

DeForest Windsor Fire & EMS Strategic Plan
2019-2020



**Proudly protecting the residents of DeForest, Windsor,
Vienna, Hampden, Leeds and the surrounding communities.**

DeForest Windsor Fire & EMS Strategic Plan

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Message from the Department Chief

I am pleased to introduce the DeForest Windsor Fire and EMS District's Strategic Plan for 2019. The development of this plan is the result of numerous meetings with the Command Staff, Board of Directors, and the outstanding members of the department.

This plan represents both short-term and long-term goals that have been determined to help in providing professional and quality fire and EMS services to the communities we serve, as well as setting a path for future improvement and growth for the District.

In order to develop these goals, the Board and department members looked at the external challenges and opportunities, and our internal weaknesses and strengths. These observations then helped us in determining the specific goals and objectives that will help us to move the organization forward for the future.

As with many plans and programs, the strategic planning process is one that must be continually reviewed, evaluated and updated. We are committed to doing this on an annual basis, in order to keep the focus of the District on the present and future needs of the communities we serve.

I would like to thank the Board of Directors for their openness and vision, to allow for this process to begin, and to the members of the department for their open and honest comments and recommendations. Without all of your help, this process would not have been able to be completed.

Sincerely,



Steve LaFeber
Department Chief

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Introduction

The DeForest Windsor Fire and EMS District is a combination fire department providing both fire and EMS services, covering five municipalities. These include the Village of DeForest, Village of Windsor, the Towns of Vienna, Leeds and Hampden. As a combination service, our membership includes a full-time department chief, six full-time fire fighter/EMT's, office manager, fire inspector, and 65+ paid on-call members. The department responds to approximately 1500 calls for service each year, from one station located in DeForest.

The 2019 Strategic Plan is the third formal planning process of this type that has been conducted for the new District. This effort will assist in planning for the future of fire and EMS protection for the citizens. A strategic plan is just one of many management tools that can help to provide for a stronger business model for organizational health and growth.

As our district grows, we will be faced with increasing needs for service from all aspects of our communities. Whether it is from a citizen needing an ambulance or a business that is having a fire, the district will need to be ready to respond to professionally meet these varying needs.

In order to prepare for these needs, the strategic planning process was started with the Board of Directors during a Board meeting. Over the course of the next few months, the Board reviewed and discussed the following areas to help gain a better understanding and to help in setting goals for the future:

- External Challenges and Opportunities
- Internal Weaknesses and Strengths
- Strategic Issues within the District

Discussion and brainstorming sessions were held, and led to the development of the identified goals and objectives in this plan.

The following pages of this plan outline the specific goals and objectives that will help the DeForest Windsor Fire and EMS Department to better serve the citizens and businesses of our district both now, and into the future.

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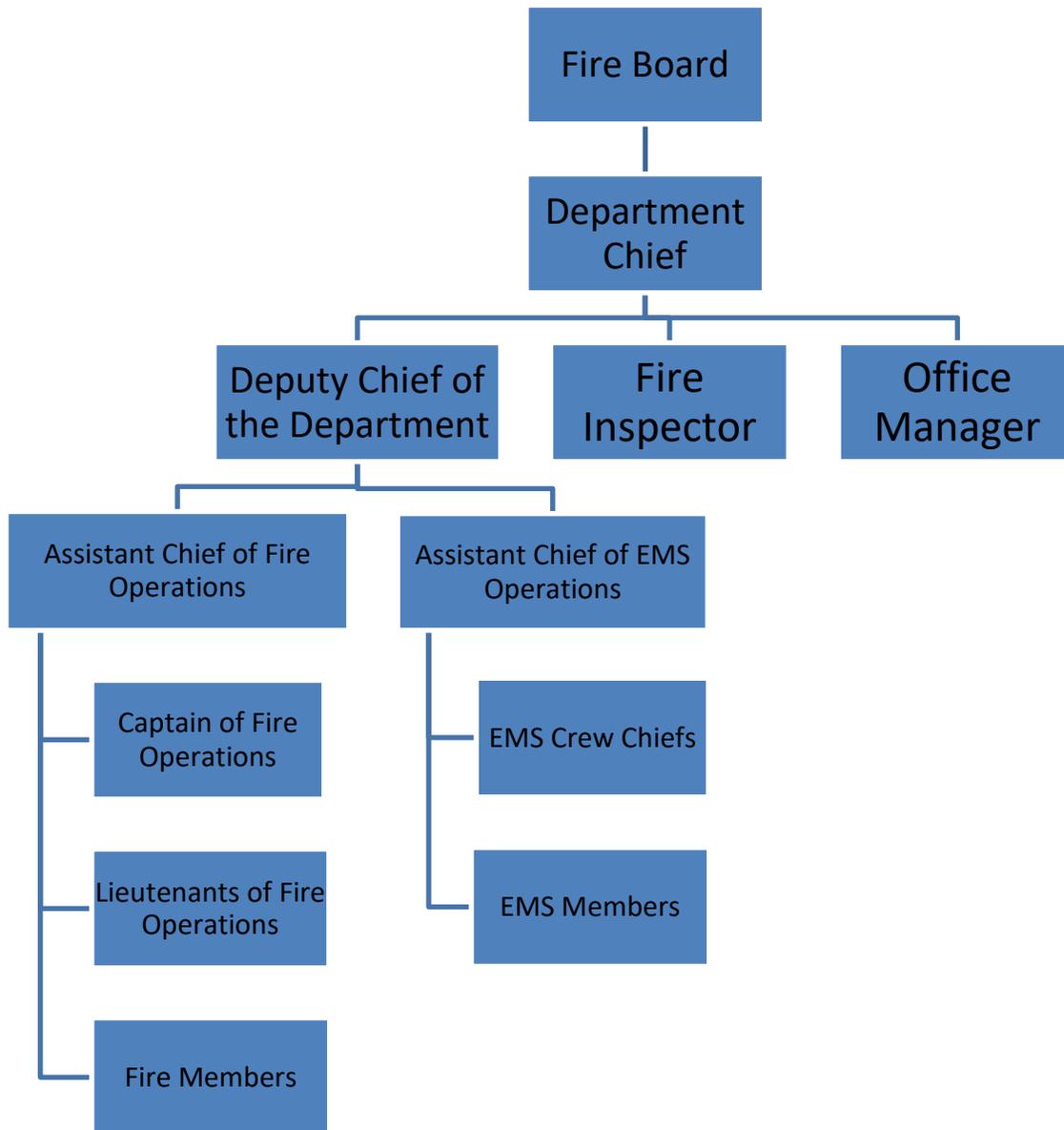
Organizational Background

