

# OSHKOSH FIRE DEPARTMENT



2022-2027

# STRATEGIC PLAN



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## Message from the Fire Chief

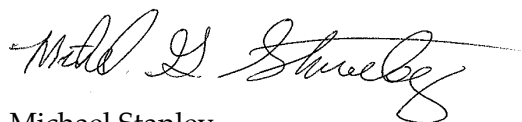
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It is my privilege to present the Oshkosh Fire Department's 2022-2027 strategic plan. Since 1856 our firefighters have been protecting the community and leading in times of crisis. Over the years, we have evolved from providing only fire protection to the full-service, all-hazards organization we are today. This plan is our pledge that our highly trained team will continue providing a wide range of emergency services with skill and compassion to add value to the community. It is a living document that will guide our actions, decisions, and efficient use of City resources. It provides a road map as we continue to evolve and change to meet the dynamic emergency service needs of those we serve. Our creative and innovative members will strive to achieve the goals, objectives, and tasks in the plan with an understanding of the complexities of having finite resources.

I want to thank the dedicated members of the department, our elected officials, and our stakeholders for their support and input during this process. They came to the planning sessions with open minds, prepared to drive change, ready to start new traditions, and recognized that their work would help chart our future. That feedback led to the development of nine strategic initiatives. By taking action on these initiatives, we will be able to develop and implement visionary programs and projects that will continuously improve our department and its services, fulfill the organization's mission, and demonstrate our values.

On behalf of the men and women of the Oshkosh Fire Department, we are grateful for the trust you place in us. It allows us the opportunity to make a difference in people's lives each and every day.

Respectfully,

A handwritten signature in black ink, appearing to read "Michael Stanley", written in a cursive style.

Michael Stanley  
Fire Chief

# Introduction

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The Oshkosh Fire Department (OFD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of Oshkosh, Wisconsin. OFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence® (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written with a basis in the Commission on Fire Accreditation International's® (CFAI) fire and emergency service accreditation model and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs, and desires and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and agency stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and plan execution.



# OSHKOSH FIRE DEPARTMENT

## STRATEGIC PLAN

### Table of Contents

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Organizational Background .....	1
Organizational Structure.....	2
Community-Driven Strategic Planning .....	2
Process and Acknowledgements .....	4
Community Group Findings.....	5
Community Priorities .....	5
Agency Stakeholder Group Findings.....	6
Mission.....	7
Values .....	7
Programs and Services .....	8
SWOT Analysis .....	8
Critical Issues and Service Gaps .....	9
Strategic Initiatives.....	9
Goals and Objectives .....	10
Vision .....	37
Performance Measurement.....	38
The Success of the Strategic Plan .....	39
Glossary of Terms, Acronyms, and Initialisms.....	40
Appendix 1 – Community Comments .....	43
Community Expectations.....	43
Areas of Community Concern.....	45
Positive Community Feedback.....	48
Other Thoughts and Comments.....	54
Appendix 2 - SWOT.....	56
Strengths .....	56
Weaknesses.....	57
Opportunities.....	58
Threats.....	59
Appendix 3 – Critical and Service Gap Issues .....	60

## Organizational Background

The City of Oshkosh was incorporated in 1853 after years of growth and establishment in Winnebago County, Wisconsin. Development within the city began with the establishment and growth of the lumber industry that sparked greater industrial and manufacturing growth. The city's location on Lake Winnebago and the Fox Rivers contributed to the growth that created population increases and more residential and business settling.

Today, the City of Oshkosh boasts a population approximated at nearly 67,000 residents within the city's 26.91 square miles. While the city has modernized over the years, its history is still evident in many of its historic districts, as preservation of historic structures and areas is important to the Oshkosh community.

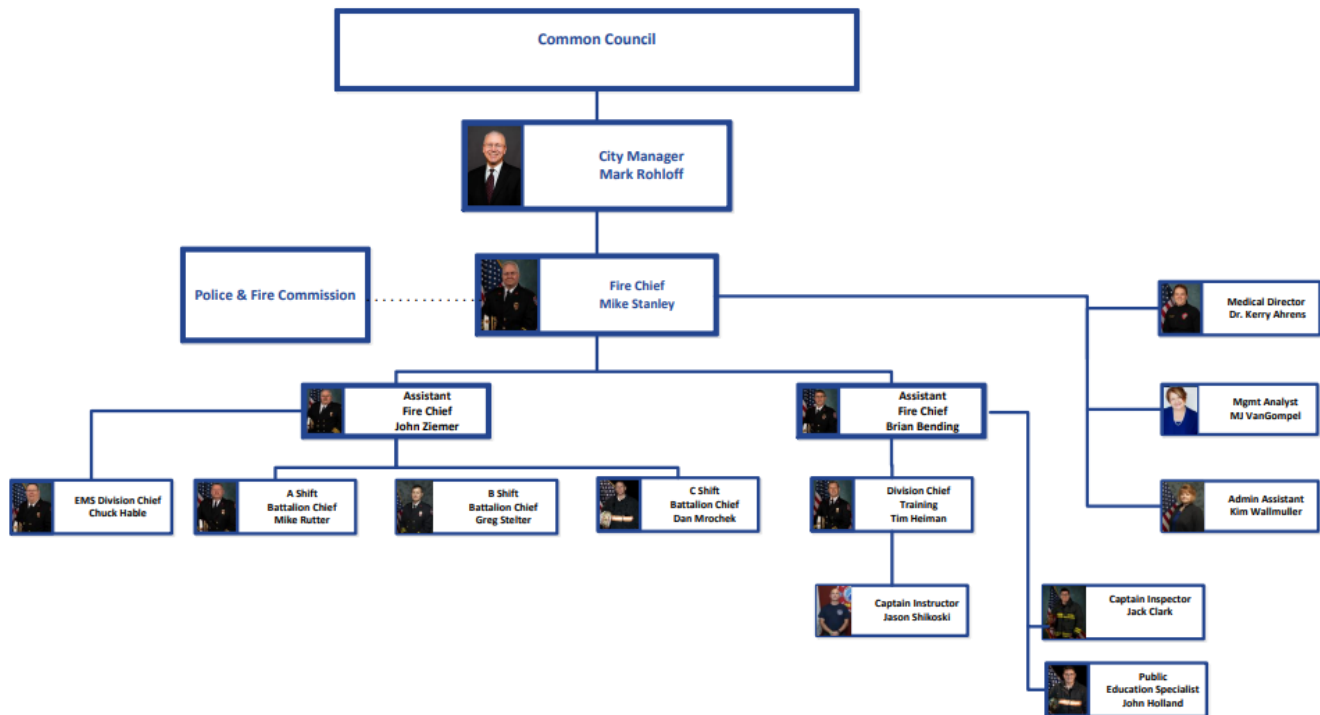
The Oshkosh Fire Department (OFD) has a long history of providing progressive services to its community. The genesis of the department dates back to around 1854 due to the increased need for protection from the hazards caused within the lumber industry. In 1856, the Pioneer Engine Company Number One was formally organized as the first fire company. The department found its most significant challenge in 1859 when 125 buildings caught fire and were lost. As demand continued to grow and fire service technology continued to change, the department continued to evolve to meet the community's needs and mitigate the varied risks. This included becoming a fully paid career organization in 1877.



Today, OFD is a mission-focused professional department that serves the Oshkosh community with a highly trained, skilled, and compassionate team. The OFD provides its services from six fire stations with resources strategically located throughout its coverage area to provide its wide range of emergency services. The department remains dedicated to the advocacy of risk reduction through prevention and education while also providing leadership in times of crisis.



## Organizational Structure



## Community-Driven Strategic Planning

For many successful organizations, the community's voice drives their operations and charts the course for their future. A community-driven emergency service organization seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. A community-driven strategic planning process was used to develop this strategic plan to ensure that the community remains a focus of our direction.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process with no clear beginning and no defined end. While plans can be developed regularly, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a shared understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.



Community Stakeholders Work Session

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

## The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization and aspects that the community views positively.
4. Revisit the mission statement, giving careful attention to the current services and programs which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



Community Stakeholders Work Session



# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

## Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and agency stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Mike Stanley and the team of professionals that participated for their leadership and commitment to this process.

This strategic plan was developed in November 2021, beginning with a meeting hosted by a representative from the CPSE for community members (as named below). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of individuals who either reside or work within the Oshkosh Fire Department's coverage area; some were recipients of OFD's service(s).

### Oshkosh Fire Department's Community Stakeholders

- Steve Ahrens
- Ken Arneson
- Michelle Behnke
- Mark Boettcher
- Molly Butz
- Mary Ann Dilling
- Elliott Garb
- Fran Garb
- Doug Gieryn
- Brenda Haines
- Rich Heath
- Kathi Hegranes
- Cheryl Hentz
- Barb Herzog
- Travis Hildebrandt
- Dani Hoepfer
- Karena Jolin
- David Jones
- Phil Karsnia
- Kevin Kloehn
- John Kriz
- Karen Kryzaniak
- Linda Kutchenriter
- Angie Lee
- Matt Mugerauer
- Brian Nagler
- Zach Newton
- Kelly Nieforth
- Brian Noe
- Lori Palmeri
- James Rabe
- Beth Roberts
- Mark Rohloff
- Karen Schneider
- John Schorse
- Jennifer Skolaski
- Kathy Snell
- Mike Stanley
- Sandy Toland
- Bob Vajgrt
- Russ Van Gompel
- Lara Vendola-Messer
- Gretchen Withers
- Bill Wyman
- Mee Yang



Community Stakeholders Work Session

## Community Group Findings

A key element of the Oshkosh Fire Department's organizational philosophy is having a high level of commitment to the community and recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations, concerns, and other feedback about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The agency stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.

## Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Oshkosh Fire Department needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	356
Fire Suppression	2	300
Technical Rescue	3	239
Water Rescue	4	214
Emergency Preparedness	5	184
Fire Prevention	6	176
Hazardous Materials Mitigation	7	161
Aviation Rescue and Firefighting	8	125
Public Fire Safety Education	9	117
Fire Investigation	10	63

*See Appendix 1 for a complete list of the community findings, including expectations, areas of concern, positive feedback, and other thoughts and comments.*



## Agency Stakeholder Group Findings

The department stakeholder work sessions were conducted over three days. These sessions served to discuss the organization's approach to community-driven strategic planning, focusing on the department's mission, values, core programs, and support services. Additionally, focus was given to the organization's perceived strengths, weaknesses, opportunities, and threats. The work sessions involved a stakeholder group that represented a broad cross-section of the department, as named and pictured below.

