Safety
Employee Development Center



Organizational Overview

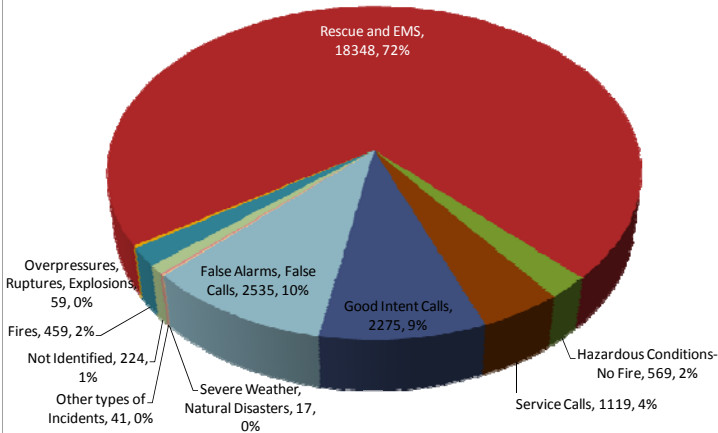
About us

The City of Madison Fire Department is a full time paid professional firefighting organization which currently operates out of 13 Fire Stations throughout the City with a staffing of 82 personnel on duty each day. There are 11 engine companies, 5 ladder companies, 8 paramedic units and 1 command vehicle in service every day to serve the citizens and visitors of the City of Madison.

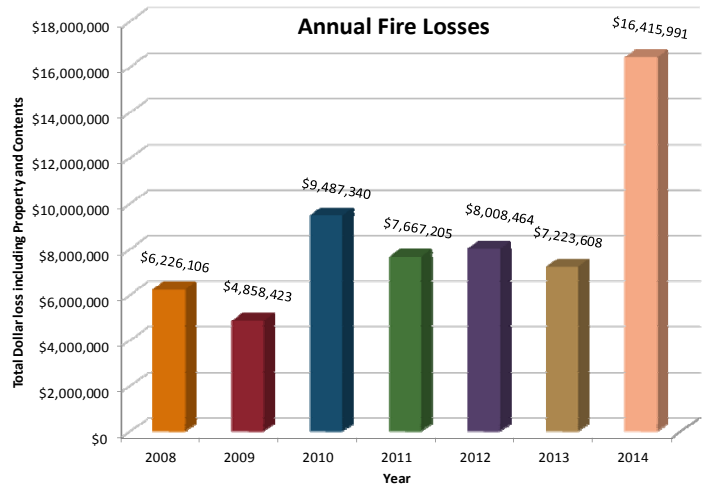
What We Do

- Fight Fires to Save Lives and Minimize Property and Environmental Damage.
- Provide Emergency Medical Services.
- Investigate Cause and Origin of Fires.
- Enforce Public Safety Codes.
- Provide Fire Prevention Education.
- Provide Mutual Aid Response to Neighboring Jurisdictions.

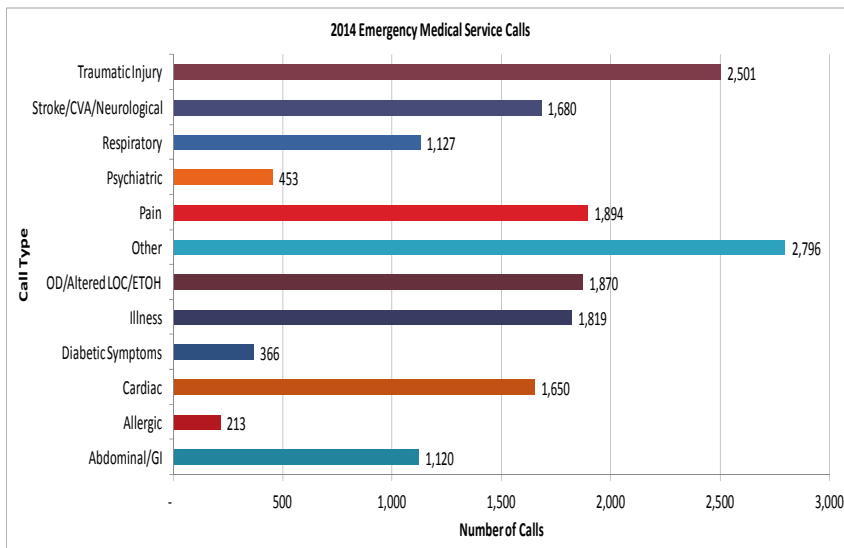
2014 Activity for the City of Madison Fire Department



