

# ***CITY OF WAUWATOSA FIRE DEPARTMENT***



***2016 STRATEGIC PLAN***  
***PUBLISHED APRIL 16, 2016***



WFD STRATEGIC PLAN



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## Message from the Fire Chief

As my fifth anniversary with the City approaches I am pleased to report that the Wauwatosa Fire Department (WFD) is now internationally accredited. This achievement, which is shared by only 218 fire departments worldwide, is the result of a four year labor intensive project. Becoming accredited required extensive analysis of response data over a three year period in addition to the completion of a community risk analysis and a self-assessment that was supported by over 600 exhibits. The project also involved a four day audit by a team of peer assessors that was followed by a trip to Atlanta to appear before the Commission on Fire Service Accreditation. The end result was a unanimous vote to award our organization with accredited status.

While this is a tremendous accomplishment it's also a reflection of a committed staff and a supportive City. Accreditation is in reality a report card that grades the level of service our Fire Department provides while also making recommendations for improvement. These recommendations will drive both our budget and our action plans for this coming year as we strive to address these areas of weakness. In addition, our focus will change to that of maintaining accredited status through the completion of annual compliance reports.

On another subject, WFD continues to facilitate the ongoing evolution of the Milwaukee County Shared Services Group. This collection of seven fire departments, including the Milwaukee Fire Department, initially agreed to share their resources at structure fires four years ago. This effort required extensive efforts by all of these agencies to standardize terminology, tactics, and when possible equipment. Today the partnership continues to evolve as the Group has developed a High Rise Firefighting policy that will be used by all Shared Services members. In addition, the Shared Services Group is now looking beyond structure fires to implementing a borderless response to all emergent fire related responses. Another partnership that continues to bear fruit involves the sharing of our hiring process and training academy with both the North Shore and West Allis Fire Departments.

The past five years has also seen a great deal of positive change within the WFD itself. What once was a very secretive organization has become transparent in all areas, a fleet that was long overdue for replacement has been significantly upgraded, apparatus colors have returned to the traditional black over red scheme and employee uniforms that once were a variety of styles and shades have been changed to a consistent dark blue with nametags and badges. In addition, during this time frame we have replaced all airpicks, turnout gear and radios while computers were installed in all apparatus and the fire station alerting system was upgraded.

In closing, I want to thank the City's elected officials, its leaders, and its citizens for the ongoing support and encouragement you provide us on a regular basis! As always, we exist to serve and protect this great community.

Sincerely,

Chief Rob Ugaste



## **Mission Statement**

The Wauwatosa Fire Department is dedicated to providing the highest quality customer service. We will protect lives and property through fire protection, emergency medical services, rescue, education, and disaster management. We will treat our customers with compassion and respect and we will strive for excellence in everything we do.

## **Vision Statement**

The Wauwatosa Fire Department is an all hazards public safety organization that exists to keep the community of Wauwatosa safe. We will maintain a high level of preparedness through; intensive training, strong leadership, and proven strategies, applied by high quality personnel. We value a philosophy of lifelong learning and we will embrace best practices.

## **Core Values**

Integrity    Respect    Honor    Courage    Commitment



## The Past Year

The following is a brief recap of the past year's highlights:

### **Growing Partnerships**

The Wauwatosa, North Shore and West Allis Fire Departments now share both a hiring process and the Joint Fire Training Academy. In addition, the Wauwatosa and North Shore Fire Departments share a Fire Training Officer as well as an EMS Training Officer. The Shared Services Group with Wauwatosa, Milwaukee, North Shore, West Allis, Greenfield, Oak Creek and St. Francis Fire Departments continues to flourish and recently created a joint High Rise Firefighting Policy to insure that both the City and the Suburbs are working from the same game plan and using the same strategy, tactics and terminology. In 2016 the Policy will be exercised utilizing joint trainings in high rise buildings.

### **Communications Issues**

The Milwaukee County Radio System has been renamed OASIS and Chief Ugaste continues to serve on the OASIS Governance Board. The Fire Department has implemented the new Motorola radios (apparatus radios and portables) and is preparing for the OASIS switch over from analogue to digital later this year. Thanks to Christine Westrich and the Milwaukee County Office of Emergency Management (OEM) a study is now underway to evaluate the value and potential cost savings that a shared central dispatch center would provide. In addition, OEM is pursuing the possibility of that dispatch center along with Milwaukee County EMS, the Milwaukee County Coroner, and Milwaukee County Emergency Management sharing a new facility that would be built on the County Grounds in Wauwatosa.

### **Mobile Integrated Healthcare (MIH)**

The concept of MIH or Community Paramedics has gained traction and continues to evolve. Wauwatosa will send two paramedics to the next MIH training and will continue to work with the MIH steering committee to determine the value and potential cost of providing this service. MIH is aimed at providing proactive and preventative care to citizens who have recently been released from the hospital, are using EMS services excessively or are in hospice programs. This concept also embraces outreach such as Hands Only Sidewalk CPR training, AED training and availability, and a software called Pulse Point that will soon be available in Wauwatosa to notify subscribers of the need for CPR and the location of the nearest AED.

### **Citywide Emergency Operations**

In 2015 the City of Wauwatosa exercised the Emergency Operations Center once while the Fire Department worked with multiple agencies including Briggs and Stratton, the Regional Medical Center, and Milwaukee County Emergency Management on tabletop preparedness exercises. Chief Ugaste and three of the City's staff also attended a four day regional training on coordinated terrorist attacks. In addition, the Tosa Area Preparedness Partners (TAPP) entered its fourth year of providing public and private partners with education and networking opportunities.



## WFD STRATEGIC PLAN



### **Accreditation News**

On August 27<sup>th</sup>, 2015 the Wauwatosa Fire Department became the 8<sup>th</sup> fire department in Wisconsin to obtain international accredited status. This means that Wauwatosa is one of only 218 fire departments worldwide to be recognized as credible. The final report of the accreditation peer assessors contained 15 recommendations for improvement which are already being addressed. In addition, Accreditation Manager/Assistant Chief Erke will generate an annual compliance report each year to address the status of the recommendations and any significant changes. Chief Ugaste also continues to facilitate the Wisconsin Fire Accreditation Managers (WIFAM) User's Group which is in its fourth year.

### **Call Volume Increases 12%**

The 2015 call volume increased by 762 calls (12%) with a total of 7,005. Since 2012 the annual call volume has increased by 29%.

### **Fleet Upgrades Continue**

The Fire Department will replace a ladder truck in 2016 with a new 95' ladder tower. A new Horton Med Unit has also been ordered.

### **US Digital Computerized Dispatch Software Implemented**

One of the issues identified by the accreditation process is the extended call handling time that is almost double the national standard. Since we utilize a shared dispatch center with the police and since there are at times only two dispatchers on duty the decision was made to purchase this software which is hoped to cut the call handling time of our emergency response in half. The software takes the initial basic information of call type and location, assigns apparatus based on the computer aided dispatch system, and then announces this information to the firefighters using a computerized voice while the dispatcher is still on the phone getting additional information.

### **Retirements and New Employees**

During 2015 two firefighters and one deputy chief retired and three new employees were hired. Since January 2011, the Fire Department has seen a turnover of 33 employees.

### **City of Wauwatosa Strategic Plan**

The recent implementation of the City's first Strategic Plan identified five Vision Statements. This section explains the efforts of the Fire Department in each area.

#### **1. Wauwatosa – A City with Great Services**

The Wauwatosa Fire Department (WFD) is a full service fire department that strives to provide a high level of customer service. This is accomplished through a service model of cross training firefighters in firefighting, rescue and EMS. WFD also provides fire prevention and code enforcement services. The Public Education Coordinator oversees the Fire Safety House Program for grade schools, trips and falls prevention education for the elderly, fire extinguisher training, CPR and AED training, and car seat installation training.



## WFD STRATEGIC PLAN



### **2. Wauwatosa – A Community of Choice**

The WFD strives to be a community based organization that values its citizens and tries to give back whenever possible. The Fire Department participates in community events such as; 4<sup>th</sup> of July festivities, Tosa Night Out, Windows into Tosa, and Tosa Fest as well as smaller events including block parties and the annual professional bicycle race. WFD also provides community education to all ages while partnering with the Senior Commission on Project Reassurance which provides well-being checks for the elderly.

### **3. Wauwatosa – The Preferred Location for Conducting Business**

The Fire Department plays a vital role in this vision through its efforts to keep our business community safe. This is accomplished through the Fire Prevention Bureau's efforts to review all new construction plans and to provide code enforcement through annual inspections. Chief Ugaste also facilitates a public private partnership known as the Tosa Area Preparedness Partners (TAPP) which meets on a quarterly basis.