### Oshkosh Fire Department's Agency Stakeholders

- |                                                     |                                                     |                                                    |                                                     |
|-----------------------------------------------------|-----------------------------------------------------|----------------------------------------------------|-----------------------------------------------------|
| • Dr. Kerry Ahrens<br><i>Medical Director</i>       | • Tim Heiman<br><i>Training Division Chief</i>      | • Dan Mrochek<br><i>Battalion Chief</i>            | • Greg Stelter<br><i>Battalion Chief</i>            |
| • Brian Bending<br><i>Assistant Chief</i>           | • John Holland<br><i>Public Information Officer</i> | • Dave Neuber<br><i>Lieutenant</i>                 | • Mike Stephens<br><i>Lieutenant</i>                |
| • Mike Bryan<br><i>Captain</i>                      | • Ryan Homman<br><i>EMS Coordinator</i>             | • Kevin Putzer<br><i>Firefighter/Paramedic</i>     | • MJ Van Gompel<br><i>Management Analyst</i>        |
| • Kyle Christiansen<br><i>Firefighter/Paramedic</i> | • Drew Jaeger<br><i>Lieutenant</i>                  | • Mike Rutter<br><i>Battalion Chief</i>            | • Kim Wallmuller<br><i>Administrative Assistant</i> |
| • Paul Friday<br><i>Firefighter/Paramedic</i>       | • Andrew Knoll<br><i>EMS Coordinator</i>            | • Jason Shikoski<br><i>Captain</i>                 | • Mike Wos<br><i>Equipment Operator</i>             |
| • Jim Gentry<br><i>Lieutenant</i>                   | • Bret Krajnik<br><i>Equipment Operator</i>         | • Matt Sommerfeldt<br><i>Firefighter/Paramedic</i> | • John Ziemer<br><i>Assistant Chief</i>             |
| • Chuck Hable<br><i>EMS Division Chief</i>          | • Steven Kraus<br><i>Equipment Operator</i>         | • Mike Stanley, CFO<br><i>Fire Chief</i>           |                                                     |



Agency Stakeholders

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

## Mission

The mission statement is the purpose for the existence of an organization and empowers department members. The mission statement should answer these questions:

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

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

**The City of Oshkosh Fire Department is a highly trained team that adds value to our community by providing a wide range of emergency services with skill and compassion. We advocate risk reduction through prevention and education, and we provide leadership in times of crisis.**

## Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to formally establish and document values that were agreed upon by the entire group.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Oshkosh Fire Department to accomplish their goals, objectives, and day-to-day tasks.

### OFD

**I**ntegrity

**S**afety

**R**espect

**E**mpathy

**S**ervice

**P**rofessionalism

**E**fficient

**C**ommunity-focus

**T**eamwork

## Programs and Services

To ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and support services. Core programs are those deliverables provided by the department. Supporting services are all the internal and external programs and services that help the OFD deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services. The department's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats. Finally, the agency stakeholders must understand that many local, state, and national services support its delivery of the identified core programs.



**Agency Stakeholders Work Session**

Through a facilitated brainstorming session, the agency stakeholders agreed upon the core programs provided to the community and many of the supporting services that support the programs. This session provided an understanding of the differences and the important elements of the delineation.

## SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity to evaluate the operating environment for areas in which it can capitalize and those that pose a danger. Agency stakeholders participated in this activity to record OFD's strengths and weaknesses and the possible opportunities and potential threats. Information gathered through this analysis guides the larger issues and gaps within the agency. The information gleaned will assist us in finding our broader critical issues and service gaps.

*Appendix 2 consists of the SWOT data and analysis collected by the agency stakeholders.*



**Agency Stakeholders Work Session**



## Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, two separate groups of agency stakeholders met to identify themes as primary critical issues and service gaps (*found in Appendix 3*). The stakeholders' critical issues and services gaps provide further guidance toward identifying the strategic initiatives, which will ultimately lead to the development of goals, objectives, critical tasks, and timelines.



Agency Stakeholders Work Session

## Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives. As part of the community-driven strategic planning process, OFD agency stakeholders also considered the city's strategic plan and its goals and objectives. The department understood that its strategic initiatives should align with the overall strategies set forth by the City of Oshkosh.

### Oshkosh Fire Department's Strategic Initiatives

- Staffing
- Technology
- Health and Wellness
- Recruitment and Retention
- Physical Resources
- Training
- Succession Planning
- Communications
- Accreditation



## Goals and Objectives

To continuously achieve the mission of the Oshkosh Fire Department, realistic goals and objectives with timelines for completion must be established. These will enhance strengths, address identified weaknesses, provide a clear direction, and address the community's concerns. These should become a focus of the department's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. As presented, each initiative-based goal correlates with one or more of the objectives established in the city's strategic plan.

Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared.

<b>GOAL 1</b>	<b>The Oshkosh Fire Department will achieve and maintain effective staffing to safely serve our community.</b>
<b>City Objective: Provide Well Trained, Effective, and Equipped Public Safety Professionals</b>	
<b>City Objective: Recruit, Retain, Engage, and Recognize Employees</b>	

<b>Objective 1A</b>	<b>Review and analyze processes identified in the most recent staffing study to determine what additional resources are needed.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Form a committee to establish guidelines to conduct the analysis.	
	<input type="checkbox"/> Provide resources that are critical to the analysis.	
	<input type="checkbox"/> Obtain results of the analysis from the committee so a report of findings can be completed.	
<b>Funding Estimate</b>	<input type="checkbox"/> Once completed, disseminate the report of findings.	
	<b>Capital Costs:</b>	<b>Consumable Costs:</b>
	<b>Personnel Costs:</b>	<b>Contract Services Costs:</b>

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>Objective 1B</b>	<b>Conduct an internal needs assessment to determine what additional resources are needed.</b>	
<b>Timeframe</b>	2 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Establish parameters to conduct the needs assessment. <input type="checkbox"/> Collect data from the end of the most recent study until the present, including but not limited to operations, prevention, training, and administration that includes data such as: <ul style="list-style-type: none"> <li>○ Call volume</li> <li>○ Unit utilization hours and commitment factors</li> <li>○ Staffing coefficients</li> <li>○ Training hours</li> <li>○ Prevention – percentage of inspectable properties completed.</li> <li>○ Community Risk Reduction</li> <li>○ Administrative staff efficiency</li> </ul> <input type="checkbox"/> Conduct the analysis. <input type="checkbox"/> Compare and contrast the results for the two studies to perform a gap analysis. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction. <input type="checkbox"/> Develop recommendations to achieve performance standards.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 1C</b>	<b>Create a staffing model based upon the department's needs assessment and realign duties and responsibilities with the staffing model.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Reconvene the committee to analyze the data from Objectives 1A and 1B. <input type="checkbox"/> Develop a staffing model based on data for current and future needs. <input type="checkbox"/> Prioritize the identified needs. <input type="checkbox"/> Identify processes, procedures, and resources needed to implement the staffing model that includes but is not limited to: <ul style="list-style-type: none"> <li>○ Human resources</li> <li>○ Labor/management</li> <li>○ Job descriptions</li> <li>○ Roles and responsibilities.</li> </ul> <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>Objective 1D</b>	<b>Develop and deliver training relative to the identified position needs to ensure member success in the created model.</b>	
<b>Timeframe</b>	2 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Reconvene a committee to identify the critical objectives of the new staffing model. <input type="checkbox"/> Provide resources to develop training that will encompass the new objectives. <input type="checkbox"/> Deliver the new training. <input type="checkbox"/> Evaluate the newly developed training to ensure it is meeting the identified objectives.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 1E</b>	<b>Implement the developed staffing model to ensure effective safety and staffing is met.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Collaborate with human resources to create a process for filling positions identified in the created staffing model. <input type="checkbox"/> Use current department processes to create applicable hiring and promotional testing procedures. <input type="checkbox"/> Analyze the results of testing procedures to establish a list of eligible candidates to fill the vacancies.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 1F</b>	<b>Evaluate the developed staffing model to ensure effective staffing is established.</b>	
<b>Timeframe</b>	1 year, Ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Review the staffing model to ensure it meets the department's needs to effectively and safely serve our community. <input type="checkbox"/> Analyze interventions against data used to determine needs. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction. <input type="checkbox"/> Make adjustments as needed and approved.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

## GOAL 2

**Develop and implement a comprehensive plan to increase employee recruitment and maximize employee retention.**

**City Objective: Recruit, Retain, Engage, and Recognize Employees**

Objective 2A Collect data to establish workplace desirability.		
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Convene a committee to develop internal and external surveys.	
	<input type="checkbox"/> Reach out to colleges for data rated to workplace desirability.	
	<input type="checkbox"/> Benchmark against other fire departments relative to benefits, schedule, wages, etc.	
	<input type="checkbox"/> Evaluate existing employee entry requirements.	
	<input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
	<input type="checkbox"/> Conduct the surveys.	
	<input type="checkbox"/> Gather the data for future use.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 2B Conduct data analysis to identify gaps in the recruitment and retention process.		
<b>Timeframe</b>	3 – 6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Review the data from Objective 2A and put it into a usable format.	
	<input type="checkbox"/> Evaluate the results to identify and prioritize future initiatives.	
	<input type="checkbox"/> Identify any current gaps.	
	<input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 2C Develop comprehensive recruiting initiatives aimed at increasing the number of qualified candidates.		
<b>Timeframe</b>	12 – 18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Review all current recruitment initiatives.	
	<input type="checkbox"/> Identify additional opportunities.	
	<input type="checkbox"/> Prioritize the recruitment opportunities identified.	
	<input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
	<input type="checkbox"/> Amend any existing employment requirements if necessary and as directed.	
	<input type="checkbox"/> Develop recruitment materials to support the prioritized initiatives and opportunities.	
	<input type="checkbox"/> Develop any new recruitment initiatives as directed.	
	<input type="checkbox"/> Implement the new recruitment initiatives.	
	<input type="checkbox"/> Analyze the effectiveness and revise if needed.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>Objective 2D</b>	<b>Develop and implement initiatives to increase retention and employee engagement.</b>	
<b>Timeframe</b>	12 – 18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Review the report with employee retention recommendations. <input type="checkbox"/> Identify additional employee retention opportunities. <input type="checkbox"/> Prioritize the retention opportunities identified. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction. <input type="checkbox"/> Develop any new retention initiatives as directed. <input type="checkbox"/> Implement the new recruitment initiatives. <input type="checkbox"/> Analyze the effectiveness and revise if needed.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 2E</b>	<b>Create an evaluation process to determine the success of the programs.</b>	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Review the recruitment and retention data to create a baseline. <input type="checkbox"/> Review the data annually to compare and identify trends. <input type="checkbox"/> Based on review outcomes, create a list of recommended program(s) changes for consideration. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction. <input type="checkbox"/> Take approved changes and make program(s) adjustments.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

## GOAL 3

Create a standardized outline for career advancement and succession planning at the OFD for increased leadership engagement.

City Objective: Provide Well Trained, Effective, and Equipped Public Safety Professionals

City Objective: Recruit, Retain, Engage, and Recognize Employees

<b>Objective 3A</b>	<b>Analyze the current OFD promotional process and succession planning to identify strengths and weaknesses, and develop recommendations for improvement.</b>	
<b>Timeframe</b>	2 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Compare the OFD processes to other like size and scope departments and determine the best practices for evaluation. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction. <input type="checkbox"/> As directed, develop processes based on the best practices found in the analysis. <input type="checkbox"/> Implement the developed processes.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 3B</b>	<b>Redevelop the current employee evaluation process to mirror job descriptions and department core values.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Evaluate job descriptions to determine currency, accuracy, and core value alignment. <input type="checkbox"/> Recommend any determined updates. <input type="checkbox"/> Evaluate the current employee review process for strengths and weaknesses. <input type="checkbox"/> Research evaluation instruments. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction. <input type="checkbox"/> As directed, design an employee evaluation process and instrument. <input type="checkbox"/> Implement the new employee evaluation process and instrument.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

Objective 3C   Eliminate wage compression to encourage employees to promote.		
Timeframe	2 years	Assigned to:
Critical Tasks	<input type="checkbox"/> Gather all rank and pay scales used for the department.	
	<input type="checkbox"/> Gather rank and pay information from like size and scope departments within the state.	
	<input type="checkbox"/> Conduct a comparative analysis.	
	<input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
	<input type="checkbox"/> As directed, develop recommended methods to eliminate compression between equipment operator and lieutenant.	
	<input type="checkbox"/> Conduct any revisions within the collective bargaining agreement.	
	<input type="checkbox"/> Implement the recommended methods to eliminate compression.	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