Annual Fire Losses



2014 Emergency Medical Service Calls



Goal: Engage All Members

I. Employee Engagement

Strategy 1: Continue to develop the Human Relations Committee

- 1) Utilize the Human Relations Committee for internal development of all employees to maximize their engagement in the organization.
- 2) Focus on employee wellness of both mind and body.
- 3) Utilize employee development strategies to create a culture to maintain:
 - Modeling behaviors
 - Clear communication
 - Recognizing each employee's contribution
 - Remaining attuned to work culture
 - Managing performance and creating accountability
 - Equitably supporting employee development and skill building
 - Encouraging risk-taking, problem solving and equity building

In 2012, MFD developed a Human Relations Steering Committee with various sub-committees. The committee addresses issues such as recruitment, employee retention, mentoring, as well as physical and mental fitness.

Strategy 2: Connect all members to the goals and vision of the organization

- 1) Increase communication and transparency within the organization.
- 2) Maximize the existing diversity within the organization and cultivate a diverse representation throughout all levels of the organization.
- 3) Build trust within the organization by creating a culture in which each employee's opinion and individuality is valued.
- 4) Inclusion!



II. Leadership

Strategy 1: Incorporate leadership training throughout the organization

- 1) Develop leadership training and modeling relevant to all employees within the organization.
- 2) Programs should be developed with defined expectations and measureable outcomes.
- 3) Develop strategies and training to incorporate succession planning at all levels.

MFD has a strong commitment to invest in its employees and offer professional development. In 2013 we doubled the number of field personnel eligible to operate our rigs in an acting capacity. This gets our personnel ready to write for promotion to apparatus engineer.

Strategy 2: Enhance leadership resources available for personal development

- 1) Prioritize leadership development opportunities.
- 2) Partner with professional leadership groups to provide education, training and awareness.
- 3) Incorporate development of leadership principles into promotional opportunities.

Strategy 3: Delegate decisions to the appropriate level of the organizational structure

- 1) Support decisions based on policy and experience.
- 2) Seek employee ideas to create a positive environment of decision making.

Strategy 4: Apply employee recognition and discipline equally and consistently

- 1) Develop a process for recognizing all employees for a job well done.
- 2) Create a program that allows for results to be communicated within the organization.
- 3) Create a culture of accountability.



III. Career Path Development

Strategy 1: Create a promotional career path that is both transparent and equitable.

- 1) Utilize the Equity and Social Justice tools that have been developed by the City to create a fair, equal, and socially just system of promotion and advancement within the MFD.
- 2) Career Path promotional process will start the first day of a person’s career. They will be taught the steps they can take to become eligible to be considered for promotion.
- 3) Identify the steps for individuals to create their own career path selections. Gather input on the path from Local 311, Local 60, and the Department’s non-represented positions.

MFD conducts its own recruit training academy which is designed to teach new firefighters the basics of firefighting as well as many advanced skills. MFD is committed to making the best new firefighters and making existing firefighters better.

Strategy 2: Develop all of the tools for employees to choose their career path.

- 1) Create a candidate training program for development of all personnel to advance to the next level within the organization.
- 2) The development of training should encompass all levels of the organization including Paramedic- and Chief-level training.
- 3) Evaluate the Apparatus Engineer program and work to implement programs for all other levels within the organization.

Strategy 3: Create timelines for changes within the MFD’s promotional systems.