### **4. Wauwatosa – An Organization Defined by Excellence**

WFD has undergone a significant culture change over the past four years. Part of this change involves instilling an underlying principle of doing the right thing. WFD is also now one of only 218 fire departments in the world to hold international accredited status.

### **5. Wauwatosa – Recognized as a Regional, State, and National Leader**

The Fire Department has taken this vision to heart by becoming involved at both regional and state levels. WFD has become a regional training site and Assistant Chief Erke is viewed as a leader in the Milwaukee County Shared Services efforts. Assistant Chief Jim Case is also involved at the State level through his participation on Wisconsin's Disaster Medical Assistance Team (DMAT 1), he sits on the Bio Safety Committee for the Medical College of Wisconsin and he facilitates annual disaster preparedness exercises for multiple businesses. Meanwhile Chief Ugaste is; the Vice President of the Milwaukee County Fire Chiefs, the Vice President of the Wisconsin State Fire Chiefs, the Chair of the State Committee on Accreditation, and the Public Sector Chair of the Tosa Area Preparedness Partners. He is also an appointed member of the Milwaukee County EMS Council and he sits on the State Review Committee for SPS 330. The Chief is active with the International Association of Fire Chiefs (IAFC) and he has worked to partner with the Milwaukee County Emergency Management as well as Wisconsin Emergency Management regarding the rail transport of crude oil.



**WFD STRATEGIC PLAN**



**Stations**

The Wauwatosa Fire Department currently operates three fire stations.

**Fire Station 51**



**1601 Underwood Ave.**

The Headquarters Station was completed in 2010. It houses two Fire Companies, one Med Unit, Chief Staff, Fire Prevention, Public Education, and the Mechanics.

Apparatus	Year	Make	Mileage
Engine 51	2012	Pierce	17,200
Truck 51 (105' Aerial)	2014	Pierce	9,000
Med 51 (Ambulance)	2013	International/Horton	24,000
Battalion 5	2013	Chevy Suburban	23,000
Reserve Battalion 56	2006	Chevy Suburban	71,000
Vehicles	Year	Make	Designation
Car F137	2005	Ford	Fire Prevention
Car F138	2005	Ford	Fire Prevention
Car F143	2010	Ford	Fire Prevention
Car F142	2008	Ford	Fire Prevention
Car F140	2007	Ford	Pool Vehicle
Car F141	2007	Ford	Pool Vehicle
Utility 51	2013	Chevy	Pickup/Plow



**WFD STRATEGIC PLAN**



**Fire Station 52**



**4187 N. Mayfair Rd.**

This Fire Station is now 59 years old and is showing its age. Property has been procured in the Burleigh Triangle Development for a future relocation.

Apparatus	Year	Make	Mileage
Engine 52	2007	Pierce	50,000
Med 52 (Ambulance)	2007	International/Horton	136,000
Reserve Med 56 (Ambu.)	2002	Freightliner/Horton	121,000

**Fire Station 53**

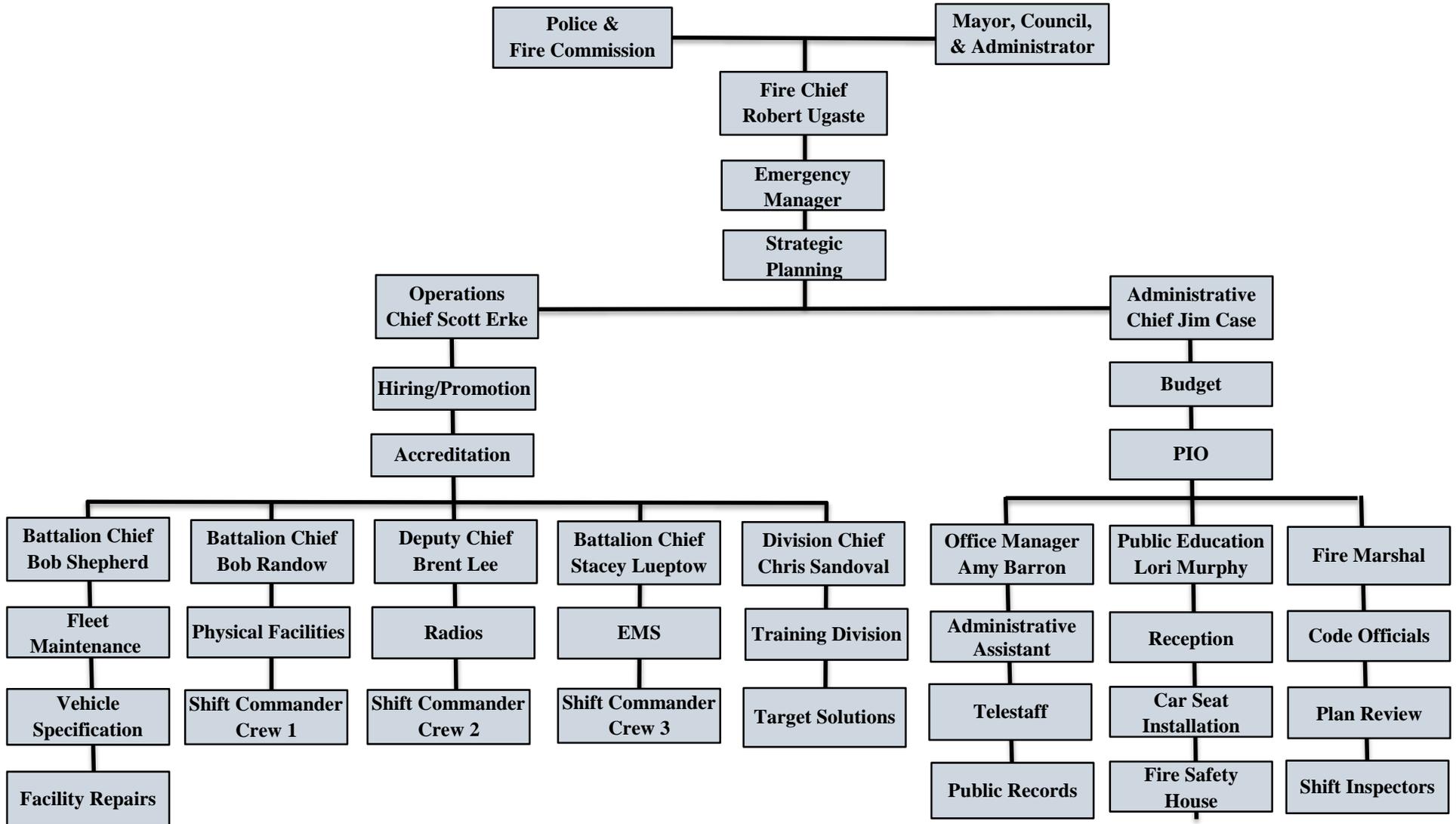


**10525 W. Watertown Plank**

This 33 year old Station is leased from the County for \$1 per year.

Apparatus	Year	Make	Mileage
Engine 53	2010	Pierce	33,500
Truck 53 (75' Aerial)	2003	Seagrave	41,500
Med 53 (Ambulance)	2013	International/Horton	24,400
Reserve Truck 56	1998	3-D HME	46,000
Utility 55	2006	International/Elite	10,200
Utility 53	2007	Ford	Pickup/Plow

# *Wauwatosa Fire Department 2014 Organizational Chart*





**Truck 51 - Placed in Service in 2015**

## **APPARATUS**

Fire apparatus must be rugged by design, capable of functioning in climate extremes for long periods without interruption, and able to withstand the demands of the fire service where equipment is heavy and emergency responses do not allow time for the motor to warm up. Engines, Trucks, Quints, and Squads, are expected to provide front line service for 14 years prior to moving to reserve status, while Ambulances are projected for 10 years of front line service.

### **Why Quality Matters**

The story of Truck 56, purchased in 1996, provides an unfortunate example of why it is important to factor quality into the equation when making a fire apparatus purchase. In an effort to save money, the City had moved away from a single source apparatus provider ultimately contracting with three different companies. One built the frame, one built the body, and one attached the aerial ladder. The outcome was a poorly designed vehicle that ended a Firefighter's career. When Truck 56 arrived, one of the first practice evolutions involved the deployment of large diameter (5 inch) hose from a hydrant to the fire scene. As per standard practice, the hose was wrapped around a fire hydrant and the vehicle slowly pulled away. The hose is then supposed to slide out of the rear chute which is out of sight of the driver. That day, as Truck 56 pulled away and began to lay hose, a coupling snagged inside the compartment. The driver was unaware of the situation as was the firefighter standing behind the apparatus. Eventually, the hose stretched to the point where it pulled loose from the fire hydrant and took the firefighter off his feet causing him to strike his head on the pavement. The severely injured firefighter survived but never returned to active duty. An investigation of the cause revealed the aerial ladder manufacturer had installed the turntable so that the gear on which it rotates was exposed within the hose compartment. As a result, the coupling caught on the gear teeth as it was being deployed.