<b>Objective 3D Develop a clear and concise career ladder from firefighter to fire chief.</b>		
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Evaluate and update job descriptions to ensure currency.	
	<input type="checkbox"/> Develop an updated organizational chart.	
	<input type="checkbox"/> Research police and fire commission rules for promotion.	
	<input type="checkbox"/> Evaluate, update, and publish desired standards and qualifications for rank progression.	
<b>Funding</b>	Capital Costs:	Consumable Costs:
<b>Estimate</b>	Personnel Costs:	Contract Services Costs:

<b>Objective 3E Develop a mentorship program for all positions.</b>		
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Develop position task books based on job descriptions.	
	<input type="checkbox"/> Determine the desired qualifications for mentor candidates.	
	<input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
	<input type="checkbox"/> Design and publish a departmental mentorship policy.	
	<input type="checkbox"/> Capture feedback from mentors and mentees.	
<b>Funding</b>	Capital Costs:	Consumable Costs:
<b>Estimate</b>	Personnel Costs:	Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>Objective 3F</b>	<b>Examine opportunities for company officers to maintain their paramedic license to increase interest in career advancement.</b>	
<b>Timeframe</b>	36 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Develop proposed options for conditions of voluntarily maintaining paramedic licensing for officers. <input type="checkbox"/> Examine costs associated with suggested changes. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction. <input type="checkbox"/> As directed, implement change in the collective bargaining agreement. <input type="checkbox"/> Implement changes to the policy.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 3G</b>	<b>Develop evaluative measure of goal completion for career advancement initiatives and succession plan.</b>	
<b>Timeframe</b>	24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Establish all relevant policies and SOGs. <input type="checkbox"/> Examine if changes have occurred in the collective bargaining agreements. <input type="checkbox"/> Develop, utilize, and analyze a survey of OFD personnel to determine if goals components are understood.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

## GOAL 4

Evaluate available technology to determine capabilities and abilities for growth to improve efficiency.

City Objective: Update and Maintain Our Technology

Objective 4A Identify capabilities of current software utilized in the department.		
<b>Timeframe</b>	2 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Schedule meetings with software vendors to fully understand the capabilities of their software, including but not limited to: Image Trend, Aladtec, Vector Solutions, Pulsara, Active 911, Premier 1 MDC software, Dragon Dictation, MSA breathing apparatus. <input type="checkbox"/> Evaluate how the department uses each software in relation to the potential capabilities <input type="checkbox"/> Develop and deliver a report of findings to the leadership team for further consideration and direction.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 4B Identify capabilities of current hardware utilized in the department.		
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Meet with information technology personnel to discuss full capabilities of hardware used in the department to include but not limited to: <ul style="list-style-type: none"> <li>○ Desktop computers</li> <li>○ Laptop computers</li> <li>○ MDCs</li> <li>○ Tablets</li> <li>○ Smartphones</li> </ul> <input type="checkbox"/> Evaluate how the department uses each in relation to the possible use of each software. <input type="checkbox"/> Develop and deliver a report of findings to the leadership team for further consideration and direction.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>Objective 4C</b>	<b>Conduct a needs assessment to determine what areas software and hardware will be utilized.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Create a committee to conduct the needs assessment. <input type="checkbox"/> Assign specific software programs to groups within the committee. <input type="checkbox"/> Assign specific software tasks to groups within the committee. <input type="checkbox"/> Query outside agencies to determine their usage and satisfaction with their software packages. <input type="checkbox"/> Use results from Objectives 4A and 4B to determine the best software programs and hardware to fulfill the department's needs. <input type="checkbox"/> Develop and deliver a report of findings to the leadership team for further consideration and direction.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 4D</b>	<b>Collect data, capabilities, and needs to perform a gap analysis.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Determine current software and hardware efficiencies. <input type="checkbox"/> Determine if other unowned software and hardware might accomplish similar or multiple tasks more efficiently. <input type="checkbox"/> Identify desired outcomes not currently obtainable from current software packages. <input type="checkbox"/> Conduct the gap analysis. <input type="checkbox"/> Develop and deliver a report of findings to the leadership team for further consideration and direction.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 4E</b>	<b>Examine current and available hardware and software to meet needs identified in gap analysis.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Meet with groups in the committee. <input type="checkbox"/> Utilize all reports of findings and recommendations or guidance by the leadership team to determine what software and hardware are needed. <input type="checkbox"/> Perform cost, benefit, time, and feasibility analyses to determine the suitability of new integration. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>Objective 4F</b>	<b>As directed, procure the software and hardware options.</b>	
<b>Timeframe</b>	12 – 24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Solicit bids or quotes for desired software and hardware packages in conjunction with purchasing and information technology. <input type="checkbox"/> Work with the fire chief to include desired changes in the operational budget in conjunction with purchasing and information technology. <input type="checkbox"/> Procure necessary software and hardware in conjunction with purchasing and information technology. <input type="checkbox"/> Liaison with information technology and vendors to configure the new products for security, installation, and implementation.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 4G</b>	<b>Train personnel on new or enhanced software and hardware.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Determine what required training program(s) from vendor(s) exist and are appropriate for the department personnel. <input type="checkbox"/> Conduct a train-the-trainer program for better success of departmental training. <input type="checkbox"/> Develop guidelines and policies for the integration and implementation of new programs. <input type="checkbox"/> Schedule the department for software and hardware training. <input type="checkbox"/> Conduct the departmental training and collect feedback for potential training revision.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 4H</b>	<b>Evaluate the combined and new technology integration to determine if the needs identified in the gap analysis are met.</b>	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Develop a survey tool to collect information. <input type="checkbox"/> Determine lessons learned and if any issues exist. <input type="checkbox"/> Identify a list of priorities based on the feedback. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction. <input type="checkbox"/> Formally assign an SME as approved. <input type="checkbox"/> Conduct the ongoing evaluation.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

## GOAL 5

Develop a fiscally responsible plan to manage, maintain, and replace capital assets in compliance with established laws, regulations, and best practices to continue providing essential services.

City Objective: Improve Our City Facilities

City Objective: Update and Improve our City Equipment

<b>Objective 5A</b>	<b>Develop an accurate inventory of fire department equipment to include age, condition, quantity, and location, utilizing a records management system.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Set up Vector Solutions to accept inventory data, including purchase date, cost, condition, and anticipated replacement date. <input type="checkbox"/> Training division personnel to complete a physical inventory, including barcode labeling and apparatus assignment/location. <input type="checkbox"/> Enter data into Vector Solutions. <input type="checkbox"/> Educate personnel in maintaining an up-to-date database.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 5B</b>	<b>Identify and compile regulations and best practices to manage, maintain, and replace equipment.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Review owner's manuals to identify recommended maintenance schedules. <input type="checkbox"/> Audit NFPA standards to identify applicable maintenances and replacement schedules. <input type="checkbox"/> Apply information to develop an SOG/SOP. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction. <input type="checkbox"/> Remove equipment not meeting standards.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>Objective 5C</b>	<b>Establish a preventative maintenance program and replacement schedule for equipment.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> In collaboration with Central Garage, schedule preventative maintenance in Vector Solutions. <input type="checkbox"/> Ensure maintenance tracking/work order progress is being captured in Vector Solutions. <input type="checkbox"/> Develop an economic lifecycle analysis to determine breakover point between repair and replacement. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 5D</b>	<b>Develop a preventative maintenance program to reduce out-of-service time caused by minor repairs.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Work with Central Garage to identify minor maintenance/preventative maintenance issues appropriate for in-house completion. <input type="checkbox"/> Develop an SOG and training program for in-house maintenance. <input type="checkbox"/> Identify the proper tools, equipment, and inventory needed to complete in-house maintenance. <input type="checkbox"/> Purchase all identified items.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 5E</b>	<b>Create a replacement schedule for staff and utility vehicles.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Inventory staff and utility vehicles, recording date of purchase, mileage, condition, and assigned use. <input type="checkbox"/> Perform a needs assessment to ensure assigned use is appropriate for each vehicle. <input type="checkbox"/> Use life cycle analysis to determine breakover point between repair and replacement. <input type="checkbox"/> Develop a preventative maintenance schedule for staff and utility vehicles in Vector Solutions.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>Objective 5F</b>	<b>Reduce out-of-service time of fire companies secondary to changeover from primary to reserve apparatus.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Inventory spare apparatus to determine equipment needs. <input type="checkbox"/> Purchase equipment needed to make spare apparatus as “response ready” as possible. <input type="checkbox"/> Create a standard changeover list.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 5G</b>	<b>Work with Winnebago County to establish a replacement plan for ARFF station.</b>	
<b>Timeframe</b>	16 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Schedule a meeting with county and city stakeholders to discuss needs assessment and develop a replacement timeline. <input type="checkbox"/> Present details from station study to stakeholder group. <input type="checkbox"/> Develop budget and proposal for submission to county CIP.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 5H</b>	<b>Conduct a station location assessment to ensure response time goals are met. Develop a plan for the replacement, renovation, and maintenance of fire department facilities and infrastructure.</b>	
<b>Timeframe</b>	24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Develop a prioritized list for station renovations to be completed with the current CIP. <input type="checkbox"/> Complete a CRA/SOC to determine station location. <input type="checkbox"/> Implement a station inspection program to identify continued maintenance and housekeeping. <input type="checkbox"/> Develop an appropriate budget for station captains to complete repairs/maintenance.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

## GOAL 6

The Oshkosh Fire Department will establish and maintain communications to have a well-informed department and community.

City Objective: Improve Our Internal and External Communications

Objective 6A Identify pathways and processes of internal and external communications to determine the current scope of use.	
<b>Timeframe</b>	1 month <b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Create a committee of internal and external stakeholders to successfully identify pathways and processes of internal and external communications to determine the current scope of use. <input type="checkbox"/> Convene committee to successfully identify pathways and processes of internal and external communications to determine the current scope of use. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.
<b>Funding Estimate</b>	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

Objective 6B Determine the effectiveness of identified pathways and internal and external communications processes to establish a baseline for comparison.	
<b>Timeframe</b>	1 month <b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Create a committee to successfully determine the effectiveness of identified pathways and internal and external communications processes to establish a baseline for comparison. <input type="checkbox"/> Establish a list of internal and external stakeholders affected by OFD communications. <input type="checkbox"/> Identify processes, framework, and resources needed to successfully determine the effectiveness of identified pathways and internal and external communications processes to establish a baseline for comparison. <input type="checkbox"/> Gather identified resources and data needed through recognized processes and framework from sources including stakeholders and other distinguished sources. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.
<b>Funding Estimate</b>	Capital Costs: Consumable Costs: Personnel Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