- 1) The Department will organize a group of people to study concepts of career paths. The committee will work in conjunction with the Human Relations Steering Committee to ensure equitable and fair processes.
- 2) The group will also set parameters for continued evaluation for adjustments and changes with any future processes to ensure the equitable model.
- 3) The group will also explore and plan to implement promotional processes for the Paramedic-level service. Examples may include paramedic supervisors independent of fire apparatus.



IV. Communications Plan

Communications is an area that has been a challenge within the organization. This plan will address how we improve communications internally and externally.

Strategy 1: Define what communications are and how we communicate effectively with both internal and external relationships.

- Word of mouth
- E-mail and memo communications
- News stories in print and broadcast media
- Press releases and press conferences
- Posters, brochures, and fliers
- Outreach and presentations to other health and community service providers and to community groups and organizations
- Special events and open houses that our organization holds

Strategy 2: Provide accurate information with feedback to raise awareness about initiatives, changes, and new services prior to implementation.

The organization must consider some basic questions:

- Why do you want to communicate with the community? **(What's our purpose?)**
- Whom do you want to communicate it to? **(Who's our audience?)**
- What do you want to communicate? **(What's our message?)**
- How do you want to communicate it? **(What communication channels will we use?)**
- Whom should you contact and what should you do in order to use those channels? **(How will you actually distribute your message?)**

Strategy 3: Identify the most efficient and clear ways to communicate critical messages within the organization.

- 1) Develop a method to document that communications have been received and understood on critical issues such as new initiatives.
- 2) Develop methods that would provide feedback to decision makers on progress of decisions.

Strategy 4: The communications plan will be developed utilizing an 8-step process:

- 1) Identify the purpose of the communication
- 2) Identify the audience
- 3) Plan and design the message
- 4) Consider the resources
- 5) Plan for obstacles and emergencies
- 6) Strategize how to connect with the organization, media, and community who can help spread the message.
- 7) Create an action plan
- 8) Decide how you'll evaluate the plan and adjust it, based on the results of carrying it out



Goal: Community Service and Involvement

I. Hiring Process

Strategy 1: Create a process that would allow easy access to potential new hires.

- 1) Create a “rolling application” process that would allow the MFD to interview candidates who have met the written and physical ability testing process requirements.
- 2) Work with an accredited third-party vendor to manage the process.
- 3) Increase the pool of diverse applicants to create a workforce that more closely reflects the community.
- 4) Constantly evaluate progress on improvement planning.

Strategy 2: Develop a sustainable recruitment program

- 1) Develop a recruitment process and team that includes a budget and plan for continual recruitment efforts.
- 2) Assign a person to be in charge of the recruitment process.
- 3) Identify key community partners to help establish a recruitment pool for annual hires.
- 4) Constantly evaluate improvements in recruitment for commissioned and non-commissioned members of the organization.

In 2006, the results of an International Association of Fire Fighters (IAFF) Diversity Initiative report titled "Achieving and Retaining a Diverse Fire Service Workforce" ranked the City of Madison Fire Department at the top of the list in a national survey of fire departments for excellent diversity in hiring. We continue to strive to meet that achievement today.

Strategy 3: Ensure Race Equity and Social Justice (RESJ)

- 1) Utilize RESJ tools developed with community leadership and users.
- 2) Create transparency with the hiring and recruitment process.
- 3) Focus on hiring the best possible candidates for all positions within the organization.



II. Emergency Medical Services

Explore expanded emergency medical services in the community that include injury/illness prevention and service reduction

Strategy 1: Integrate home health services as a prevention measure

- 1) Create a network of internal and external social services providers to identify members of the community who may be at greater risk of experiencing health issues. Inform, educate, and empower people about health issues.
- 2) Proactively work with those potential patients to reduce the use of 911 emergency services. Interact with those people before their issue becomes a 911 response.
- 3) Identify partners such as the hospitals, mental health providers, and social workers to form a network of health care providers for at-risk individuals/families.
- 4) Create mobile health clinics that focus on health and wellness in neighborhoods surrounding the fire stations.

MFD currently has 83 Firefighter/Paramedics on duty. Each day, eight ambulances are in service and staffed by two medics. In 2013, the City of Madison Fire Department responded to 25,814 calls for service. The largest single type of call was Emergency Medical calls, and they accounted for 19,599 of this total.

