

Strategic Plan Updates: March 2016

Goal: Engage All Members

I. Employee Engagement – Assistant Chief Popovich

We continue to develop the Human Relations Committee and have added a racial equity and social justice initiative.



Our priority to connect all members to the goals and vision of the organization continues.

We are utilizing Polycom™ briefings to increase Department awareness. In addition, the ongoing “Chat with the Chief” program offers each station the opportunity to have engaging conversations directly with the Fire Chief.

II. Leadership – Assistant Chief Langer

The Department continues to incorporate leadership training throughout the organization. We began a program which offers off-duty training opportunities.

We have enhanced leadership resources available for personnel by including more simulation-based scenarios to the Lieutenant promotional process. We are also in the process of developing several leadership workshops.

III. Career Path Development – Assistant Chief Popovich

The Department has utilized the Racial Equity and Social Justice Initiative (RESJI) to create a promotional career path that is both transparent and equitable. Using the RESJI, the 2016 Apparatus Engineer Promotional Committee recommended utilizing an “over the road” concept in addition to the driving portion of the examination. The 2016 Apparatus Engineer process will also feature coaching, mentoring, and formalized training opportunities.

The Office of the Personnel Chief is developing a career development program for MFD members. Employees who are interested in future career planning or candidates who are unsuccessful in any promotional process will have the opportunity to obtain career counseling. The goal is to provide the employee with career guidance by providing direction and advice including, but not limited to, test-taking skills and strategies, leadership courses, mentoring, job shadowing opportunities, interviewing skills, etc.

The Department is working with the Organizational and Development Division to provide additional trainings and career development programs that focus on leadership development for future Lieutenants. We have also asked Ergometrics to develop a job task analysis for the Lieutenant’s position which will aid in the career development programs.

IV. Communications Plan – Assistant Chief Langer

The Department has started prioritizing information that is communicated to field personnel and we are developing ways to best deliver such information to ensure it reaches all employees.

Strategic Plan Updates: March 2016

Goal: Community Service and Involvement

I. Hiring Process – Assistant Chief Popovich

The Department has made some significant equity adjustments to the hiring process. In 2016 applicants will be interviewed prior to taking the Physical Ability Test (PAT). The candidates who take the PAT will be identified on the eligibility list approved by the Police and Fire Commission.

II. Emergency Medical Services – Assistant Chief Laurenzi

The Department has integrated home health services as a prevention measure. We began a Mobile Integrated Health pilot program which identified members of the community who have conditions which often result in calls for EMS, and to proactively care for these individuals so as to reduce the number of emergent 9-1-1 calls.

The Department developed educational programs, resources, and alternatives to calling for EMS on an emergent basis. We have formulated positive therapeutic alliances with at-risk individuals and have begun the process of improving their overall healthcare experience. The goal is to improve the City of Madison Fire Department's ability to respond to calls through reduction of preventable EMS calls.

We have established a relationship with the Madison Police Department's Mental Health Officers to coordinate case management services and referrals for individuals who are seen by both departments, as well as actively work with Meriter Hospital to track and case-manage frequent 9-1-1 patients.

The Department has created the CARE Program (Community Action Resource and Education) to provide community outreach to residents in specific neighborhoods.



We continue to explore alternative funding partners. In cooperation with the UW Hospital, we have secured an NIH grant to fund a Community Paramedic Program designed to reduce re-admissions of recently discharged geriatric patients. The grant will allow us to visit 620 patients, providing education and coaching to help keep them healthy in their own homes. The grant also allowed us to hire a new Community Paramedic position within the Department.

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III. Community Risk Reduction – Fire Marshal Ruckriegel

In January 2016, Fire Prevention Division staff will be using a revised workflow in Accela to improve productivity and efficiency. The new process will make it easier and less time-consuming to enter daily tasks.

FPD staff continues to diversify their roles and skills across functions within the Division. Cross-training allows personnel to use less travel time and perform multiple functions more efficiently. To enhance customer service, Inspectors are now managing new construction inspections within their assigned territories. To expand the knowledge base of Inspectors, they are working in rotation as a Public Information Officer. Area Inspectors are assisting with fire extinguisher training sessions.

The Department continues to work toward the enactment of a retro-fit sprinkler ordinance. The Department is working with the Engineering and Water Departments to find ways to decrease the costs to property owners (for example, by coordinating installation of the underground water supply with a capital project). One initiative is to set a positive example by ensuring all new projects funded by the City include fire sprinkler protection in the design.

IV. Community Outreach and Partnerships – Asst. Chief Popovich

The Department has increased our participation at neighborhood events throughout the City. These events include neighborhood block parties, association events, picnics, parades, and



cultural events. These activities allow the community an opportunity to learn more about the Fire Department as well as receive fire prevention materials.

Department personnel have created station outreach activities such as Firefighter Fun Day, Safety Picnic, and other interactive neighborhood events.

The Department has cultivated partnerships with Meridian Management, Public Health—Madison and Dane County, Northeast Clinic, and the Aging and Disabilities Resource Center of Dane County (ADRC) in order to successfully promote and deliver the CARE pilot program. The primary purpose of our program is to understand what services the Fire Department and other agencies within the City can provide to members of our community. We will accomplish this by visiting different neighborhoods to get to know the residents better. This program is voluntary for any resident who would like to participate.

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Goal: Healthy and Safe Environment

I. Resource Management – Assistant Chief Christenson

The Department continues to research a comprehensive inventory system for equipment. We are working with our IT specialist to continue development of an easily maintainable system.

We plan to continue with the comprehensive life cycle replacement schedule for PPE and other gear as well as continue to assess and review apparatus replacement schedules.

The Department will follow the 2010 facility long range plan for maintenance and asset management. We will also have another analysis on all MFD facilities to determine inefficiency and the need for upgrades.

II. Operations – Assistant Chief Langer

In 2015, the Department's Standard Operating Guidelines (SOGs) were reviewed and revised to meet national standards and benchmarks.

The Operations Division is currently developing the Officer Tactical Training in order to create sustainable operations models for delivery of service. Focusing on de-centralization of the Incident Management System to improve communication and allow for more on scene direct safety supervision.

III. Health and Safety – Assistant Chief Popovich

The Department continues to enhance the health and safety of all personnel and is in the process of restructuring the Peer Fitness Training (PFT) program. This improved structure will be more efficient and consist of coordinated assessments and improved fitness programs for all members. The goal is to have all personnel stay healthy throughout their firefighting career.

We have improved awareness to reduce injury in the workplace by collecting data from previous injuries to better develop recommendations to eliminate safety hazards and prevent on-duty injuries. The Department also continues to complete fit testing and offer flu shots in order to ensure the health of our employees.



In conjunction with the Employee Assistance Program (EAP), we have created a peer support team for the purpose of assisting with our employees' mental health. Team members have completed suicide prevention training. With the help of EAP, we will continue to develop this program.

Strategic Plan Updates: March 2016

IV. Employee Development Center – Assistant Chief Christenson

The Department has purchased land for our future Employee Development Center. Design and building development will begin in 2017. Construction is scheduled to start in 2017 with a completion date in 2018.