Objective 6C Compare the results, pathways, and processes against their effectiveness to determine improvement needs.		
Timeframe	1 month	Assigned to:
Critical Tasks	<input type="checkbox"/> Create a committee to compare the reports of identified results, pathways, and processes against their determined effectiveness to ascertain improvement needs. <input type="checkbox"/> Establish a methodology to determine needs to improve internal and external communication. <input type="checkbox"/> Apply methodology to determine the need to improve internal and external communication. <input type="checkbox"/> Analyze the results and determine communication needs to improve internal and external communications. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 6D Prioritize identified needs to plan processes and procedures to improve internal and external communications.		
Timeframe	1 month	Assigned to:
Critical Tasks	<input type="checkbox"/> Create a committee to review the OFD communication needs assessment report and prioritize findings according to our goal to establish and maintain communications to have a well-informed department and community. <input type="checkbox"/> Establish a methodology to determine the priority of needs to improve internal and external communications. <input type="checkbox"/> Apply the methodology to determine the priority of needs to improve internal and external communications. <input type="checkbox"/> Analyze the results and determine the priority of communication needs to improve department and community information. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>Objective 6E</b>	<b>Plan to implement identified processes, procedures, and actions needed to determine resources required to enhance internal and external communication.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Create a committee to identify the resources required to implement the identified processes, procedures, and actions needed to enhance internal and external communication. <input type="checkbox"/> Identify resources needed to support identified actions to improve communications to include, but not limited to, logistical resources, technological resources, administrative, and human capital. <input type="checkbox"/> Create a procurement plan for resources to support identified actions to improve communications. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 6F</b>	<b>Implement identified processes, procedures, and actions required for successful communications.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Update and create policies and procedures required before implementation following current department processes. <input type="checkbox"/> Test policies and procedures before full-scale implementation and/or rollout. <input type="checkbox"/> Make any policy and procedure changes as identified in testing. <input type="checkbox"/> Determine next steps to implementation (retest vs. training). <input type="checkbox"/> Create training curriculum and deliver. <input type="checkbox"/> Rollout.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 6G</b>	<b>Evaluate enacted processes, procedures, and actions by repeating processes used to determine needs to continuously work to improve communications of the Oshkosh Fire Department.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Review process that identified needs. <input type="checkbox"/> Review actions implemented to address identified needs. <input type="checkbox"/> Determine success by comparing identified needs against actions implemented. <input type="checkbox"/> Adjust as needed by identifying and implementing additional actions needed for success. <input type="checkbox"/> Reevaluate the adjusted program.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

## GOAL 7

**Improve the current and life-long wellness of department employees to ensure long-term, higher quality of life.**

**City Objective: Provide Well Trained, Effective, and Equipped Public Safety Professionals**

**City Objective: Recruit, Retain, Engage, and Recognize Employees**

<b>Objective 7A</b>	<b>Identify the current funding mechanisms for the systems and processes already in place for personnel health and wellness.</b>	
<b>Timeframe</b>	3 – 6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Analyze all current health and wellness programs for cost and efficacy. <input type="checkbox"/> Research all potential funding sources such as budget allocations, grants, and city provisions. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team regarding the continuance or cancellation of programs based on funding constraints.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 7B</b>	<b>Acquire baselines of all department members of current health and quality of life.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Analyze the occurrences of sick leave usage for three years to establish an average. <input type="checkbox"/> Create a “culture survey” to determine the mental and physical grade of wellness for each person. <input type="checkbox"/> Conduct the survey. <input type="checkbox"/> Conduct a baseline annual fitness test. <input type="checkbox"/> Access (blinded) workers’ compensation claims from the city’s safety and risk manager to determine the average claims and severity of injuries. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 7C</b>	<b>Develop a plan to provide annual industry “best practice” physicals and screening to all departmental members.</b>	
<b>Timeframe</b>	24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Research current best practices from all practical, industry-based sources. <input type="checkbox"/> Research providers to obtain quotes/bids for services. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction. <input type="checkbox"/> Select the determined provider(s). <input type="checkbox"/> Incentivize, through policy, the completion of the physicals with HIPAA assurances as a component of crew safety and job requirement.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>Objective 7D Provide and enhance awareness of mental health resources.</b>		
<b>Timeframe</b>	4 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Continue to support CAPS and EAP. <input type="checkbox"/> Research additional funding sources and available programs to support the mental health of department members.	
	<input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
	<input type="checkbox"/> As directed, use the department's information dissemination processes to create initial awareness of any additional resources.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 7E Incentivize achieving and maintaining physical fitness to build upon current participation levels.</b>		
<b>Timeframe</b>	24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Assess current levels of member fitness participation through a survey.	
	<input type="checkbox"/> Research department fitness incentive programs from like size and scope departments.	
	<input type="checkbox"/> Develop a cost analysis and recommendation for the department's fitness program.	
	<input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
	<input type="checkbox"/> Create incentive options for department consideration.	
	<input type="checkbox"/> Use the department's budget and bargaining processes to seek approval for the incentive program implementation.	
	<input type="checkbox"/> Implement the program as approved.	
<b>Funding Estimate</b>	<input type="checkbox"/> Monitor the program for an additional revision.	
	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 7F Create a cost analysis for fitness initiatives and equipment and their sustainability.</b>		
<b>Timeframe</b>	18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Transition from member oversight to department oversight.	
	<input type="checkbox"/> Research funding options such as community grants.	
	<input type="checkbox"/> Obtain an inventory of each station's fitness equipment.	
	<input type="checkbox"/> Develop a maintenance and replacement schedule for current equipment.	
	<input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction relative to new station design and equipment for fitness areas.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>Objective 7G</b>	<b>Assess the cost and feasibility of facility improvements to enhance health and wellness.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Research current recommended design practices. <input type="checkbox"/> Assess the current station design element. <input type="checkbox"/> Determine the costs to upgrade existing buildings. <input type="checkbox"/> Develop a prioritized list of proposed changes. <input type="checkbox"/> Follow the recommendations of the station study in a timely manner. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 7H</b>	<b>Build and implement an evaluation method for current and retired department members to report work-related physical and mental health outcomes.</b>	
<b>Timeframe</b>	6 months, Ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Research options for community or department sources to expertise in survey design. <input type="checkbox"/> Design an evaluation instrument. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction. <input type="checkbox"/> Educate all applicable department members about the use of the evaluation instrument. <input type="checkbox"/> Conduct the evaluation. <input type="checkbox"/> Capture and analyze the data. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

## GOAL 8

**Provide a comprehensive, standards-based training program to support and enhance the knowledge, skills, and abilities of OFD members.**

**City Objective: Provide Well Trained, Effective, and Equipped Public Safety Professionals**

<b>Objective 8A</b>	<b>Complete an audit of industry standards to identify required training topics and hours.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Review NFPA, SPS 330 annually to determine training topics and hours. <input type="checkbox"/> Review FAA Part 139 and ISO annually to determine training topics and hours. <input type="checkbox"/> Review DHS and AHA annually to determine training topics and hours. <input type="checkbox"/> Review OSHA and DOT standards annually to determine training topics and hours. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction. <input type="checkbox"/> Develop a schedule and curriculum based on the findings	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 8B</b>	<b>Complete an internal audit of OFD training standards, and compare it with Industry standards audit to identify gaps.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Assign internal audit to the OFD Training Division. <input type="checkbox"/> Determine the parameters for the audit. <input type="checkbox"/> Conduct the internal audit. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 8C</b>	<b>Develop a process to identify and utilize internal and external Subject Matter Experts to conduct training.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Define what certifications, experience, or qualifications are required to be an SME. <input type="checkbox"/> Identify opportunities where the use of an SME will enhance the training curriculum. <input type="checkbox"/> Determine financial obligations in the use of SMEs. <input type="checkbox"/> Utilize SMEs in training in accordance with developed plan/SOP.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>Objective 8D</b>	<b>Identify logistical and financial barriers to the development of efficient training opportunities.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Review training records to identify potential gaps. <input type="checkbox"/> Explore ways in which a shift in the staffing model may improve the availability of units.	
	<input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
	<input type="checkbox"/> Develop a budget to accommodate offline training for specialized subjects such as Relief Equipment Operator, Acting Officer, Acting Battalion Chief.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 8E</b>	<b>Identify logistical barriers to conducting multi-company training operations.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Review current staffing model to find ways to improve unit availability for training.	
	<input type="checkbox"/> Explore cooperative agreements with surrounding agencies.	
	<input type="checkbox"/> Explore financial input of hiring additional units for multi-company training.	
<b>Funding Estimate</b>	<input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 8F</b>	<b>Identify opportunities for shared services with surrounding communities to provide instruction or coverage.</b>	
<b>Timeframe</b>	18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Meet with surrounding agencies to identify common barriers to conducting training or providing coverage.	
	<input type="checkbox"/> Secure funding for a shared services study.	
	<input type="checkbox"/> Identify a cooperative agreement that is mutually beneficial.	
<b>Funding Estimate</b>	<input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>Objective 8G</b>	<b>Develop an accurate training report to identify gaps secondary to staffing levels and call volume.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Perform workload analysis to determine the optimal method to deliver training. <input type="checkbox"/> Review instances where Fire/EMS units have missed scheduled department training due to incidents. <input type="checkbox"/> Reinforce the importance of accurately documenting training and activities which can be included in training. <input type="checkbox"/> Run staffing, call volume, and training data from the previous two years to identify reliability correlation. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 8H</b>	<b>Review and edit SOPs/SOGs to ensure they are relevant and consistent with the current training curriculum and operational practices. Create an easily searchable database for SOPs and SOGs.</b>	
<b>Timeframe</b>	24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Utilize current template when updating and developing SOPs/SOGs. <input type="checkbox"/> Perform a committee review of all SOP/SOG to ensure they are relevant and consistent with current best practices, laws, and regulations. <input type="checkbox"/> Conduct review on a defined schedule. <input type="checkbox"/> Compile SOPs/SOGs in a central database with searchable tags. <input type="checkbox"/> Make any necessary edits to SOGs/SOPs in accordance with OFD/city policy, CBAs, and applicable laws.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 8I</b>	<b>Conduct annual evaluation of standards compliance as established in 8A.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Conduct an annual review of training records and materials to determine compliance with the standards in 8A. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further consideration and direction. <input type="checkbox"/> Modify training schedules and/or curriculums to resolve any gaps found.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