Strategy 2: Explore alternative funding partners

- 1) Integrated home health is a more financially responsible way to manage the at-risk population.
- 2) As emergency providers, the Department needs to reach out to determine the cost savings on the system with minimal upfront investments.
- 3) Establish data criteria for the program to ensure the community approaches the issue with the same set of data.

Strategy 3: Develop more advancement opportunities within the EMS division

- 1) Explore and implement Advance Life Support fire companies at locations that do not have an ambulance transport capability.
- 2) Work with Local 311 to create advance life support positions that allow the Department to retain the paramedic-level training as paramedics successfully achieve promotions within the organization.
- 3) Expand paramedic supervision through promotional process.

Strategy 4: Expand emergency medical services in the community

- 1) Increase the number of transporting ambulances to 9 by the year 2017. This additional resource would serve the city's growing east side.
- 2) Expand the offering of the EMS Bike Medic program for special events in the community.
- 3) Connect a stand-alone ambulance to a neighborhood with purpose, utilizing partnerships that exist with public health resources.



III. Community Risk Reduction

Promote the image of Fire Prevention in the community as a strong resource through Education and Prevention Awareness.

Strategy 1: Ensure the Fire Prevention Division implements and maintains required and contemporary programs for public safety.

- 1) Expand the use of technology to allow field personnel to enter data instantly upon inspection.
- 2) Research and implement alternative work schedule options to include a flexible schedule to accommodate changes in the community and resource requests.
- 3) Increase clerical staff to meet the current and future demands on the Prevention Division.
- 4) Work toward a completely “paperless” system, from application and payment through approval.
- 5) Allow for a de-centralized workforce when scheduling permits.

Strategy 2: Provide comprehensive and contemporary community education services to everyone

- 1) Leverage technology to be more efficient and effective in community education.
- 2) Utilize NFPA and Public Health data to identify those persons most at risk and determine the factors most likely to pose a hazard to the community.
- 3) Utilize data collected to develop programs for community education.
- 4) Utilize the City of Madison RESJ (Racial Equity & Social Justice) tools to develop accessible programs.

Strategy 3: Cross-train inspectors as community educators

- 1) Cross-training all personnel in the Prevention Division allows for increased coverage of community education, prevention inspections, plan review, and occupancy inspections.
- 2) Increase community outreach awareness and education efforts city-wide and especially at the neighborhood levels.
- 3) Increase internal and external training opportunities for persons performing fire prevention/education duties.



Community Risk Reduction cont.

Strategy 4: Create more accessibility and expanded resources in the community for our staff

- 1) Develop online platforms that will allow community members to access a prevention professional with questions regarding projects and fire code awareness.
- 2) Offer extended inspection resources utilizing regionalization concepts.
- 3) Explore additional revenue-generating options within the Division, creating services that the Division can deliver that currently aren't being offered.

Strategy 5: Enact a Retro-fit sprinkler ordinance

- 1) A retro-fit sprinkler ordinance would increase community safety and reduce economic impact as a result of fire or life loss.
- 2) Work with local, state, and federal leaders to create incentives for installing sprinkler systems in existing buildings.
- 3) Gather valuable community input on implementing such a change.



IV. Community Outreach and Partnerships

Foster community outreach and agency partnerships to strengthen Department services.

Strategy 1: Promote Operations Division involvement in community outreach.

- 1) Develop a community outreach plan to include regular Department participation at neighborhood and community meetings.
- 2) Prioritize established operations time commitments to allow for community outreach.
- 3) Maintain a central coordinating system for tracking community outreach and report on outreach activities on a regular basis.
- 4) Designate a community outreach contact for each fire station with clear expectations of their role.

MFD is constantly striving to make a substantial positive impact within our local neighborhoods. In 2014, MFD opened its doors to the neighborhood and held a Firefighter Fun Day. The crew of Fire Station 5 played host to over 300 people!

Strategy 2: Cultivate partnerships with other organizations to support Department services.