### **Ladder Truck (Quint)**

Our ladder trucks are in reality a combination of a fire engine and a ladder truck. The ladder truck has a 100 ft. aerial ladder but it also arrives with water, a pump, and hose to fight a fire. Because it is primarily tasked as a ladder truck the majority of the equipment it carries is designed for this purpose but in the event it arrives first at a structure fire it can also function as an attack engine. This dual capability has led to the myth that one Quint can replace both an engine and a ladder truck. The reality is that engine and ladder companies perform different but simultaneous functions at a structure fire and they take different positions based on the situation. As a result, the Quint cannot be two apparatus at once.

### **Fire Apparatus Responding with Med Units**

Med Units were once staffed with three personnel but due to staffing reductions this is no longer the case. As a result, when advanced life support (ALS) care is rendered or where the patient's weight is a factor, a fire apparatus goes with the Med Unit to help. This approach has proven effective in expediting patient care and in preventing back injuries to our personnel. It also allows the fire company to remain intact and available for the next emergency.

### **Staffing Fire Apparatus**

The ideal size of a fire company was determined to be four personnel by a recent National Institute of Standards and Technology (NIST) report. This number is based on the ability to rapidly complete critical tasks in order to stop loss at a residential structure fire. With this being said, due to past budget cuts, the minimum staffing for Engines 51, 52 and 53 have been reduced to three personnel. In addition, due to overtime budget limitations, apparatus that are normally staffed by four personnel may be reduced to three during low staffing periods caused by sick leave or FMLA use. This in turn is disruptive to training and the shift fire inspection programs, both of which are predicated on detaching the fourth person from an apparatus. The three person apparatus is also problematic because any situation that reduces the vehicle's staffing to two personnel renders it ineffective for structure fires. An example involves the transport of a critical patient where the two paramedics need a driver. In these instances the impacted apparatus will temporarily leave its first due district in order to pick up its third person at the hospital.

### **Fire Station Coverage**

Based on the accreditation process, two of Wauwatosa's three fire stations are optimally located while Station 52 is located too far to the north. Property has been donated to relocate Station 52 but funding is not currently available to build the station. Even when fire stations are located appropriately it is anticipated that simultaneous calls will require support from one of the other Wauwatosa Stations or from a neighboring fire department. This is true even of larger organizations. An additional consideration is that in order for fire department personnel to be properly prepared to deal with the diverse types of emergencies they face, they must train on a regular basis. Some of these trainings will occur at the Wauwatosa Training Facility but at times an apparatus will be sent to a neighboring community for a training opportunity. This is a common practice and is done with the understanding that apparatus can be recalled to Wauwatosa if necessary.



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## Effective Response Force (ERF)

Fire Engines, ladder trucks and other fire apparatus have become highly sophisticated computerized vehicles that often have multiple capabilities combined in the same vehicle. However, it is important to remember that emergency incidents are managed by performing multiple tasks simultaneously, not sequentially, and each task requires adequate personnel. For instance, two personnel can attack the fire while three other personnel ventilate the structure, but the same three personnel cannot perform both tasks at the same time. The following is an example of the number of personnel required at a residential structure fire. These numbers are based on local task analysis as well as agreed upon practices within Milwaukee County.

Command (1)	Operations (1)	Ventilation Team (3)
Pump Operator (1)	Aerial Ladder Operator (1)	Med Unit (2)
Attack Line (2)	Rapid Intervention Team (4)	Safety Officer (1)
Backup Line (2)	Search and Rescue Team (4)	Water Supply (1)



## Current 'Front Line' Apparatus

The Fire Department currently utilizes three fire engines, two ladder trucks (Quints), three Med Units, a Command Car and pool vehicles (Fire Prevention Bureau, Public Education, etc.)

**Station 51** - Engine 51, Truck 51, Med 51, and Battalion 5 (Command Car)

**Station 52** - Engine 52 and Med 52

**Station 53** – Engine 53, Truck 53, and Med 53



## WFD STRATEGIC PLAN



### Current Reserve Apparatus

The Fire Department currently maintains one Quint and one ambulance in reserve status. Battalion 56 is the reserve Command Car, and Utility 55 is a light duty Squad that is brought to the scene as staffing allows.

### Fleet Maintenance

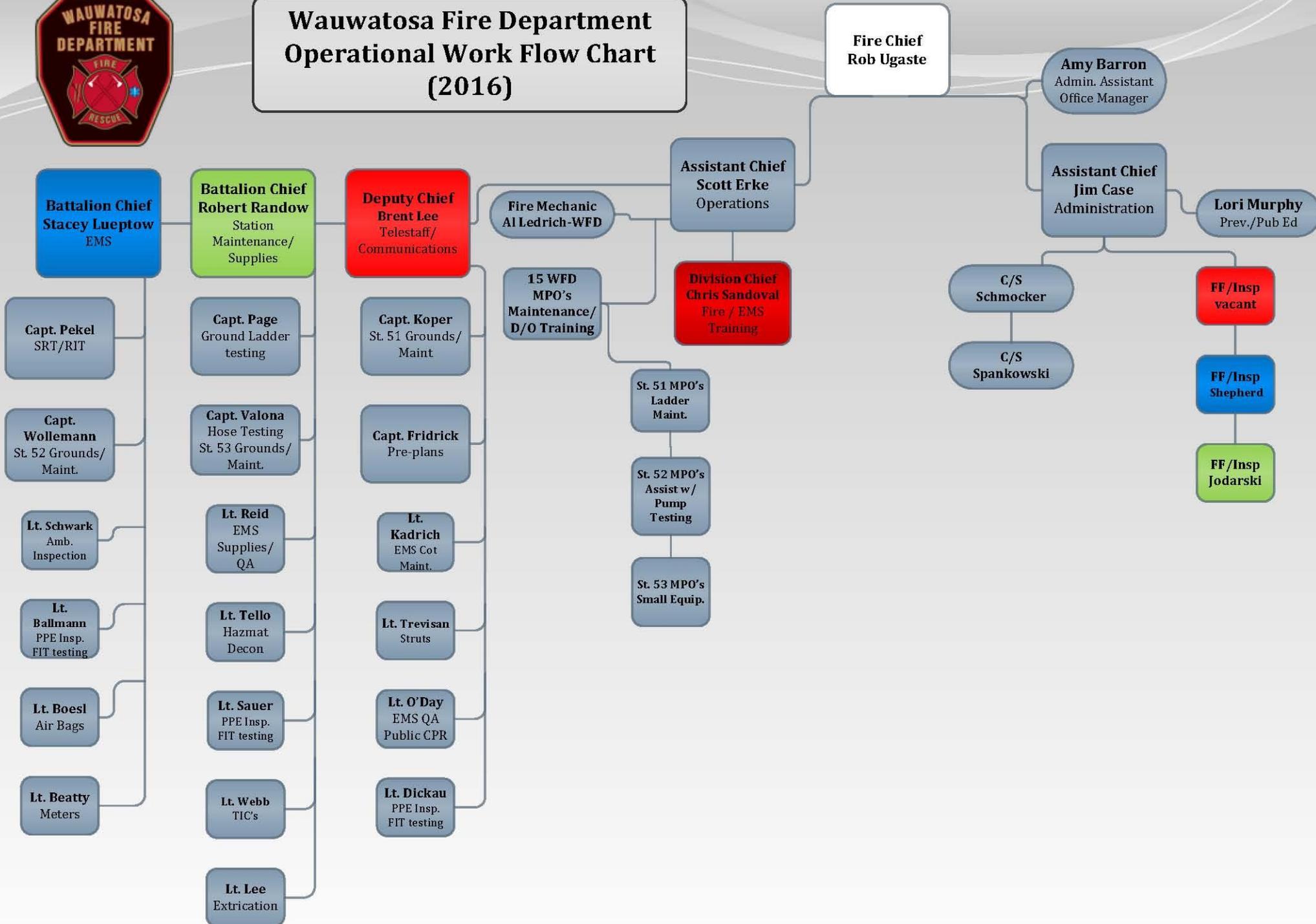
A Wauwatosa Battalion Chief serves as a Master Mechanic to oversee two civilian mechanics and all significant fleet issues for both the Wauwatosa and North Shore Fire Departments. These two organizations share the Wauwatosa Fire Department shop at Station 51 where you will find state of the art maintenance equipment including portable jacks that are capable of lifting the largest vehicles.