## GOAL 9

**Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence.**

**City Objective: Enhance Community Trust in Public Safety**

**City Objective: Implement Strategies and Solutions for Community Risk Reduction**

**City Objective: Improve our Performance and Outcome Measures including Benchmarks**

<b>Objective 9A</b>	<b>Form team or committee structures with management components as needed to pursue and maintain accreditation.</b>	
<b>Timeframe</b>	30 days	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify the needed team or committee structure(s) for the various components of the accreditation process.</li> <li><input type="checkbox"/> Create the management oversight positions to lead the teams or committees and the process overall.</li> <li><input type="checkbox"/> Establish team or committee member criteria.</li> <li><input type="checkbox"/> Determine the composition of the teams or committees.</li> <li><input type="checkbox"/> Solicit participation to meet the composition of the teams or committees.</li> <li><input type="checkbox"/> Develop and complete the work group selection process.</li> <li><input type="checkbox"/> Provide the needed educational components available through the Commission on Fire Accreditation International to ensure the relevant members have the needed training.</li> <li><input type="checkbox"/> Guide the established team or committee to construct a work plan and associated procedures to manage the accreditation process.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 9B</b>	<b>Develop a community-driven strategic plan.</b>	
<b>Timeframe</b>	3 months and on-going	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns, and strengths perceived about the department or agency.</li> <li><input type="checkbox"/> Provide agency stakeholder work sessions to evaluate (and update if necessary) the mission, vision, and values; determine internal strengths and weaknesses, external opportunities, and threats.</li> <li><input type="checkbox"/> Identify any critical issues and service gaps that exist. Determine specific strategic initiatives around the uncovered gaps.</li> <li><input type="checkbox"/> Develop goals, objectives, critical tasks, and appropriate timelines, including measurability levels, to achieve improvement over five years.</li> <li><input type="checkbox"/> Create a department or agency vision statement from the developed strategic plan.</li> <li><input type="checkbox"/> Publish and distribute the formal strategic plan to stakeholders, including the authority having jurisdiction as determined by the organization.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>Objective 9C Implement the community-driven strategic plan.</b>		
<b>Timeframe</b>	3 months, on-going	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Create a strategic planning subcommittee to review the draft strategic plan. <input type="checkbox"/> Provide internal stakeholder work sessions to evaluate (and update if necessary) the draft mission, vision, and values; finalize internal strengths and weaknesses, external opportunities, and threats; establish critical issues and service gaps. <input type="checkbox"/> Evaluate goals and objectives within the draft plan and further define objectives and critical tasks as needed to ensure clarity with each goal. <input type="checkbox"/> Determine a work plan to accomplish each goal and implement the plan. <input type="checkbox"/> Continuously evaluate and revise the objectives and tasking as implementation occurs within the plan. <input type="checkbox"/> Report annual plan progress to community and agency stakeholders.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 9D Conduct a comprehensive community hazards and risk assessment and document findings to develop standards of cover.</b>		
<b>Timeframe</b>	6 – 9 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Gather and consider geophysical characteristics data of the jurisdictional responsibilities. <input type="checkbox"/> Gather and evaluate population, population demographics, area economics, and socioeconomic data of the jurisdiction. <input type="checkbox"/> Gather and consider physical asset development, service, and transportation infrastructure types in the jurisdiction. <input type="checkbox"/> Describe the department's programs, services, core deliverables, human and physical resources to establish baseline information. <input type="checkbox"/> Determine an appropriate methodology for dividing the area of responsibility into geographical planning zones. <input type="checkbox"/> Build a methodology that identifies, assesses, classifies, and categorizes risk in the jurisdiction's response areas. <input type="checkbox"/> Document the information collected and the results of the applied methodologies in the risk assessment process.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>Objective 9E</b>	<b>Develop standards of cover based on community hazards and risk assessment results and combine results to complete the community risk and standards of cover study document.</b>	
<b>Timeframe</b>	3 - 6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate historical jurisdictional emergency response performance and coverage to produce baseline data.</li> <li><input type="checkbox"/> Establish benchmark and baseline emergency response service level and performance objectives.</li> <li><input type="checkbox"/> Develop methodologies and policies for qualifying and validating data sets.</li> <li><input type="checkbox"/> Conduct a gap analysis of performance across classes, categories of risk in each of the established planning zones to illuminate opportunities for improvement.</li> <li><input type="checkbox"/> Build a compliance methodology for monitoring, evaluating, and reporting the performance of the delivery system.</li> <li><input type="checkbox"/> Utilize the overall system performance data to create short- and long-term plans for maintaining and improving the system's response capabilities.</li> <li><input type="checkbox"/> Combine and publish the community risk assessment and standards of cover study information, performance data, established objectives, and gap analysis results and</li> <li><input type="checkbox"/> Maintain and annually update the community risk assessment-standards of cover document.</li> <li><input type="checkbox"/> Present the CRA/SOC study results as updated annually to the authority having jurisdiction to provide transparency, build consensus, and align expectations.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 9F</b>	<b>Achieve agency accreditation by the CFAI.</b>	
<b>Timeframe</b>	4 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Apply for "Candidate Agency" status with the CFAI.</li> <li><input type="checkbox"/> Prepare for CFAI peer assessment team visit.</li> <li><input type="checkbox"/> Upload strategic plan, community risk assessment-standards of cover, and self-assessment documentation for review and comment by CFAI peer assessment team.</li> <li><input type="checkbox"/> Host the CFAI peer assessment team site visit for accreditation review.</li> <li><input type="checkbox"/> Receive the CFAI peer assessment team recommendation to CFAI for Accredited status.</li> <li><input type="checkbox"/> Review the peer assessment team's recommendations to determine applicability to agency processes or systems to determine the scope of the annual compliance report process.</li> <li><input type="checkbox"/> Receive vote during the CFAI hearings in favor of accredited status.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

Objective 9G Maintain accreditation with the CFAI.		
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Continue to collect and evaluate all relevant data to determine continuous improvement opportunities. <input type="checkbox"/> Submit initial required annual compliance reports. <input type="checkbox"/> Participate in as many offerings from CPSE as possible for continued education. <input type="checkbox"/> Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices. <input type="checkbox"/> Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. <input type="checkbox"/> Submit annual compliance reports as required by CFAI policies. <input type="checkbox"/> Establish succession development of internal accreditation team in preparation for next accreditation cycle.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

## Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather to confirm the futurity of the work that the agency stakeholders designed. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

**"Vision is knowing who you are, where you're going, and what will guide your journey."**

**Ken Blanchard**

**The Oshkosh Fire Department's 2027 vision is to be known as an internationally accredited agency that supports the pursuit of a safe and vibrant community.**

**This will be accomplished by honoring our history and those we serve by investing in our greatest asset, our members. We will strive to recruit and retain an efficient, trained, diverse, and healthy workforce while understanding that we must always plan for the future. Enhanced management of physical resources and greater use of technology will deliver efficacies so that we can continue to be there for those who live, work, and play in Oshkosh. As a progressive department, we will assemble and apply communication processes that deliver contemporary, transparent, and beneficial value to our members and ever-changing community.**

**We will be an initiative-focused department responsible for building a collaborative environment of excellence and service through individual and organizational accountability to deliver our mission, live our values, and make this vision a reality.**

## Performance Measurement

To assess and ensure that an organization is delivering on the promises made in its strategic plan, leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on assessing progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government  
David Osborn and Ted Gaebler

Performance measurement data will be implemented and integrated as part of the plan to establish that the department's strategic plan is achieving results. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

## The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and organization members during the development stage of the planning process. To assist in developing this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of goals and related objectives but on support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.

## Glossary of Terms, Acronyms, and Initialisms

<b>Accreditation</b>	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
<b>ADRC</b>	Aging and Disability Resource Center of Winnebago County
<b>AED</b>	Automatic External Defibrillator
<b>AFFF</b>	Aqueous Film Forming Foam
<b>ARFF</b>	Aviation Rescue and Firefighting
<b>CERT</b>	Community Emergency Response Team
<b>CFAI</b>	Commission on Fire Accreditation International
<b>CIP</b>	Capital Improvement Plan
<b>CPR</b>	Cardiopulmonary Resuscitation
<b>CPSE</b>	Center for Public Safety Excellence
<b>Customer(s)</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
<b>DEI</b>	Diversity, Equity, and Inclusion
<b>DNR</b>	Do Not Resuscitate
<b>EAP</b>	Employee Assistance Program
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>EMD</b>	Emergency Medical Dispatch
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Technician
<b>Environment</b>	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the organization's boundaries.
<b>EOC</b>	Emergency Operations Center
<b>FVTC</b>	Fox Valley Technical College



# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>GIS</b>	Geographic Information System
<b>HVAC</b>	Heating, Ventilation, and Air Conditioning
<b>Input</b>	A performance indication where the value of resources is used to produce an output.
<b>ISO</b>	Insurance Services Office
<b>MABAS</b>	Mutual Aid Box Alarm System
<b>MDA</b>	Muscular Dystrophy Association
<b>MDC</b>	Mobile Data Computer
<b>Mission</b>	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how.
<b>NFPA</b>	National Fire Protection Association
<b>NIOSH</b>	National Institute for Occupational Safety and Health
<b>OPD</b>	Oshkosh Police Department
<b>OSHA</b>	Occupational Safety and Health Administration
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
<b>Output</b>	A performance indication where a quality or number of units produced is identified.
<b>PFAS</b>	Perfluoroalkyl and Polyfluoroalkyl Substances
<b>PPE</b>	Personal Protective Equipment
<b>SCBA</b>	Self-Contained Breathing Apparatus
<b>SME</b>	Subject Matter Expert
<b>SOG</b>	Standard Operating Guideline
<b>SOP</b>	Standard Operating Procedure
<b>Stakeholder</b>	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 or expectation of the organization.
<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period. An aim. The final result of an action. Something to accomplish in assisting the agency in moving forward.
<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

<b>Strategic Plan</b>	A long-range planning document that defines the agency's mission and broadly identifies how it will be accomplished and that provides the framework for more detailed annual and operational plans.
<b>Strategic Planning</b>	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is measured.
<b>Strategy</b>	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, and Threats
<b>UWO</b>	University of Wisconsin Oshkosh
<b>Vision</b>	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.
<b>VNA</b>	Visiting Nurse Association

## Appendix 1 – Community Comments

### Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Respondents were asked to list, in priority order, up to five subjects relative to their expectations for the Oshkosh Fire Department. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders (in priority order):

1. Quick response times to emergencies. Quick and adequate response to calls. Response times to calls. Arrive to scene in a timely fashion. Rapid response to fire. Response < 5 minutes maximum, 2 minutes ideally. (104)
2. Properly trained staff. Well-trained emergency responders. Competent staff responding to calls. Trained and competent personnel. Adequate training for rendering first aid to fire injuries. (75)
3. Safe and efficient response. Efficient fire suppression. Being responsive to community needs. Serve our community. Respond to emergencies. Be available for consult/direction during business hours. Use of staff time efficiently. (45)
4. Visible fire safety education. Public safety education. Education to the community. General information on safety. Community education on risks and risk management. Educate community on safety issues. Educators' ability to educate community members to decrease calls. (37)
5. Emergency preparedness. Public/community safety. Prepare the greater Oshkosh community to respond to next threats-emergent issues. Engage in and support emergent needs of the community upstream, those things that lead to response incidents. (34)
6. To be able to get new updated equipment. Equipment to respond adequately. Operable equipment. Appropriate amount of equipment and personnel. (26)
7. To give more fire prevention programs. Fire prevention. Being proactive in fire safety with the community. In general, community issues prevention (data from EMS, etc.). When not responding, be working on prevention. Community initiatives -prevention opportunities and awareness. working to mitigate the risk in the community. (25)

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

8. Having a caring staff. Kind and compassionate care of people. Response in a way that is respectful. Courteous and friendly staff. (22)
9. Competent medical services. Serve EMS issues. Emergency medical services. (20)
10. Partnerships with community organizations. Partner to provide ambulance services. Partnerships with smaller local municipalities Partner with key stakeholder audience to prevent consequences. Work with the sheriff's department and other law enforcement agencies to handle all calls. Assist other local volunteer departments. (20)
11. To serve the community as well or better. Being community-minded or oriented. Participate in community events. Community involvement, continuing to stay involved. Engaged and invested in the community. (19)
12. Prevent and address fires. Fire suppression support to entire community and surrounding areas. Put out fires. (13)
13. Willingness to continually improve processes and procedures. Always learning/working for ways to improve processes. Assisting in identifying ways to improve organizations. Commitment of leadership to high performance. Always be invested in improvement. (13)
14. To be able to get new firefighters. Hiring the most qualified individuals from a diverse backgrounds to reflect the changing face of the community. Reflect the growing diversity of our community through recruitment and engagement. (12)
15. Professional - following proper procedures, responsible. Be professional and knowledgeable. Engage the public in a professional manner. Honest/integrity (serve from the heart). (12)
16. Transparency in budget. Solid financial planning, CIP projects. Be fiscally responsible. Cost-effective. (12)
17. Protect firefighters' health and well-being by investing in training and health protection measures for who serves on the department. Public safety of the men and women. (8)
18. Transparency in data. Provide information to the community about what you do. Accurate data analysis. (8)
19. Adequate staffing needs to serve the community. Staff capacity needed. (8)
20. Equity in services. Treat people with dignity and respect. (6)
21. Continued improvement or maintaining the ISO Class 1 score, this one really levels out all the different areas. (5)
22. Fire investigation. (4)
23. To get increases in pay. (3)
24. Having the public's trust. (2)
25. Maintaining resources. (1)

26. Quality facilities for staff. (1)
27. Water rescue, given all of our waterways. (1)
28. Diversity training. (1)
29. Work with staff to solve issues. (1)
30. Great communication among staff, crews, stations, etc. (1)

## Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly (verbatim, in priority order):