The DeForest Area Fire and EMS District was formed in 1911 when eleven men from the Village of DeForest came together to provide fire protection to the citizens. After 108 years of service, the department continues to provide fire and EMS response to the citizens of DeForest, Windsor, Vienna, Leeds and Hampden. Currently, the district encompasses 98 square miles and a population of approximately 19,000 people.

The department is currently staffed with a full-time department chief, 6 full-time firefighter/EMTs, officer manager, fire inspector and 65+ paid on-call members. Operating out of one station located in DeForest, the department provides ambulance service (AEMT), fire suppression, fire investigation, technical rescue, fire prevention, fire inspections, and public education. Additionally, the department works closely with Dane County agencies and Mutual Aid Box Alarm System (MABAS) Division 115 for mutual aid requests and support.

Organizational Chart

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Mission, Vision and Values

Our Mission

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The DeForest Windsor Fire and EMS Department is committed to the preservation and protection of life, property, and environment from the adverse effects of fire, medical, and hazardous conditions. The DeForest Windsor Fire and EMS Department will preserve and protect through sustained training, progressive education, and constant diligence to provide the highest level of customer service while maintaining fiscal responsibility to those we serve.

Our Vision

It is the vision of the DeForest Windsor Fire and EMS Department to be recognized by both those we serve and our members as:

- An organization striving to achieve a level of service that is viewed as a benchmark within the fire and EMS services.
- An exceptional organization dedicated to the ongoing education of members and the public to promote life safety and general wellness and to prevent fires, accidents, and other hazards which may be avoided.
- A dynamic organization that adjusts to the changing need of our communities.
- A respectful collaboration between the membership, the Fire Board, and the communities we serve.

Our Values

Members of the DeForest Windsor Fire and EMS District:

- Are prepared for duty
- Serve with honor
- Lead with integrity
- Take pride in our district and the service we provide

What do these statements mean?

Prepared for Duty – Our members will do everything possible to ensure that our district is at an optimum state of readiness when called upon to respond at a moment's notice. Our team will be properly trained, equipped, supported, and will focus on immediate and safe responses.

Serve with Honor – The commitment necessary to perform the tasks expected of us requires excellence of character. We are an organization of honorable people in an honorable profession. We believe that every action reflects on all of the members of this district, past and present and the community as a whole.

Lead with Integrity – We understand the trust placed in us by the public and our colleagues is integral to the performance of our duties. The communities we serve can be assured that the DeForest Windsor Fire and EMS Department is a reliable team, dedicated to doing the right thing because it is the right thing to do.

Take Pride – Every member has ownership of the DeForest Windsor Fire and EMS Department, and its future within our communities. We respect our district's heritage and tradition, and continue to build upon that foundation, through the pursuit of excellence and high professional standards.