In addition to caring for apparatus the Wauwatosa Battalion Chief is responsible for; Wauwatosa facility maintenance, apparatus and equipment training, and creating specifications for new apparatus. The Wauwatosa mechanic is also responsible for the maintenance of all self-contained breathing apparatus.





# Wauwatosa Fire Department Operational Work Flow Chart (2016)



## **City Profile and Service Area**

The City of Wauwatosa or 'Tosa' as it is fondly referred to is the 14th largest city in Wisconsin. Covering an area of 13.2 square miles, it is home to a population of 47,000 residents.

Incorporated in 1892, the name Wauwatosa is a derivative of the Potawatomi Indian word for firefly. This is quite appropriate for a City where fireflies light up the Menomonee River during the summer months. Wauwatosa borders Milwaukee to the north, east, and south with Brookfield, Elm Grove, and Butler sharing the western border. Highlights of the City include the Regional Medical Center, Mayfair Mall, the Zoo Freeway Interchange, and an active thermal energy plant. The Wauwatosa Fire Department (WFD) also provides EMS service to the Milwaukee County Zoo and the 5 mile wide strip of Milwaukee (known as the finger) that runs between the Cities of Wauwatosa and West Allis. Wauwatosa is just minutes from Miller Park (Brewers Baseball), the State Fairgrounds, and the Milwaukee Mile Race Track in West Allis.

## **Area Highlights**

While the City's population is 47,000, Mayfair Mall alone attracts from 25,000 up to 100,000 visitors on a daily basis. When combined with the population of the Milwaukee County Regional Medical Center, the Zoo Interchange Freeway traffic, the transient population of the Milwaukee Zoo, and other areas of Milwaukee that the Fire Department provides service to, the actual population protected could exceed 100,000 on any given day. The following is a brief list of some of the City's highlights.



**Milwaukee Regional Medical Center (MRMC)**

**The Milwaukee County Regional Medical Center (MRMC)** is comprised of six member organizations that form Wisconsin's largest academic health center. Collectively, these organizations serve more than one million clients/patients, employ more than 15,000 people, and have an annual economic impact in excess of 3 billion per year. This campus of mid and high rise structures occupies over 250 acres.



## WFD STRATEGIC PLAN



**Froedtert Hospital** is a Level 1 Adult Trauma Center. The Hospital's 500 bed facility is staffed by Physicians from the adjoining Medical College of Wisconsin. Known as an academic medical center, the Hospital is also home to a Cancer Center, Eye Institute, Blood and Marrow Research Center, and a Patient Care and Outcomes Research Center.



Froedtert Hospital



Children's Hospital

**Children's Hospital and Health System** is a Level 1 Pediatric Trauma Center. This 296 bed Hospital admitted 25,000 patients in 2011, making it one of the busiest pediatric hospitals in the nation. The Hospital's Emergency Room saw more than 62,000 children while an additional 240,000 visited the outpatient campus clinic.

**The Medical College of Wisconsin** is the largest research institution in the Milwaukee metropolitan area. Comprised of 6 buildings containing 2 million square feet with more than 1200 students, the College provides both educational and research opportunities. College faculty direct or collaborate on more than 2,200 research studies annually, including clinical trials.



Medical College of Wisconsin



Milwaukee County Mental Health Complex

**Milwaukee County Behavioral Health Division (BHD)** has 96 acute adult in-patient units. The BHD provides a crisis intervention team, psychiatric emergency services, and client observation for up to 48 hours. It also provides services to mentally ill adults, and children who need a hospital environment to receive psychiatric, nursing, and social services. The rehabilitation center provides long term inpatient care in a nursing home setting. The BHD is one of the six hospitals in Wauwatosa



WFD STRATEGIC PLAN



**Power Plant** – While it’s called a power plant this facility is really a thermal energy plant that exists to heat and cool the buildings on the Milwaukee Regional Medical Center Campus. Powered by coal and natural gas, the plant provides steam and chilled water via underground tunnels.



WE Energies Power Plant

**Three additional Wauwatosa Hospitals**

- The Wisconsin Heart Hospital (Emergency Room and 60 bed facility)
- Wheaton Franciscan Hospital (24/7 urgent care facility)
- Aurora Psychiatric Hospital (Adult and child inpatient and outpatient programs)



Wheaton Franciscan Hospital



Heart Hospital

**Innovation Park Project** - Next door to the Regional Medical Center, this 80 acre park is focused on academic research and biomedical engineering. According to Governor Walker, the combination of this Project with the Research Park and the Medical Center is anticipated to result in the largest academic cluster in the entire state of Wisconsin.



**Milwaukee County Research Park (MCRP)** is a University related project that is designed to incubate technology based companies while facilitating commercialization. The 175 acre park is currently home to over 70 high tech firms that utilize faculties, students, laboratories, libraries, and specialized equipment from; Marquette University, the Medical College of Wisconsin, Milwaukee School of Engineering, and the University of Wisconsin Milwaukee.



WFD STRATEGIC PLAN



**Mayfair Mall** is one of the largest indoor malls in Wisconsin boasting 200 stores. This two story shopping mecca brings in 16 million shoppers annually or an average of 44,000 visitors per day. When this number is combined with the daily employee count of 1,200 it becomes apparent that the Mall population essentially doubles that of Wauwatosa. Demographics reveal that over 85% of shoppers live outside of the City of Wauwatosa which highlights Mayfair’s drawing power. Thanks to the nearby Interstate Highway Route 45, the Mall’s shopper base extends as far west as the City of Oconomowoc. Based on industry standards defined as revenue per square foot, Mayfair is ranked first in the State of Wisconsin, and is within the top 15% of shopping malls nationwide.



**Juvenile Court and Detention Center** – The Phillips Justice Center is home to both a Juvenile Court system and jail. The jail typically houses 90 juvenile inmates in multistory pods. There is also a holding area for adult population inmates who are waiting to be moved to the adult facility. The daily population of 880 consists of an average of 450 visitors in addition to over 300 employees, attorneys, clerks, sheriff’s deputies, etc.

**Wauwatosa School System** – This system draws populations from both within and outside the City. The public system provides nine elementary schools, two middle schools, two high schools, and two charter schools with an enrollment of approximately 7,000. In addition, there are seven private elementary and/or middle schools (Saint John’s, Christ King, Mercy Academy, Saint Jude the Apostle, Wauwatosa Catholic, Our Redeemer, and Carmelite Home) and two private high schools (Kradwell and Milwaukee Academy).

**Industrial and Commercial** - There is still a strong industrial and commercial presence in Wauwatosa in the form of Grede Foundry, the Harley Davidson Motorcycle Research and Development Division, Briggs and Stratton Headquarters, and the JC Penney Catalogue Headquarters.





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**Hotels** - There are five hotels in Wauwatosa including the Radisson Hotel (8 stories - 150 rooms), the Crowne Plaza Hotel (8 stories – 198 rooms), and the Holiday Inn Express (3 stories – 129 rooms). Two additional hotels are under construction at the Eschweiler and Mayfair Commons sites.



Radisson Hotel



Crowne Plaza

**Retirement Facilities** - St. Camillus Campus (Retirement, rehabilitation, and assisted living, with a 10 story building on 26 acres), Hart Park Square (Independent and assisted living), Luther Manor Retirement Community (Over 800 residents in a 969,000 square foot complex), Harwood Place Retirement Community, and the Lutheran Home for Assisted Living (Adult daycare, assisted living, and a 45 unit rehab area).



San Camilla

**Transportation** - The southern border of the City encompasses the 894 Bypass where Route 45 branches north. This six lane expressway, known as the Zoo Interchange, will see extensive construction over the next two years. The Canadian Pacific Freight (25 – 36 freight trains per day) and Amtrak passenger service (2 commuter trains per day) also pass through the City. The Union Pacific Railway rail yards are located near 124<sup>th</sup> and Hampton.

**Apartment Complexes** – The Reserve is a 230 unit complex with a typical population of 550 while the Enclave is a new complex that contains 152 apartments. The Mount Tosa complex is home to 60 apartments, 40 condos, and 67 assisted living units and Serafino Square is a 12 acre complex with 312 apartments and a demographic of 75% senior citizens. Underwood Apartments contain 55 apartments, Normandy Village incorporates 275 apartments in 4 building and the Fountains of Wauwatosa has 152 living units. Multiple additional apartment projects are underway.