1. Proper staffing. Sufficient staffing. Education of the force/staff. Not having enough resources, staffing and time. Future staffing shortages. Personnel numbers and salaries appropriate. Staff is stretched thin. Not enough staff. (73)
2. Recruitment and retention of qualified workforce. Hard to get people to apply for the job. Recruitment and retention of firefighters to serve the community due to the labor shortage. Turnover? The shifts finding frontline workers make it more difficult to recruit in some departments. ability to attract good community-minded talent. (58)
3. Fees associated with getting help. Lack of resources/financial constraints. Sufficient budgets. The budget for equipment may be low for scheduled replacement. Not having enough funding from city budgets to keep equipment/vehicles/gear up to date. Ability to continue operations due to lack of funding. Increasing costs and associated budget constraints. (52)
4. Well-trained fire safety staff. Not enough training to deal with issues outside of typical job. Continuing education and training. Appropriate training time is available to keep staff current. Development of future leaders. (43)
5. Operate with consistent equipment and technology. Caliber of their equipment. Difficulty in getting equipment with today's shortages. Is equipment up to date/reliable/sufficient? (33)

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

6. Not spending enough time on prevention of issues that increase burnout of staff. Mental health of their team. Burnout. Burnout and health overall. (22)
7. Personnel safety. Well-being of staff (mental and physical) to deal with and respond to calls. (19)
8. Appropriately visible in the community. Lack of community engagement/knowledge and trust. Visibility of/perception of how time is spent. Community awareness programs. Ability to do outreach, more community interaction. (16)
9. Are activities/responses/etc., best use of training and personnel; that is, are you doing what you do best for the community, or are you doing things that others with different training and skills could do better? Utilization of staffing and equipment with community partners, do you charge for services that are already paid for? concern that we are providing services in an effective and efficient manner. (15)
10. Morale for new programs by staff, extra duties may seem like just another thing I've got to do. Bandwidth of team. Being asked to take on a wide variety of safety issues. Morale - employee engagement - ability of employees to feel heard and valued. (15)
11. Response times. Ability to respond in a timely manner, especially to outlying areas. Covering too much geography with increasing response times. (15)
12. Effective communication within and outside of department. Communication with area communities. Communication and collaboration are essential to any organizational success today, ensure the department is building these capabilities. Communicating with the community - I think this is lost since the general public gets theirs in different ways. (14)
13. Collaboration with other areas. Ability to continue shared services to area communities. Contracting with towns to the detriment of the city - resources spread too thin. (14)
14. Number of calls routed through 911 that human services, social workers could manage. Repeat calls for service that may take away from real emergencies. (13)
15. Always having to be reactive instead of proactive due to job constraints. Over committed. Sidetracked - calls that are not necessary. (12)
16. Diversity of staff. Diversity in personnel. Too male-centered. Organizations are strongest when they reflect the communities they serve. (12)
17. Equity in services. DEI, staff trained and cognizant of various cultural and diverse beliefs/needs of the community. (12)
18. COVID-19. Operating during Covid/other health problems. Covid impacts. Covid has reduced community education and outreach initiatives. (11)
19. Employee culture - are they there to serve? Buy-in to changes by front-line staff. Buy-in from staff. (10)



# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

20. Understanding of businesses they respond to reducing the likelihood of conflict. Inspections of commercial space - education here is important. (10)
21. Technology use or failure to use as designed. That the department is not fully utilizing the technology they have available. (10)
22. Impact of surrounding areas growth on our ability to serve. The city is growing - is the department growing enough to keep up? (10)
23. As climate changes occur, Wisconsin will face new challenges to the environment in which the department operates. Climate crisis preparedness. (8)
24. In the event of a catastrophic situation, are they prepared? Preparedness. (8)
25. Ensure that they have the tools to do their jobs. (7)
26. Lack of public education. Ability to engage people in prevention practices. (6)
27. Adequate emergency medical services. Make sure paramedics have updated equipment. (5)
28. Increasing age of people being served by our EMS and our ability to address corresponding increase in calls. (5)
29. Building structures. (4)
30. Facilities are aging (like most of city facilities) and do not provide or meet needs. (4)
31. With the railroad tracks splitting the city in two, I am concerned about the department's ability to get patients to the hospital. (4)
32. Not having enough community support for the work they do. Fire department emergency responders do not get enough credit for their contributions to our community. (4)
33. That the fire department does not have an engaged online presence. (4)
34. PFAS and handling /storage /discharge of AFFF impact on drinking water. (4)
35. Constant need to fundraise for equipment as a community on water with an airport. (4)
36. Fire station locations. (3)
37. Dated website content. (3)
38. Promote personnel based on qualifications, not length of service. (3)
39. Change in leadership negatively impacting direction of the department. (3)
40. Is treatment of equipment and staff appropriate for the service area. (2)
41. Lack of regional approach to fire/EMS. (2)
42. Apparatus replacement cycle. (2)
43. Traffic problems. (1)

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

44. How does the shift in homeownership in our city affect fire prevention efforts? Do we need policies that protect, given the high volume of rental housing to ensure renters are safe? (1)
45. 24/48-hour shifts, is that outdated? 12-hour shifts more efficient? (1)
46. Knapp Street infrastructure. (1)

## Positive Community Feedback

The CPSE promotes the belief that the community's view on the organization's strengths must be established for a strategic plan to be valid. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some identified weaknesses (verbatim, in no particular order).

- Professionalism.
- Well-trained.
- Positive image with the public.
- Well-respected department around the state.
- Strong and visionary leadership.
- Well-staffed and good response times.
- Good relationships with residents and neighboring departments.
- Investment in training and equipment.
- Willing to work towards solutions, i.e., perhaps creating a "Oshkosh Area Fire Department or District."
- Leadership is strong.
- Seem to do plenty of training.
- Willing to look for improvements even when things seem to be going well.
- They seem to be out in the community promoting public awareness.
- They have partnered with other non-profits, i.e., American Red Cross, to promote public awareness.
- Enjoy the working relationship that we have formed over the past years!
- Chief Stanley has definitely moved this department in the right direction; great leadership.
- OFD has formed many partnerships in the Oshkosh community over the last few years. These partnerships continue to help improve OFD, i.e., United Way.
- Chief Stanley has been a breath of fresh air to the fire department.
- Our fire department does an amazing job with community service and outreach.
- They provide fast, reliable service with compassionate employees.

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

- They help solve problems in crisis situations.
- They respond to community needs in a timely manner.
- Do a good job connecting to the community and citizens through outreach events.
- From what I have witnessed – training for emergencies is very available and our fire department is above average, keeping our staffing ahead of the curve.
- Courteous and kind responders – well admired by public – especially elders and youth.
- Multi-cross training skill level – firefighting and EMS.
- Response time.
- Great leaders.
- Haven't heard of any major issues – great responses.
- Great services
- Friendly staff.
- Great culture.
- Visible – community events – farmer's market.
- This meeting – open and receptive to community input.
- Range of services.
- Friendliness.
- Transparency – dialoguing with the community.
- Easy to work with.
- Willingness to engage and collaborate.
- Actively involved in the community.
- Professional with a commonsense approach.
- Cross-trained in EMS. Not all communities do that. Provides a higher level of service to Oshkosh.
- Well-managed and a younger middle management team preparing to lead.
- OFD does so much for our community outside of “work” – very supportive.
- Collaboration with OPD, Winnebago County, and other fire departments around us.
- I'm proud the chief was honored by his peers in Wisconsin for his leadership abilities. Too bad there wasn't more publicity of this issue. We were wise to hire him.
- I think the department has a good image in the community.

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

- I have the impression that there is a strong feeling of membership support for each other and for the chief. Morale seems to be quite high.
- A good drive to improve the service they provide.
- A professional attitude in all interactions.
- Response times better than national standards.
- Response time to emergency calls.
- Community involvement – toy drive is awesome!
- Professionalism exhibited by emergency responders.
- Inviting community members to this event – community input is key.
- Strong EMS coverage.
- Department does well in reaching out for education and prevention activities.
- Works well with other city departments to serve the community.
- Well-respected department within the region.
- High level of community support.
- High level of competency.
- Well-integrated into the community.
- I feel our department has very good equipment.
- Top quality firefighters/first responders.
- Great public education officer.
- Well-organized.
- It is like one big family.
- Partnership with community organizations.
- Respect for people service – very compassionate care!
- Interest in engaging with the community.
- Interest in improvement.
- Good leadership.
- Strong community ties.
- Many interested partners.
- Quality of fire department leadership – including our fire chief.
- Responsiveness to emergency medical services.

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

- Responsiveness to fire prevention.
- Education component through John Holland.
- Believe and commitment to continuous quality improvement.
- Progressive leadership from chief and management staff to change processes that are not working.
- Willingness of chief and upper management to partner with other community agencies on planning and solutions.
- Ability to recognize and change as a department on the fly to adapt.
- Chief has brought new and fresh ideas and possibilities.
- Has a good reputation in the city with a proven track record of management and response.
- Continues to strive for accreditation to show commitment to excellence.
- Has good relationships with citizens and businesses in the city.
- Historically has been managed well.
- Leadership and staff are outstanding.
- Appreciate that they take time to acknowledge they can do things differently.
- Take time to research new ideas.
- Great community relations.
- Image – well-liked, helpful, serve, etc.
- Efficiency – pulled in a lot of directions.
- Collaboration in our community to make change.
- Visibility is our community.
- Change – looking to make change and be a part of it to have a better community.
- High level of expertise.
- Quick response time.
- Staff that works well with other departments/trains.
- Stations strategically placed to enhance response times.
- Department works hard to provide excellent service despite declining revenues.
- Staff work with organizations versus being only way is the department's way, e.g., inspections.
- Very good at responding to questions.
- Work done to improve communication with the community is ongoing.
- Well regarded in the community.

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

- Rapid response to no-fire emergencies.
- I would like to be able to provide responses here – I do not have sufficient experience with the department and am not aware of all that they do. So – based on very little....
- Generally viewed as a top-notch provider.
- Commander staff have always been good to work with.
- Recent ISO upgrade demonstrates quality department and support of entire organization.
- Effective communication with other departments.
- Very good community image.
- Community-focused, out in the community.
- They bought a bike for a kid who had his stolen. They care, and they take action.
- Dedicated to role of public servants.
- Good community partner.
- Responsiveness has been great! Thank you.
- Supportive when/as needed with questions or any education (for businesses).
- Involved and visible in the community – United Way involvement, etc.
- You are engaging the community in strategic planning...kudos for that.
- The OFD has been involved (under Chief Stanley's leadership) in community partnerships on key issues, such as the opioid epidemic.
- I believe the department's response times is pretty good.
- I like the department seeking input from community leaders, as it is today.
- The department seems to be community-focused, such as doing child car seat checks, etc., and collecting things for those in need during the holidays.
- Well-trained personnel.
- Good customer services – dedicated staff with public service orientation.
- Prompt and responsive.
- Well-equipped.
- Ability/willingness to provide EMS to surrounding municipalities.
- Enjoys a good community perception.
- Leadership's interest in working on/addressing community needs.
- Leadership is engaged in city management.



# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

- Reduction of the ISO rate. This affects or benefits the community with positive impact with reduced insurance rates.
- I like seeing the upgrade of equipment and the donation made with the ambulance.
- Recognizing the efforts of the department on an individual basis. I understand this want done prior.
- Kindness – anywhere, anytime encountered in community, staff are friendly and engaged.
- PIO – Firefighter John’s education in the community and schools eliminates any apprehension from kids in encountering a firefighter.
- Training and community involvement/profile has increased (at least perceived) under new management.
- Forward-thinking – from HERO Program to Leaders are Readers – being proactive in engaging future generations.
- Social media – I always see things that the department is doing within the community.
- Education/prevention.
- Professionalism.
- My interaction with everyone at the department has been extremely positive.
- Today’s strategic planning – great idea!
- Planning/vision – welcome input and opportunities.
- Well-organized for large event responses.
- Data-driven reflection.
- Reputation – high quality, professional employees
- Location – fire stations located well across the community.
- Knowledge – employees trained as both firefighters and EMTs.
- Approachable – seen in the community – involved in community.
- Solid staff – retention seems to be strong area – or maybe I’m mistaken.
- Promotion from within.
- Modern equipment.
- High-level training – overall philosophy of agency.
- Quality of fire personnel.
- Ability to purchase needed equipment.
- Ability to respond in a timely manner.
- Strong member of the community and an active participant.