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Goals and Action Items

Goal 1	Enhance the Administrative Functions of the District
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Objective 1.1	Maintain Clear Line of Communication with All Members of the District
Timeline	Ongoing

Objective 1.2	Put in Place Improved Chain of Command
Timeline	4-1-2019

Objective 1.3	Update Daily Fleet Inspections and Task List
Timeline	Ongoing

Objective 1.4	Expand Our Billing and Cost Recovery Plan
Timeline	Ongoing

- 1.1 In order for the department to function we must have an open and honest line of communication, with not only our Fire Board, but the Village boards that we represent. We will achieve this goal, by giving an honest and timely report, on all matters pertaining to the operation of the department, to our Fire Board. We will represent the department, and the Fire Board, in front of any Village department wishing an update from us, as often as needed, for them to get a clear picture of our operations.
- 1.2 By April 1st, 2019 our goal is to have a more solidified Chain of Command to give both the membership and officers a clear path to achieving our goals.
- 1.3 On a quarterly basis, our plan is to have a better daily Administrative plan in place for guiding our day to day operations in an administrative sense. We will have schedule in place for daily billing, data entry, and fleet inspections.
- 1.4 In order to properly maintain our budget and reduce the financial impact to our tax payers, our cost recovery plan must be in place by the end of the first quarter of 2019. These will include Fire and EMS billing as well as

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our inspection fee. We will also continue to grow our plan review and CPR class schedule. We will continue to write for as many grants as we feel could benefit our department.

Goal 2	To Identify What Facilities Are Needed to Meet the Needs of District Growth
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Objective 2.1	Begin Planning Process Station Remodel
Timeline	6-12 Months

Objective 2.2	Begin Planning on 2 nd Station in South Section of District
Timeline	TBD

- 2.1 By the end of 2019, we would like to have a plan in place that will help to better utilize our current facility. Our plan as a department, will be to remain in our current location. We need to find our site for a second location, and set a plan for what that will look like, in order to determine our remodeling needs for our current station. Items that will need to be included would be office space, sleeping quarters, and a training ground. It is our hope, that cosmetic changes and repairs can be made to our current location. These would be completed using our sinking fund contributions, and the signing of a new lease. A training ground will need to be added in the very near future.
- 2.2 Based on the current growth projections for our district the second station would be on the southern end of our district. This would position at the very least, an ambulance to cover the southern area of the district. This area is not only the section that will experience the most growth in the coming years, but it also represents the section of our district that takes the longest to respond to. Our hope for this station, is that it would include sleeping quarters, office space, a basement command station, and a four-vehicle bay.

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Goal 3	To Evaluate Resource Needs That Will Support the District's Future
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Objective 3.1	Fire Apparatus Replacement Schedule
Timeline	6-1-2019

Objective 3.2	Fire and EMS Operations Plan
Timeline	Ongoing

Objective 3.3	EMS Apparatus Replacement Schedule
Timeline	6-1-2019

Objective 3.4	Department Wide Training Plan
Timeline	Ongoing

Objective 3.5	Staff Retention and Growth
Timeline	Ongoing

- 3.1 2019 is the start to the 2nd phase of the accepted fleet replacement schedule. The goal is to have the process complete and the 2nd new truck on order by 6/1/2019.
- 3.2 The new operations plans have been decided for both Fire and EMS operations, for the next two years, and are in the process of being rolled out. The Fire program will be dependent on possible changes to the fleet, which will dictate our type of operation. One aspect to the fire plan that is certain, and in the rollout phase, is the implementation of the SLICERS (Size-Up, Locate the Fire, Identify and Control Flow Path, Cool the Space from Safest Location, Extinguish the Fire, Rescue, Salvage) program.

Regarding EMS, we are working on a four-step process to get our operations in place:

1. Introduction of an Assistant Chief of EMS Operations. This person will assist in the day to day operations of EMS.
2. Increase staff head count for both in-service ambulances.
3. Implement an in-house training program to be used for state license renewal. In the long-term, ensuring

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quality training, and saving the tax payers money.

4. Begin the process for a Paramedic program.

3.3 2019 is the start to the 2nd phase of the accepted fleet replacement schedule. The goal is to have the process complete and the 2nd new truck on order by 6/1/2019.

3.4 Our training program is already in place. It will require continuous updates, based on new equipment, fleet changes, and changes in operational plans.

3.5 Staff Retention and growth is the most important objective of the department. Our investment in HUMAN Capital must be our number one priority. We will continue to grow, retain, and invest in our members with following steps:

1. Increase staffing in both Fire and EMS by 10, in hopes of decreasing demands for on call time. We will continue to achieve this goal by heavily recruiting from the tech schools, becoming more visible in the community, and by making improvements to fleet and living quarters; making this the place to be.

2. Engage staff in all areas of the department. Always looking for input. Always preparing them for the next step. Always allowing them to grow.

3. Provide high quality equipment, fleet, and living quarters for them to operate in.

4. Provide high quality training at all times.

5. Provide them with solid leadership, and department culture where they can work and grow as members.

6. Hold underachieving and poor performers accountable for their actions. Not allowing them to become a problem within the membership.

7. Always give them the tools they need to succeed.

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Goal 4	District's Image with the Citizens We Serve
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Objective 4.1	Updating Website
Timeline	8-1-2019

Objective 4.2	Media Coverage – Including Social Media
Timeline	Ongoing

Objective 4.3	Participation In More Community Events
Timeline	Ongoing