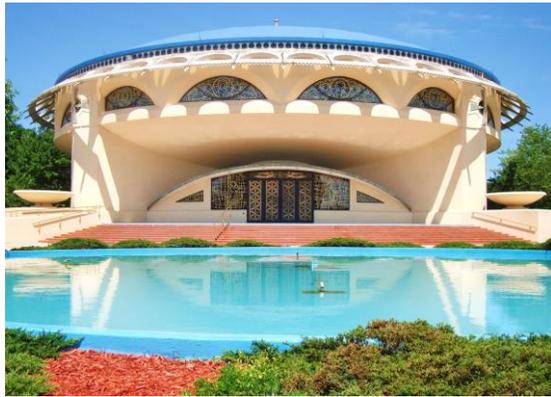
WFD STRATEGIC PLAN



**Hazardous Materials** – These two train sized cylinders found behind the Briggs and Stratton Plant on 124<sup>th</sup> Street are filled with propane. This is just one example of the significant hazardous materials that can be found in Wauwatosa. Brenntag, one of the foremost chemical distributors in the United States, is also located in the City. Lastly, significant quantities of hazardous materials are transported daily on the heavily travelled freeway and rail systems.



Hazardous Materials



Annunciation Greek Orthodox Church

**Architectural Treasures** - Wauwatosa contains unique architecture such as the Annunciation Greek Orthodox Church designed by Frank Lloyd Wright; the Fisk Holbrook Day House, a gothic villa built in 1874; and the Kneeland-Walker House with its Queen Anne style architecture. The Washington Highlands Subdivision is another example of beautiful homes built in the early 1900’s utilizing a garden city design concept. This subdivision is on the National Register of Historic Places.

**Natural Boundaries** - The Menomonee River bisects Wauwatosa from the western to the eastern border. This river is capable of swelling to almost 19 feet in depth during major floods. Examples include 100 year floods that occurred both in 1997 and 1998.

**Milwaukee County Zoo**

WFD is also responsible to provide EMS service to border areas of Milwaukee including the Milwaukee Zoo, with 200 acres and 1.3 million visitors per year.



Milwaukee Zoo



## Historical Context

**1898** – On August 2<sup>nd</sup>, City leaders arranged for the storage of a fire wagon in a barn. In addition, a separate agreement was made with a nearby stable owner to provide a team of horses and a driver. The pay for use of the horses and driver was set at \$1.00 per call.

**1899** - J.D. Warren was sworn in as the first Fire Chief with a department of ten members.

**1900** - The original firehouse was located at 1430 Underwood Avenue. Its members were paid \$20 per year and were alerted to emergency calls by a steam whistle. This same year the firefighters built a wagon that would be used as a hook and ladder company.

**1917** – A delay of 22 minutes in reaching a residential fire led the Common Council President to call for the motorization of the department and the purchase of a hose truck for \$6,500. When the new vehicle arrived with chrome trim the Firefighters stripped the chrome and donated it to the war effort (World War 1).

**1924** – The president of the Erie Railroad presented the bell from the U.S.S. Wisconsin to the Wauwatosa Fire Department (WFD). The bell was mounted on the Fire House roof and remains with the Department till this day.

**1938** – The Fire Department ran 215 responses this year.

**1939** - WFD made the transition from a part-time paid department to a full time department of 40 members. Members worked an 84 hour work week and training sessions were held on Sundays.

**1942** - A new firehouse was opened at 1463 Underwood Avenue. This same year a tragedy occurred as twelve men were killed and six were injured at the Forsyth Warehouse when a failure of the concrete fourth floor led to a collapse.

**1952** - The City of Wauwatosa completed the largest annexation in Wisconsin history when it annexed part of the Town of Wauwatosa on November 25, 1952. This annexation almost tripled the size of the city taking it from 4.5 square miles to 13 square miles.

**1954** – Two Firefighters and one Police Officer were wounded by a drunken 20 year old man with a shotgun. All three survived.

**1958** – Rescue 2 was struck and overturned by an 18 year old driver who said he had not heard the siren.

**1960** – The Fire Department ran 955 calls this year

**1964** - Four dispatchers were hired to staff the Wauwatosa Dispatch Center.



## WFD STRATEGIC PLAN



**1966** – A Fire Department training area was completed at the City’s Public Works yard. This same year, WFD rescue squads began to make all patient transports to hospitals.

**1968** - The Fire Department ran 2,589 calls this year and the Common Council approved a 27 man daily minimum staffing level.

**1970** – The first six Wauwatosa Firefighters completed their EMT training.

**1972** - WFD became the 2<sup>nd</sup> City in Milwaukee County to implement paramedic care.

**1977** – A tornado passed over the west side of the City. It severely damaged two apartment buildings on Meinecke Avenue and also touched down at Mayfair Mall damaging over 200 cars.

**1978** – A train derailed resulting in 13 cars jumping the tracks.

**1980** – The Wauwatosa Rotary Club raised enough funds to purchase the first hydraulic extrication tool for WFD. Later in the year, the Common Council approved a 60 year contract with Milwaukee County to assume fire protection for the County Grounds.

**1981** – August 15, 1981 marked the worst tragedy in WFD history. A basement fire at Alioto’s Restaurant at 3041 N. Mayfair Road resulted in the death of two Wauwatosa Firefighters. Inquiry into the fire identified several contributing factors to the tragedy including; no formalized incident command system, freelancing, inadequate turnout gear, and problem prone self-contained breathing apparatus.

**1982** - In December of 1982, a new joint Fire-Police Dispatch Center was put into service at the Wauwatosa Police Station where it still exists.

**1983** - Current Wauwatosa Fire Station 3, located on the county grounds was completed and dedicated in April. The Fire Department ran 3,512 calls this year.

**1984** - Wauwatosa Fire Station 2 was remodeled with the addition of a dormitory, lockers, toilets showers, and a new apparatus bay.

**1985** - The Fire Prevention Bureau began monthly trainings in the school district for grades K-3 teaching “Stop, Drop, & Roll”, “Get Low in Smoke”, and home evacuation.

**1989** - The City of Wauwatosa joined all of Milwaukee County in utilizing the 9-1-1 system for emergency requests.

**1990** - The department began its technology upgrade to computerization and the Fire Prevention Bureau established a Juvenile Fire Setters Program.



## WFD STRATEGIC PLAN



**1993** - Almont Associates, a consulting firm hired by the City of Wauwatosa to study fire department operations and costs, released its final report. The report suggested the decommissioning of one of three Ladder Companies and increasing staffing on the remaining two Ladder Companies to four firefighters. The study also recommended replacing the Ladder Trucks with Quint apparatus and the construction of a fire training tower.

**1995** – The new Fire Training Tower was dedicated.

**1996** – WFD obtained a grant to purchase the Survive Alive Trailer for public education.

**1997** - The first of two significant floods within a two year period struck Wauwatosa in June of 1997 leading to 108 calls in a single day. Station 3 suffered damage as did two apparatus. This same year, twelve department members were trained in Hazardous Materials response.

**1998** – WFD hired its first two female firefighters. In addition, the first Quint apparatus arrived and was placed in service at Station 2. August brought the second major flood event sparking large scale evacuations in the city.

**2001** –September 11 changed the fire service forever. In the subsequent months, members of the Fire Department would begin to receive training in Weapons of Mass Destruction. The Fire Department also began carrying II Pam Chloride kits on each rig in the event of chemical attack. This same year, WFD obtained a \$214,000 grant to replace self-contained breathing apparatus.

**2003** – The Fire Department obtained a \$270,000 grant to replace all radios including dispatch consoles. WFD ran 5,014 calls this year.

**2004** – WFD obtained a \$162,000 grant to purchase a squad apparatus. In addition, the Child Safety Seat Program was established.

**2005** - The first Advanced Life Support/Basic Life Support Med Unit was placed in service.

**2006** –Milwaukee County suburban fire departments joined the Wisconsin Mutual Aid Box Alarm System as MABAS Division 107. In addition, Wauwatosa Dispatch was designated as the Division 107 Dispatch Center. The second ALS/BLS Med Unit was placed in service.

**2008** – A Federal Grant was obtained for the purchase of extrication equipment and the third ALS/BLS Med Unit was placed in service. This same year a transition was made to recording EMS patient care reports electronically.