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

- Building community partnerships.
- Being progressive and forward-thinking.
- Good response time/service.
- Positive image in the community.
- Good city and community coverage.
- Good working relationship with nearby fire departments.

## Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received (verbatim, in no particular order):

- Very much appreciate the quality of services at an affordable rate for our residents.
- I think the story of how the department is rated and accredited and how that affects the community in a positive financial way needs to be told more often
- I have never had to call on the OFD for service. Comments that I have heard about the department have always been favorable.
- Please continue to look for ways to work with neighboring fire departments and being able to share with them in the future.
- Share = equipment, training, purchasing, staffing, etc.
- I feel it is important in emergencies (fire at home) to call an appropriate business in the community to connect homeowners to reliable companies. Often in times of crises people are vulnerable, and there are many organizations that prey on that (i.e., ambulance chasers) vulnerability.
- Does OFD need housing or building code support for responding to emergencies, i.e., universal design – wider hallways/doors to improve rescue and response access?
- If the fire department can come out sometimes and share to the community some of their duties on a daily basis.
- Thank you for always waving to me and my children when you're out in the fire trucks. 😊
- Overall good reputation in the Oshkosh community and willing to work through any issues and concerns.
- I wonder how broad a profile the department has in the community. Do we know much about what it does and how it does it?
- The fire department should continue to leverage the data they have into actionable items. Particularly in utilizing GIS to help with the visualization of that data.
- Thank you for the opportunity to provide input.

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

- I appreciate the quality of leadership provided by Chief Stanley and his well-deserved award for his leadership this year.
- I am hopeful for our community with the present leadership.
- Thank you for allowing me to provide this input!
- Doing a great job and would like to see them focus efforts outside fire since this is where most of their calls are. Focus on staff training to be prepared for opportunities to change the work they are doing and changing of systems to reflect change of work.
- The fire department is very outward-facing, making sure they are one within the community they serve. They care about their community.
- Thank you for including the community in this event and for all that you do for all of us!
- It is interesting to do this exercise as it makes me realize how little I interact with OFD. Maybe a question to consider is how often OFD wants to interact with a community member over a five-year period. Is zero interactions good? Or would you like to ensure there are some interactions?
- Lots of organizations are going through digital transformation. Where is OFD on that continuum? Is OFD equipped to use data for its efforts? Artificial intelligence? Other digital tools?
- Workforce issues – does Oshkosh need to change/restructure requirements to recruit more firefighters/EMTs and do more on-the-job training to maintain enough staff to avoid burnout?
- Four-six weeks ago, I had to call 911 for a medical emergency at our business. Everyone who came to the aid of the elderly person was outstanding. Very impressed! Thank you!
- Opportunity to raise provide donations for special programs and services.
- I hope employee input will be an important part of this process – buy-in from the front-line employees is important to success.
- This meeting was great in inciting feedback. I wish I saw some youth participate today!

## Appendix 2 - SWOT

### Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community and that strengths are consistent with the issues facing the organization. Often, identifying organizational strengths leads to channeling efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the organization's primary function, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the agency stakeholders identified the department's strengths as follows:

Service-oriented people – above and beyond	Medical director – approachable, knowledgeable
Up-to-date apparatus	Competitive pay and benefits
Updated software	Improved personal protective equipment
Safety/health initiatives – mental health, too	Training – facility, software
Progressive EMS	Teamwork on calls
Emergency scene communication – blue card	Improved employee recognition – improves morale
Improved quality assurance/quality improvement with the addition of EMS shift coordinators	Four-wheel drive ambulance – safety, response to the waterfront
Air-conditioned trucks – firefighter safety	Power cots/loader – less injury
Lucas device – better CPR results	ISO rating
Enhanced budget	Adding third firefighter to Ladder 15
Improved relationship with community stakeholders	Gear wash program
Retain tradition and fire service culture – camaraderie, teamwork	Loss of non-emergency/interfacility transports – improved 911 coverage
Streamlining administrative responsibilities/processes	John Holland – fire prevention and community outreach
Public image	High retention rate for employees
Community support	Internal EMS training
Fire-based EMS	Working with other city departments
Working with neighboring departments	Solve problems at lower levels
Firefighters' interpersonal relations	Integrity – we do the right thing
Have HazMat team	Have dive/water capabilities
Peer support team	Data drives decision making
Cancer prevention study and upgrades	Tuition reimbursement
EOC upgrades	Fire inspections – successes for the community
Internal fire investigations ability and success	Engaged employees – care about the department
Accurate data collection	Standards-based training
Partnership with Local 316	Management analysis – data
Knowledge and skill base – experience	Smoke alarm installation program
Staffing study	Facilities study in progress
This – strategic planning	Pension - retirement
CARES – cardiac arrest survival numbers	What the name Oshkosh brings to the organization
Learning from history – established 1856 – name recognition, experience	Fitness equipment has improved – city has helped fund
	Falls Program – partnership with ADRC, call reduction

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

Community involvement – Oshkosh Firefighters Charitable Trust, food and toy drive, Guns & Hoses charitable hockey game, MDA Fill the Boot	Us – our people
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## Weaknesses

For any organization to either begin or continue to move progressively forward, it must identify its strengths and those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the agency stakeholders as weaknesses:

Lack of staffing	Burnout
Facilities – aging and addition utilization – storage	Labor/management relationship
Culture – toxic, negative, contagious, historical events, attitude towards ambulance and continuing education – exposed to interns and students also	Policy, procedures, serial memos – out of date, difficult to reference, contradictions of practice – policy – EMS reports have a lot of importance placed upon them, but time is not given to complete before the next call.
Properly equipped reserve apparatus	Forced overtime
Lack of preventative health and safety	Confines of the duty day schedule that causes missed community engagement opportunities
Promotional process – incentive, education, seniority versus performance	Lack of emphasis on fitness while on duty
Training – quantity versus quality – training hours	Capacity – staff does not have enough time for assigned tasks – not enough money to fix any issue
Unreliable reserve apparatus and impact on the continuity of service	Comparable time off/benefits/pay package – with other departments
Recruitment/retention – employees and interns	Evaluations – not consistent – formality
Lack of succession planning	Discipline – long process
Lack of closed-loop communication	Officers don't want to train – loss of knowledge
Lack of communication of expectations, etc.	Lack of a clear career ladder – everchanging process
Lack of communication in leadership/shifts, etc.	No compensation/value for external training
Separate specialized operations – dive, boat operator	Personnel living outside city
Workload – administrative staff	C15 staffing process in absence of regular shift battalion chief
Primary medics loss of training due to being on runs	56-hour workweek – 24-hour shifts
Lack of involvement across the total organization – basic core group	56/40-hour BC – needs to be defined - fractured command staff
Battalion chief staffing coefficient – poor/low	Staff vehicle inventory – usability – assignment
Primary HazMat apparatus has no generator and has limitations to meet its mission as a command post	Sick leave use/abuse
Not utilizing technology to full extent	Seniority weighting in the promotional process
Consistency of training across shifts/stations	Accountability – personal
Diversity of workforce	Stress placed on new employees
Training facility being used to full capabilities	Negative perception of EMS – ambulance
Ambulance staff rotation	Firefighters not being assigned to a station
Lack of mentorship	Lack of ownership
Pride in station, apparatus, equipment	
Daily priorities – cleaning versus equipment check	

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

Not utilizing all paramedic certified staff in forced overtime	Health and wellness program does not include annual physicals
Too much skill diversity for training- mission creep – fire, EMS, ARFF, technical rescue HazMat, water/dive, administrative training	Incomplete and slow medication tracking system
	Overtime rotation – only bottom five firefighters
	Resistance to change – technology
Incomplete community engagement and education program around EMS delivery	Not enough organizational structure – span of control with EMS program
Not enough first-due ambulances in the city	Underutilization of Ladder 15

## Opportunities

The opportunities for an organization depend on identifying strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service but on expanding and developing new possibilities inside and beyond the traditional service area. The agency stakeholders identified the following potential opportunities:

<p>Legislative –</p> <ul style="list-style-type: none"> <li>• Update of Fair Labor Standards Act to reflect increased call volume and duties – forced overtime</li> <li>• Shared revenue</li> <li>• Expenditure restraint</li> <li>• Medicare age – public safety</li> </ul>	Partnerships with other community organizations –
PSAP/911 – quality assurance call taking, dispatch times – renew 911 EMD quality assurance of calls/messages, monitor tac channels	<ul style="list-style-type: none"> <li>• Grants, fundraisers</li> <li>• Technical college system – recruitment</li> <li>• High schools – careers in EMS and firefighting</li> <li>• Educational advancement for current employees</li> <li>• Vendors – Pierce</li> </ul>
Facilities – assistance from other city departments, i.e., snow removal, grass cutting, preventative maintenance of garage doors, HVAC, generators, capital improvements	<ul style="list-style-type: none"> <li>• Networking with other departments – training/instructor swaps, shared services</li> <li>• Non-profits – Red Cross, ADRC</li> <li>• Hospitals</li> <li>• Transportation services – Running, Inc, Cabulance, etc.; wheelchair transports</li> <li>• VNA – “community EMS”</li> </ul>
Technology – integration with external providers – ImageTrend, Pulsara, Aladtec, etc.	Accounts payable – invoice support/process to increase efficiency and communication
City garage – increased ability to quickly service emergency vehicles	Budget – grant opportunities, community development block grants
FVTC exists as a training resource	Implementation of a CERT team
Equipment – service, maintenance, and testing ladders and hose, funding for replacement/updating	Incorporating external opportunities like ThedaCare in the continuing education process
Work with lobbyists to increase Medicare payout to EMS	Integrate with neighborhood associations
Building on joint recruit class for other training	Growth and redevelopment of the city
Clarifying/producing community paramedic care – state-funded monies with lobbyists	Executive education with local colleges and universities
Shared services – regional technical rescue	Utilize more internal staff to conduct training – SME
Shared administrative functions	Training with police departments
Simulation lab partnership with UWO	Mergers, consolidations, districts
Increase Medicare reimbursement	Develop CPR, AED, injury prevention, PulsePoint
	Joint purchasing with city and other departments



# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

Training with responding departments – MABAS before incidents	Purchasing – work with city hall to improve/streamline purchasing process
Training – with other departments, outside speakers	Recruiting to help diversify the department
Educate aging community and staff at facilities	Expand EMS service area
Agreements in place for grants/studies done jointly	Health and wellness programs for employees
Develop incentives for residency	Revenue generated from a city sales tax
Increase interns, ride alongs, cadets	Improve FVTC EMT-P program
Lateral entry recruitment	Improve cardiac arrest survival rates
Shared fleet maintenance and reserve apparatus	

## Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not entirely and/or directly controlled by the organization. Some of the current and potential threats identified by the agency stakeholders were as follows:

Labor shortage	Lack of adaptability of dispatch
Decreasing tax base/economy	Geographical growth of the city
Mental health/overdose/substance abuse increasing	Increasing call volume
Socioeconomics – homelessness, poverty, hunger, availability, and access to healthcare	Lack of city resources to meet needs – fleet, information technology, facilities
Inflation causing wage and budget gaps	Civil unrest – disturbances
Unfunded mandates	Levy limits/expenditure restraint
Change of public opinion	Cybersecurity
Changing needs of the community – service expectations	Pandemics
Decline of volunteer firefighters in surrounding areas	Aging community and workforce
Privatization of services	Planned and unplanned events
Evolving building construction, codes, materials	Toxins – carcinogens, PFAS
Supply chain issues	Training requirements increasing
Aging infrastructure – facilities, streets, utilities	Decreasing federal and state funding
Fire service culture	NFPA/OSHA/NIOSH requirements
Social media/mainstream media	Increasing cost of benefits
SPS330 requirements	State EMS versus National Registry requirements
More prevalent natural disasters	Other fire departments hiring qualified personnel
Generational differences – work versus family priorities, time off	Special events – stress on workforce/personnel, increased stress on everyday services
Inability to communicate directly with the police department via radio	Lack of DNR order management at state EMS office - confusing
Other fire departments with different hiring requirements	Rapid increase of medical costs/medical supplies
Superior EMS encroaching on 911 service in outlying areas	Response to current trends in the job market
Anti-labor legislation – anti-public employee/public safety	Public perception for not having a community risk assessment – community risk reduction plan
Labor contract – comparables are no longer comparable	

## Appendix 3 – Critical and Service Gap Issues

The following information is the raw data comprised from the deliberation of the two workgroups of department stakeholders. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the department should pursue for change and continuous improvement.