- 1) Evaluate current agency partnerships for effectiveness and increased opportunity and provide a formal report.
- 2) Establish a regular, frequent communication mechanism with partner agencies.
- 3) Create new agency partnerships where a mutually beneficial goal can be identified.
- 4) Utilize partnerships to solve problems, expand services, and provide for informed decision making.

Strategy 3: Conduct research to identify the opinions and priorities of the community, and rate their awareness and support for current and proposed Department programs.

- 1) Conduct community surveys.
- 2) Use survey results to improve community outreach efforts.
- 3) Continue to cultivate the relationships already established.



Goal: Healthy and Safe Environment

I. Resource Management

Maintain quality equipment, apparatus, facilities and technology to meet the mission of the Department.

Strategy 1: Create a long-term technology plan.

- 1) Form a planning team to define expected outcomes and priority areas.
- 2) Conduct inventory and needs assessment of technology.
- 3) Develop a plan that includes a roadmap for optimal technology investments.

Technology has allowed the fire service to make great advances. GPS-equipped technology allows for firefighter accountability. Electronic patient care reporting systems allow for better management of information and data collection.

Strategy 2: Plan for long-term asset sustainability.

- 1) Continue with the comprehensive life cycle replacement schedule for personal protective equipment and other gear.
- 2) Continue with the plan to ensure quality apparatus. Review future needs and address safety issues currently affecting apparatus.
- 3) Continue with the adopted quality maintenance plan for facilities.

Strategy 3: Conduct periodic evaluations of the deployment model and revise the model as needed.

- 1) Establish a standing committee to review and annually evaluate the deployment model.
- 2) Establish and prioritize deployment outcome objectives such as reducing response times and optimizing coverage to high-risk areas and target populations.
- 3) Compile historical data, perform trend analysis and forecast deployment workloads.

Strategy 4: Effectively manage responses to non-emergency calls for efficient use of Department resources while maintaining quality service delivery.

- 1) Establish a group to define non-emergency events and collect historical data to use in the analysis.
- 2) Survey other jurisdictions and document alternative strategies for reducing non-emergency calls.



II. Operations

Strategy 1: Continue to work to meet National Standards and Benchmarks

1. Utilize the National Fire Protection Association (NFPA) guides to strive to meet the first unit on location within 5 minutes (NFPA 1710).
2. Continue to work out enhancements with dispatching notification to reduce and speed up the notification time.
3. Develop the Race Equity and Social Justice tools to ensure equalized coverage at a local level. This tool will provide the Department with local justification for resource management.

Strategy 2: Increase the Overall Situational Awareness of City Operations

1. Utilize technology to have an up-to-the-minute Command Center that not only reacts to events but also predicts problem areas and works to respond more quickly.
2. Continually enhance existing systems to provide real-time data collection.
3. Increase the technology of two-way feeds both to the end users (field personnel) and the Management Staff in the Command Center to utilize real-time data, video feeds, and resource allocation to meet the needs of the city.
4. Utilize emerging technologies as well as increase discussions with other city partners to build a sustainable technology interface (700 MHz 4G network) that does not rely on commercial networks.

Strategy 3: Create sustainable operations models for delivery of service

Because of budgetary constraints (either local or statewide depletions), we must strive to find and implement sustainable models to meet operational goals not only for Fire Suppression, but also for specialty teams.

1. Creation of an Employee Development Center that will be utilized to develop suppression skills and leadership of the entire Department.
2. Devise Officer Development programs to facilitate emerging information gathered by scientific research. (NIST/UL)
3. Build out the Special Team training location to allow for personnel to become members of all specialty teams, yet remain in-house. (Heavy Urban Rescue, Hazardous Materials Response Team, and Lake Rescue)

Strategy 4: Develop a modern and innovative, yet sustainable training plan

- 1) Create a training plan that supports the Department's needs and the strategic plan.
- 2) This plan should anticipate inevitable changes in future hire academies.
- 3) The plan should be fluid enough to adapt to future changes in research and advancements in the changing fire service environment.



III. Health and Safety

Provide for the Health and Safety of all employees within the organization.