**2010** The new Wauwatosa Headquarters Fire Station was dedicated at 1601 Underwood Avenue. This same year, the International City/County Management Association (ICMA) was commissioned by the Wauwatosa Common Council to study the WFD. The final report and its recommendations were released despite strong objections by Chief Staff who claimed the study



## WFD STRATEGIC PLAN



was seriously flawed. With the pending retirement of Chief Redman a decision was made to table further discussion on the report until the new Chief was hired.

**2011** - Chief Robert Ugaste was selected from a national search to be the 16<sup>th</sup> Fire Chief in the history of the Wauwatosa Fire Department. His hiring came at a time of significant statewide political turmoil as Governor Walker's Budget Repair Bill had negatively impacted Local 1923's effort to finalize a new labor agreement. During this year, the Fire Department provided the Common Council with a response to the ICMA Report and was granted permission to pursue the accreditation process. In addition, Shift Commanders were assigned to each shift, three shift inspectors were appointed, and a Lieutenant was moved to the Fire Prevention Bureau. A \$270,000 budget deficit resulted in the reduction of one Deputy Chief and three firefighter positions. In addition, Ambulance 2 was taken out of service. A Federal Grant of \$160,000 funded the purchase of 72 sets of personal protective equipment (PPE) and WFD spearheaded the creation of a consortium consisting of 22 fire departments to increase purchasing power. Lastly, the EMS statistics for the Wauwatosa Fire Department reflected a save rate of 20% versus a national average of 8.8%. The Common Council also approved a five year Capital Improvement Budget that would replace the majority of the existing fleet.

**2012** – WFD and the Milwaukee Fire Department (MFD) began discussions regarding sharing services at structure fires. Interest would eventually spread to all fire departments that border Milwaukee. This also resulted in Wauwatosa, North Shore, and Greenfield Fire Departments renumbering their stations and apparatus to prevent confusion when responding together. As a result, Wauwatosa Fire Stations were changed from 1, 2, and 3 to 51, 52, and 53. Apparatus were also renumbered to reflect which station they respond from. WFD and the North Shore Fire Department (NSFD) also agreed to share a shop, mechanics, and reserve apparatus. This year saw the implementation of performance appraisals for all personnel, the creation of the first Strategic Plan, and the facilitation of a new public-private partnership known as the Tosa Area Preparedness Partners (TAPP). A Battalion Chief position was created to replace the Master Mechanic and an internal City Grant was obtained to purchase Telestaff Software. Lastly a new Pierce fire engine (Engine 51) was placed in service.

**2013** – The Accreditation process continued to move forward as the second Strategic Plan was published and work began on the Standard of Cover, Community Risk Analysis, and the Self-Assessment. In addition, WFD, MFD, and surrounding communities began to share services prior to the MABAS level. Telestaff scheduling and payroll software was implemented and the Fire Department underwent a major restructure that eliminated three captain and three lieutenant positions through attrition. Due to extensive construction and the planned full closure of major intersections, the DOT funded the construction of a temporary station 54 at the WFD Fire Training Facility. Lastly, two new Med Units (ambulances), a new Command Car and a new pickup were placed in service.

**2014** The Fire Department accelerated its pursuit of accredited status by completing rough drafts of the Community Risk Analysis, Standard of Cover, and Self-Assessment Documents leading to a request for Applicant Status. In a sign of the times, a Rescue Task Force concept was



## WFD STRATEGIC PLAN



developed in coordination with police on a countywide basis to expedite the provision of emergency services at scenes of extreme violence like active shooter events. In addition, a new Fire Department Building Preplan Program was initiated, a new training software known as Target Solutions was implemented, and all Fire Department radios were replaced. Lastly, a new Quint with a 100 foot aerial ladder was placed in service.

**2015** - The Rescue Task Force Concept to insure early access of patients in an active shooter situation and a High Rise Firefighting Policy were adopted on a County wide basis. The West Allis Fire Department joined the Wauwatosa hiring process and Shared Training Academy and the Shared Services Group comprised of the Wauwatosa Fire Department and all bordering neighbors including the City of Milwaukee began to practice automatic aid. In addition, the Wauwatosa Fire Department became one of only 218 fire department worldwide to achieve fire service accredited status. WFD responded to 7,005 calls this year.

## Partnerships

### Emergency Assistance Partnerships

The Wauwatosa Fire Department (WFD) partners with neighboring fire departments by sharing resources. WFD is also an active member of; the Milwaukee County Fire Chiefs Association, the Milwaukee County Suburban Training Officers Association, the Wisconsin Fire Inspectors Association, and the Wisconsin State Fire Chiefs Association. Chief Ugaste serves as the Milwaukee County Liaison to the Waukesha County Fire Chiefs and WFD also actively participates in Division 107 of MABAS (the Mutual Aid Box Alarm System).

A public-private partnership known as the Tosa Area Preparedness Partners or TAPP, was facilitated by the Wauwatosa Fire Department in 2012. The original TAPP members were primarily from the Milwaukee Regional Medical Center but the group quickly grew to include corporate members such as Mayfair Mall, Harley Davidson, GE World Headquarters, etc. Chief Ugaste currently serves as the elected Public Sector Chair of TAPP.

Lastly, the Wauwatosa and Milwaukee Fire Departments (MFD) have broken a long history of isolationism by agreeing to work together at structure fires. WFD will respond to assist Milwaukee's western border areas and MFD will provide WFD with similar assistance. The North Shore, West Allis, Oak Creek, St. Francis and Greenfield Fire Departments have all agreed to participate.

### Emergency Training Partnerships

The Wauwatosa Fire Department has shared its certified fire training facility with its neighbors for many years at no cost. However, due to a \$40,000 expenditure to repair the facility in 2013 it was determined that neighboring fire departments who utilize the facility would be asked to share the cost of maintenance. After communicating this concept to all parties the response was overwhelmingly positive. As a result, an agreement was executed that requires all users to pay a \$5,000 annual fee.



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WFD also participates in a Joint Fire Training Academy with the North Shore and West Allis Fire Departments. This shared academy is the first of its kind in the suburbs and has worked extremely well. The concept reduces the personnel commitment from the three Fire Departments and provides added value due to the sharing of ideas and instructors.

WFD is a member of the Milwaukee County EMS System (MCEMS). MCEMS provides initial and ongoing training for both EMTs and Paramedics within the County. In addition, it provides medical direction for calls through its EMS Dispatch Center. Deputy Chief Stacey Lueptow serves on an EMS Training Committee while Chief Ugaste sits on the EMS Council and acts a liaison to the EMS Research Committee.

## Services We Provide

**Emergency Medical Services** - The Wauwatosa Fire Department (WFD) has provided Paramedic services since 1972 and is a charter member of the Milwaukee County EMS System (MCEMS). Paramedics are licensed to initiate advanced life support utilizing advanced airway



management (intubation), IV medication administration, and other invasive procedures, while EMTs are limited to basic CPR, defibrillation, oxygen, blood sugar determinations, and administration of medications for asthma, allergic and diabetic reactions.

WFD staffs three ALS/BLS Med Units (two paramedics per unit) that respond to any request for emergency medical service. This approach avoids unnecessary delays and results in Wauwatosa patients receiving the highest level of care. WFD currently has 48 Firefighters who are cross

trained as Paramedics and are assigned to one of three shifts. The goal is to staff every fire apparatus with one paramedic and every Med Unit (ambulance) with two paramedics. In 2015 the Fire Department responded to 4,607 requests for EMS service. This reflects a 3.7% increase since 2014.

**Fire Response** – WFD currently operates three stations with personnel who must meet the Firefighter Level I state certification. Full staffing results in 31 per shift with a maximum of 5 scheduled off due to holiday, vacation, etc. Due to paid time off, family medical leave (FMLA), and illness it is not unusual for the daily staff number to hover around 24 personnel. WFD has achieved an Insurance Services Office (ISO) Class 2 rating. ISO evaluates municipal fire protection efforts throughout the United States based on the premise that a community’s investment in fire protection is a proven and reliable indicator of future fire losses. Fire



## WFD STRATEGIC PLAN



protection ratings range from 1 (best) to 10 (worst) and are predominantly used to determine insurance rates for commercial and industrial properties.

**Specialized Response Teams** – The members of WFD are all trained to the Awareness Level in hazardous materials, trench rescue, and confined space. Select members are also trained to the operations level in hazardous materials, high angle rescue, and swift water rescue.



**Public Education** – The Fire Department has a full time Public Education Coordinator who is responsible for the safety trailer school visits and the Car Seat Installation Program. Certified WFD personnel installed a total of 178 car seats in 2015. The Public Education Division also provides CPR and AED training and participates in the 4<sup>th</sup> of July Parade, Tosa Night Out, Tosa Fest, ‘Chillin’ on the Avenue, and other community events. Engine or Ambulance Companies are provided at block parties as requested and station tours are encouraged. WFD also co-sponsors the Project Reassurance Program with the Rotary Club. This is a free and confidential service to verify the wellbeing of elderly residents. Members call a special phone number each day and if a call is not received then the Fire Department will follow up with a well-being check.