Initiative Link	Group 1	Group 2
Staffing	<b>Workload</b> <ul style="list-style-type: none"> <li>○ Unfilled positions – long term vacancies</li> <li>○ Excessive specialties</li> <li>○ Increased call volume</li> <li>○ Mission creep</li> <li>○ Too much time to top pay</li> <li>○ Site time use</li> <li>○ No paid time off options</li> <li>○ Unbalanced workloads <ul style="list-style-type: none"> <li>- 40-hour versus 56-hour chiefs</li> <li>- Fire stations/units</li> </ul> </li> <li>○ Inadequate staffing/positions</li> <li>○ Burnout</li> </ul>	<b>Staffing</b> <ul style="list-style-type: none"> <li>○ Lack of qualified applicants</li> <li>○ Minimum qualifications</li> <li>○ Pandemic</li> <li>○ Generational</li> <li>○ Act 10</li> <li>○ Poor education nearby</li> <li>○ Lack of desire and ability to promote</li> <li>○ Local recruitment</li> <li>○ Internship program</li> <li>○ Alternative career option</li> <li>○ Diversity</li> <li>○ Negative culture</li> <li>○ Collective bargaining agreement</li> <li>○ Scholarship/tuition assistance</li> <li>○ Work schedule</li> <li>○ Onboarding</li> <li>○ Special events</li> <li>○ Leave usage</li> <li>○ Stations</li> <li>○ Lack of inspectors/investigators</li> <li>○ Cross staffing</li> </ul>

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

Initiative Link	Group 1	Group 2
<b>Recruitment and Retention</b>	<b>Recruitment</b> <ul style="list-style-type: none"> <li>○ Lack of opportunity – not invited</li> <li>○ Lack of training about recruitment</li> <li>○ Lack of different entry paths</li> <li>○ Technical College pathways limit other options</li> <li>○ Too much time to top pay</li> <li>○ Lateral moves difficult</li> <li>○ Paramedic requirement</li> <li>○ Culture – OFD or fire service</li> <li>○ Forced overtime</li> <li>○ Faculties outdated</li> <li>○ Entry-level – tech, high schools, middle schools, explorer program</li> <li>○ Lateral transfer</li> <li>○ Pay and benefits – time off</li> <li>○ Qualified candidates – job requirements</li> <li>○ Interest in field</li> <li>○ Second career</li> </ul>	<b>Employee Engagement</b> <ul style="list-style-type: none"> <li>○ Ability of member to determine career path</li> <li>○ Evolving nature of team building</li> <li>○ Culture – vocal minority, retiree influence</li> <li>○ Burnout</li> <li>○ All employees feeling valued/contribute</li> <li>○ Shift schedule</li> <li>○ Residency</li> <li>○ Med rotation</li> <li>○ Lack of administrative process understanding</li> <li>○ Visible committee/internal commitment</li> <li>○ Too many missions?</li> <li>○ Family commitments – OFD member not primary earner</li> <li>○ Generation differences</li> <li>○ Evaluations system</li> <li>○ History of promotion process</li> </ul>
		N/A

Initiative Link	Group 1	Group 2
<b>Succession Planning</b>	<b>Succession Planning</b> <ul style="list-style-type: none"> <li>○ Wage compression</li> <li>○ Lack of pathway to leadership roles</li> <li>○ Promotional process</li> <li>○ Organizational structure</li> <li>○ Positions desirable</li> <li>○ Opportunities for advancement</li> <li>○ Value/compensation external training</li> <li>○ Leadership training</li> </ul>	<b>Promotional Process</b> <ul style="list-style-type: none"> <li>○ Monetary incentive</li> <li>○ Inconsistency with testing</li> <li>○ Staffing/forced overtime</li> <li>○ Desire</li> <li>○ Uncertainty of job position</li> <li>○ Less trading opportunities</li> <li>○ Lack of a merit-based process</li> <li>○ Lack of efficient evaluations</li> <li>○ Qualifications – years of service</li> <li>○ Lack of succession plan</li> <li>○ Budget/finance</li> </ul>

# OSHKOSH FIRE DEPARTMENT 2022-2027 STRATEGIC PLAN

Initiative Link	Group 1	Group 2
Technology	N/A	Technology <ul style="list-style-type: none"> <li>○ Hardware not meeting needs</li> <li>○ Using software to its fullest extent</li> <li>○ Implementation of software with SMEs</li> <li>○ Station alerting</li> <li>○ Improve processes – paperless</li> <li>○ LTE connectivity to tablets</li> <li>○ Information technology/OFD disconnect</li> <li>○ Cloud-based file management</li> </ul>

Initiative Link	Group 1	Group 2	
Physical Resources	Equipment <ul style="list-style-type: none"><li>○ Funding for repairs</li><li>○ Time to prioritize and administer work orders</li><li>○ Equipment replace/life cycle – fire tools, personal protective equipment, apparatus</li><li>○ Supply chain</li><li>○ Limitations of shared services at central garage</li><li>○ Reserve equipment – fire trucks without equipment</li><li>○ Excess property at stations</li></ul>	Facilities <ul style="list-style-type: none"><li>○ Study – current</li><li>○ Additional support from the city</li><li>○ Updating</li><li>○ Living quarters promote diversity</li><li>○ Work with the county for 14s</li><li>○ Cancer prevention</li><li>○ Space for growth – drive-through</li><li>○ Security</li><li>○ Preventative maintenance plan</li><li>○ Equipment</li></ul>	Fleet <ul style="list-style-type: none"><li>○ Number and quality of reserves</li><li>○ Change over</li><li>○ Preventative maintenance</li><li>○ Reliability</li><li>○ Work order flow</li><li>○ Staff vehicle</li><li>○ Check sheets – updates to make relevant</li><li>○ Define in-house maintenance</li><li>○ Replacement plan for miscellaneous equipment</li><li>○ Budget</li></ul>

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Initiative Link	Group 1		Group 2
Communications	<b>Communication</b> <ul style="list-style-type: none"> <li>○ Lack of closed-loop – confirm messages received</li> <li>○ Cognitive confinement</li> <li>○ Labor/management</li> <li>○ Expectation of career ladder</li> <li>○ Outdated SOGs and policies</li> <li>○ Information overload – multiple sources</li> <li>○ Need to know basis</li> </ul>	<b>Information Overload</b> <ul style="list-style-type: none"> <li>○ Prioritizing</li> <li>○ Serial memos – ability to search by topic, update to SOGs/policies</li> <li>○ Multiple platforms</li> <li>○ Using all capabilities of systems</li> <li>○ Rotating schedule – continuity of message</li> <li>○ Pace of change</li> <li>○ Multiple disciplines/roles</li> <li>○ Tasking via the chain of command</li> </ul>	<b>Communications</b> <ul style="list-style-type: none"> <li>○ Messaging to candidates</li> <li>○ Improving labor management relations</li> <li>○ Social media/website management</li> <li>○ Hospital patient outcome data</li> <li>○ Evaluations/feedback</li> <li>○ Streamline internal messaging – archiving, ability to reference</li> <li>○ Rumor control</li> <li>○ Meeting requirements – hours</li> <li>○ Mentor – formal</li> <li>○ Practice what we preach</li> </ul>

Initiative Link	Group 1	Group 2
Health and Wellness	N/A	<b>Health and Wellness</b> <ul style="list-style-type: none"> <li>○ Lack of annual physicals</li> <li>○ Lack of prioritization of exercise</li> <li>○ Lack of technology – station alerting</li> <li>○ Sleep/fatigue management</li> <li>○ Stigma</li> <li>○ Fear of repercussion/outcome</li> <li>○ Lack of data</li> <li>○ Single set of gear</li> <li>○ Burnout</li> <li>○ Mandatory incident stress debriefing</li> <li>○ Personal accountability</li> <li>○ Promote available resources</li> <li>○ Staffing structure – E/O → off</li> <li>○ Fitness facilities/equipment</li> <li>○ Access to/promotion of fitness programs</li> <li>○ Sick leave</li> <li>○ Health safety officer</li> <li>○ Facilities</li> </ul>

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Initiative Link	Group 1	Group 2
<b>Training</b>	<b>Training</b> <ul style="list-style-type: none"> <li>Employee attitude/value training</li> <li>Multiple disciplines</li> <li>Time constraints</li> <li>Funding</li> <li>Proper equipment</li> <li>Med crew availability</li> <li>Electronic versus hands-on</li> <li>Facility – in progress</li> <li>Quantity versus quality</li> <li>Optimization of learning</li> <li>Non-utilization of training resources</li> <li>Cost of local training options</li> <li>Monitoring training completion</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>Quantity versus quality</li> <li>Amount of subjects per year</li> <li>Budget</li> <li>Continuity/consistent use of SOGs put into practice</li> <li>Utilization of inter/external SMEs</li> <li>Logistics to make company training easier</li> <li>Training facility</li> <li>Training with other departments</li> <li>Rotation makes training difficult</li> <li>Officers don't want to train</li> <li>Mass casualty/disaster planning</li> <li>Balance between training and everything else</li> <li>Truck operations</li> <li>REO training</li> <li>Keeping proficiency with special operations</li> <li>Driver/driving training</li> <li>More funding for ARFF training</li> <li>Training with PPE and SCBA</li> </ul>

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table does not rise to that of a strategic initiative but does, in most cases, link directly or indirectly to a strategic initiative, and it is important to ensure this data exists in this strategic plan. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Topic	Group 1	Group 2
<b>Risk Reduction</b>	N/A	<b>Risk Reduction</b> <ul style="list-style-type: none"> <li>Community assessment</li> <li>Agency assessment</li> <li>Methodologies</li> <li>Benchmark establishment</li> <li>Performance monitoring</li> <li>Maintenance and improvement - performance</li> </ul>
<b>Administration</b>	N/A	<b>Administration</b> <ul style="list-style-type: none"> <li>SOGs/SOPs</li> <li>Lack of easy reference for SOG/SOP</li> <li>Inadequate administrative staffing</li> <li>Technological support</li> <li>Succession planning</li> <li>Prioritize/delegate duties</li> <li>Executive development</li> <li>Visibility of data</li> <li>Streamlining of processes</li> <li>Inventory control</li> </ul>





## **2022-2027 STRATEGIC PLAN**