Strategy 1: Enhance the health and safety of all Department members.

- 1) Continue to develop and expand the Department's existing health, safety, and wellness program.
- 2) Provide fitness incentives for members to maintain and improve fitness levels.
- 3) Partner with other agencies to promote health and fitness of Department members.
- 4) Work in partnership with Local 311, Local 60, and non-represented employees to establish and review performance objectives and evaluate the fitness level of members.
- 5) Establish baseline fitness levels of all employees and develop improvement plans for fitness success for all.

Strategy 2: Improve awareness to reduce injury in the workplace

- 1) Educate employees regarding their health and safety responsibilities and emphasize the importance of injury prevention.
- 2) Evaluate the effectiveness of the pre-incident planning program/training and make recommendations for improvement.
- 3) Develop recommendations to identify, reduce, or eliminate firefighter safety hazards. Including hazards with post-response issues.
- 4) Continue to support successful rehabilitation of members who have incurred injuries.

Strategy 3: Review, create, and maintain programs that promote and sustain health and wellness.

- 1) Create a position within the organization to manage and maintain a peer support team to deal with traumatic events, in order to reduce Post Traumatic Stress Syndrome (PTSS).
- 2) Manage day-to-day events that occur that may increase the risk to all employees' mental health.
- 3) Annually evaluate Peer Fitness Trainer programs.
- 4) Evaluate the effectiveness of the health and fitness plan.
- 5) Create a peer support program to address traumatic events.

In 2013, MFD and Fire Fighters Local 311 introduced a Fitness Challenge. MFD challenged its personnel with a friendly competition to promote teamwork, camaraderie, and healthful habits. The Fitness Challenge is a 12-week competition that begins with weigh-ins and initial assessments.



IV. Employee Development Center

Create a flexible facility that allows growth within the organization.

Strategy 1:

- 1) Maximize the land purchased in 2013 to create an environment in which all employees within the Department have the opportunity to excel.
- 2) Design a facility to meet the current and future needs of the organization.
- 3) Create a working training site at which new employees can maximize their training experience.

MFD is striving to keep up with the continuous growth of the City. In the last ten years we have added three new fire stations and plans are underway to add another.

Strategy 2:

- 1) Create a facility that the Department can utilize as a community center.
- 2) Work with community members to create a training center for our youth in the community.
- 3) Develop internships that would create experiences for children in Public Safety and trades/craft.



Implementation

To hold ourselves accountable to delivering on the Strategic Plan, the Fire Chief will appoint Madison Fire Department Leadership Team members to oversee its implementation. Key performance measures and timelines will be established to monitor whether strategies and action steps are being accomplished. Employees and other stakeholders will be kept updated on the progress of the plan. In this way, we hope to deliver the kind of accountability our partners and the public expect from the Madison Fire Department.

All of the Department's programs require resources, and consideration of the goal areas will need to be incorporated into our budget process as a guide for how limited resources are allocated. With that in mind, the Madison Fire Department will take the following specific actions to implement this plan:

- 1) The Fire Chief will assign an overall program manager who has the responsibility to ensure accountability in monitoring the plan and the plan's implementation.
 - a) The Fire Chief will assign each of the twelve goal areas in the plan to a specific Leadership Team member. The Leadership Team member will be responsible for creating a smaller working group. Each working group will have at least one strategic plan core group member who will serve as a project manager to help coordinate, monitor and move the goal area forward. The Leadership Team member will regularly report back to the Leadership Team on progress.
 - b) Leadership Team meetings will include regular progress reports on the plan. This includes acknowledgement of any problems that may arise and a willingness on the part of leadership to help resolve those problems.
- 2) Madison Fire Department leadership will clearly show a commitment to the plan's implementation.
- 3) Employees will receive informational updates about the progress of the plan and how it relates to any changes and operational decisions.
- 4) The strategic plan core working group will meet in the first and third quarter of each year. The purpose of this meeting will be to assess the progress on the implementation phase of the plan.
- 5) Along with ongoing review, the plan will be formally updated in 2 years.