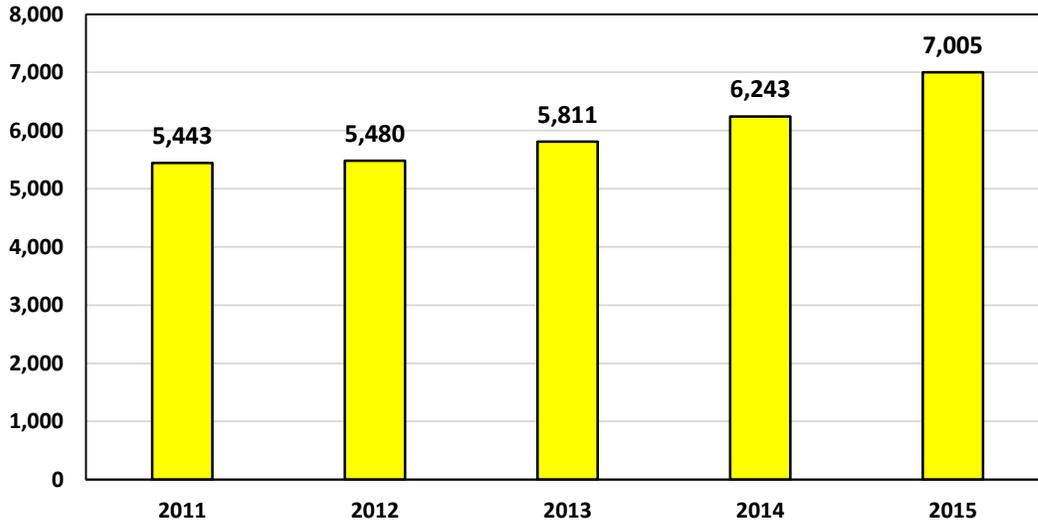
**Fire Prevention Bureau** – The Fire Prevention Bureau (FPB) is under the direction of the Assistant Chief of Administration and is staffed by two civilian Code Officials. In addition, three shift personnel are detached from their companies on weekdays as shift inspectors. Fire companies are also utilized on a regular basis to perform housekeeping type inspections in the common areas of multi-family residences. The FPB performed 1,911 fire inspections in 2015.

The Code Officials are trained in all aspects of installation/removal of storage tanks and in reviewing building plans. In addition, they oversee fireworks displays and special assembly situations such as temporary tents and buildings. Fire investigations are performed by one of three certified investigators in concert with the Wauwatosa Police Investigators. Arson investigations are conducted in partnership with the Wauwatosa Police Department and the Wisconsin State Fire Marshal.

**Emergency Dispatch** – The Wauwatosa 24 hour Dispatch Center is located in the Police Department’s building. This Center provides service to both of the Wauwatosa Police and Fire Departments and also serves as the primary Dispatch Center for MABAS Wisconsin Division 107. The Dispatch Center is staffed with two to three Dispatchers who are supported by staff from the Police or Fire Department as needed.

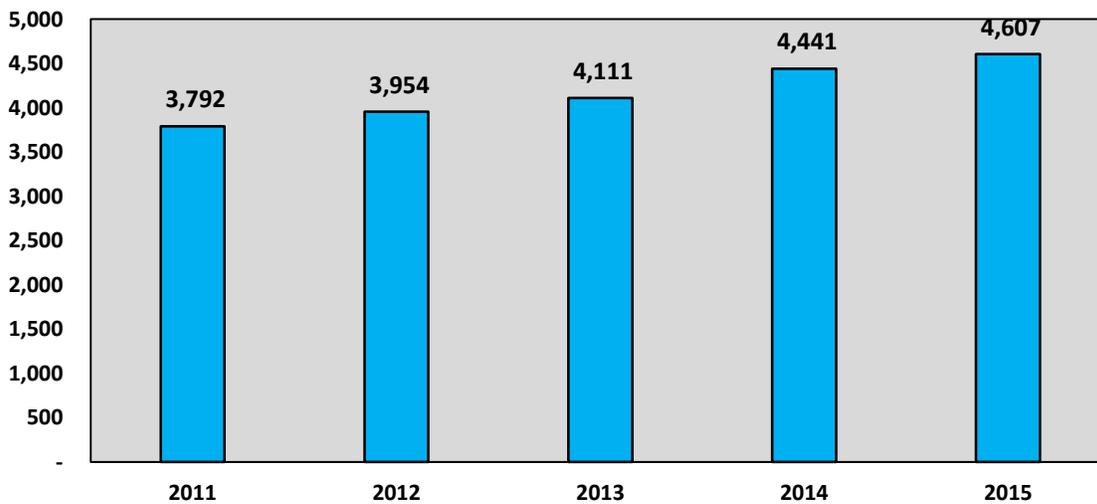


### Fire and Emergency Medical Services (EMS) Response Statistics 5 Year Trend - Total Responses



The Wauwatosa Fire Department’s (WFD) call volume showed an increase of 762 calls or 12% this past year. The annual call volume for the Wauwatosa Fire Department has increased by 1,562 calls since 2011. This represents a 29% increase over this five year period.

### 5 Year Trend - Rescue and EMS Calls (NFIRS 300 series)



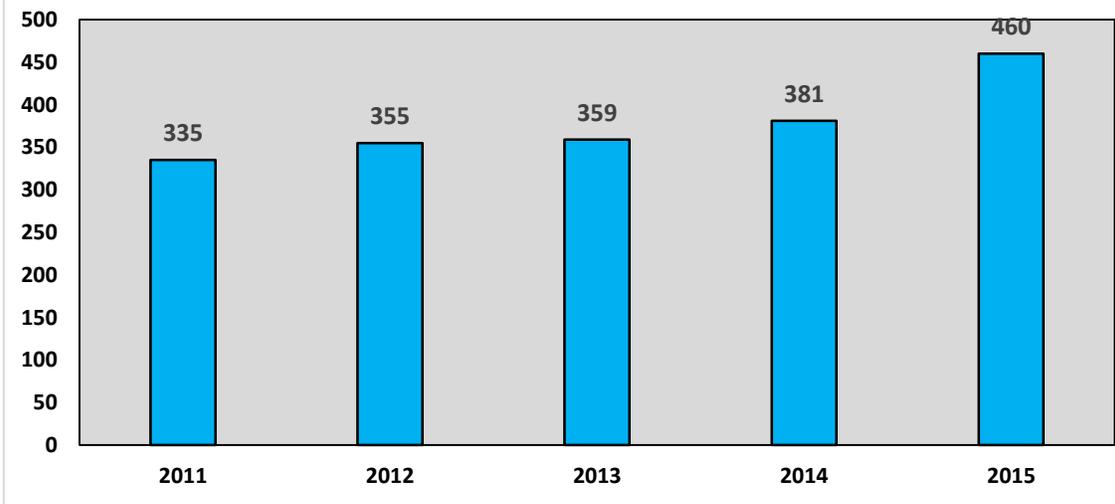
EMS calls are trending upward as shown in this bar graph and have increased by 815 annually since 2011. This number reflects a 21% increase.



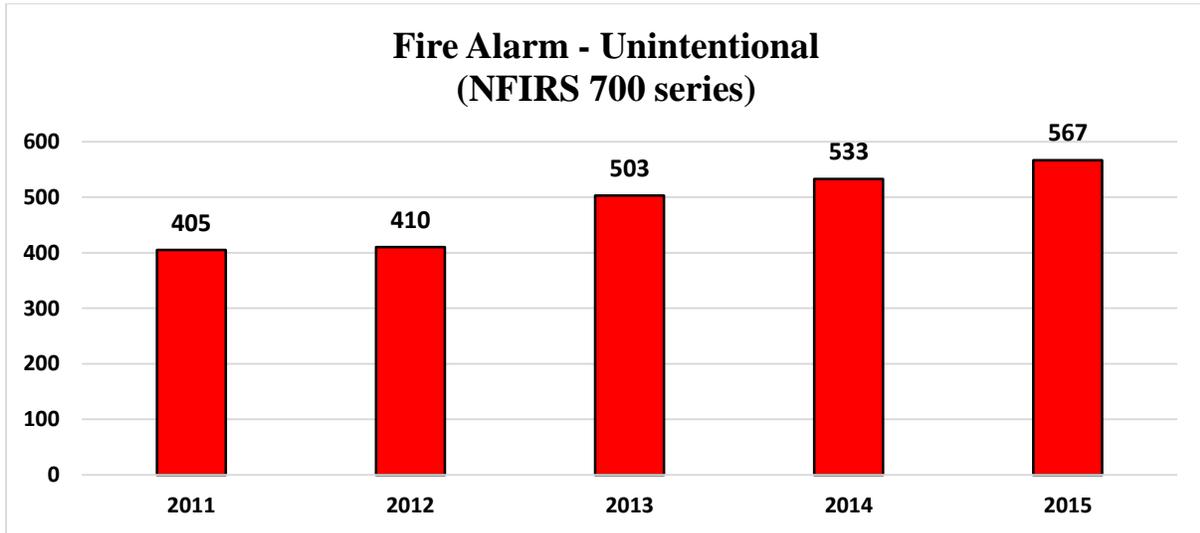
# WFD STRATEGIC PLAN



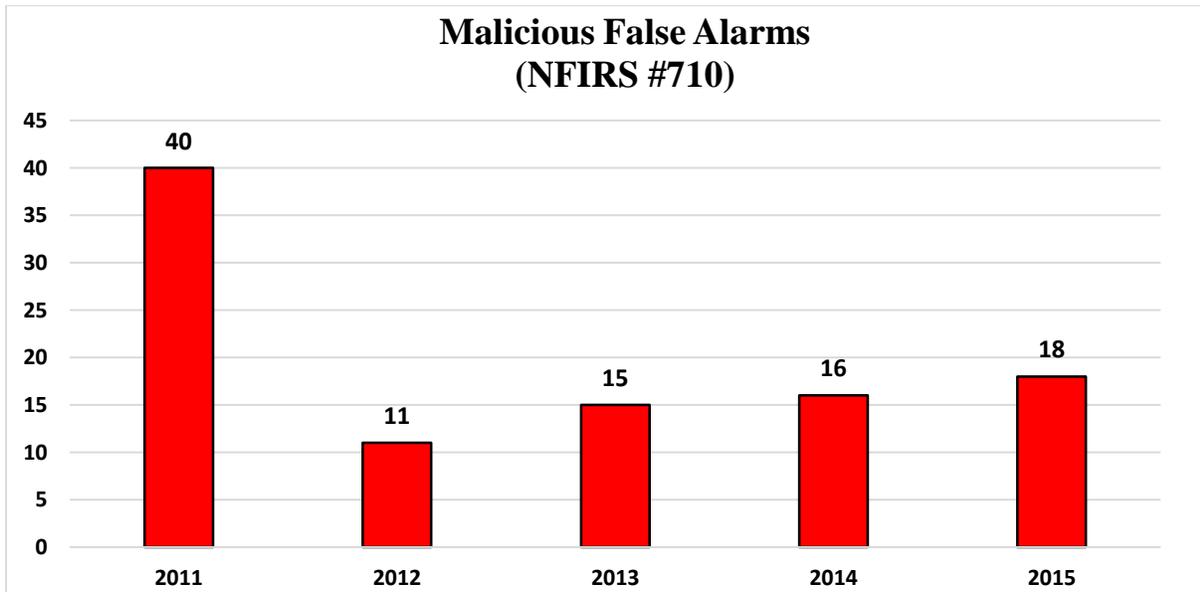
### 5 Year Trend - Vehicle Accidents (NFIRS # 322)



Vehicle crashes have risen by 79 calls or 21% in the past year. Some of this increase can be attributed to the tremendous amount of road construction that is occurring on both the freeway and on residential streets while some can be attributed to the Shared Services responses.



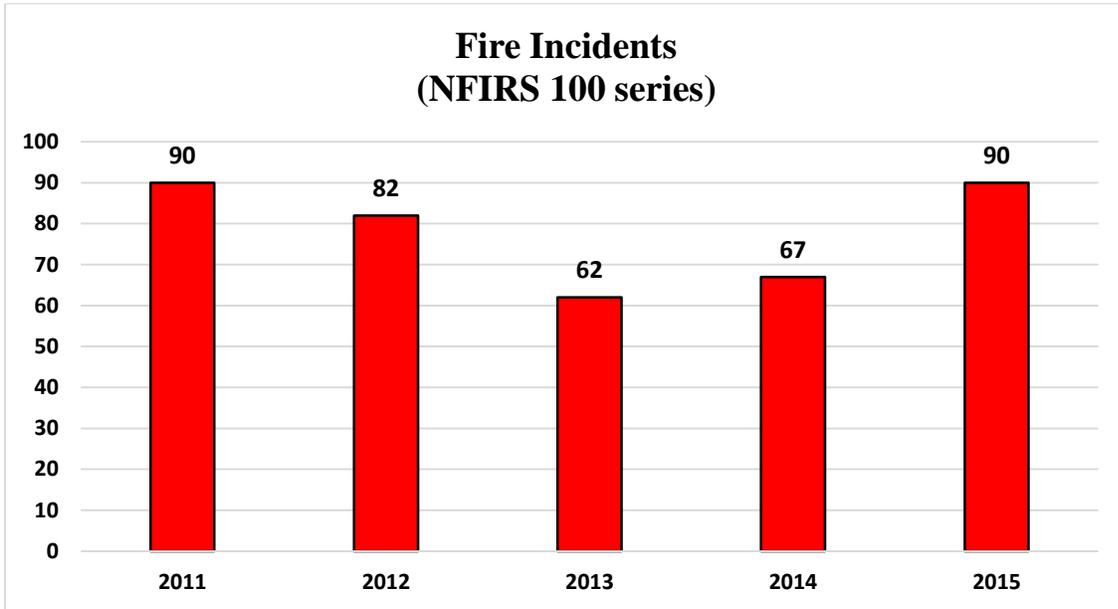
A fire alarm system is the best way to insure that occupants of a building and the fire department receive early notification that something has activated the system. The activation of a fire alarm initiates an emergency response from the Fire Department to determine what set off the system.



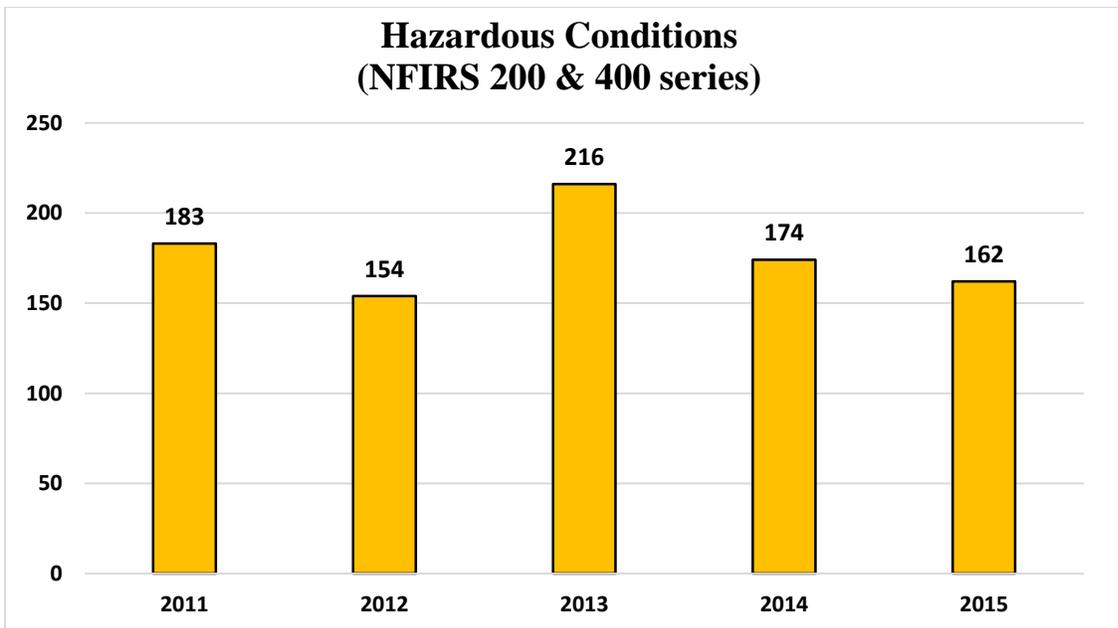
Malicious false fire alarms are intentionally activated for a variety of reasons from students trying to delay a testing process at school to alcohol related pranks. These alarms also generate an emergency response and are taken very seriously due to the danger they represent to the public as well as first responders.



# WFD STRATEGIC PLAN



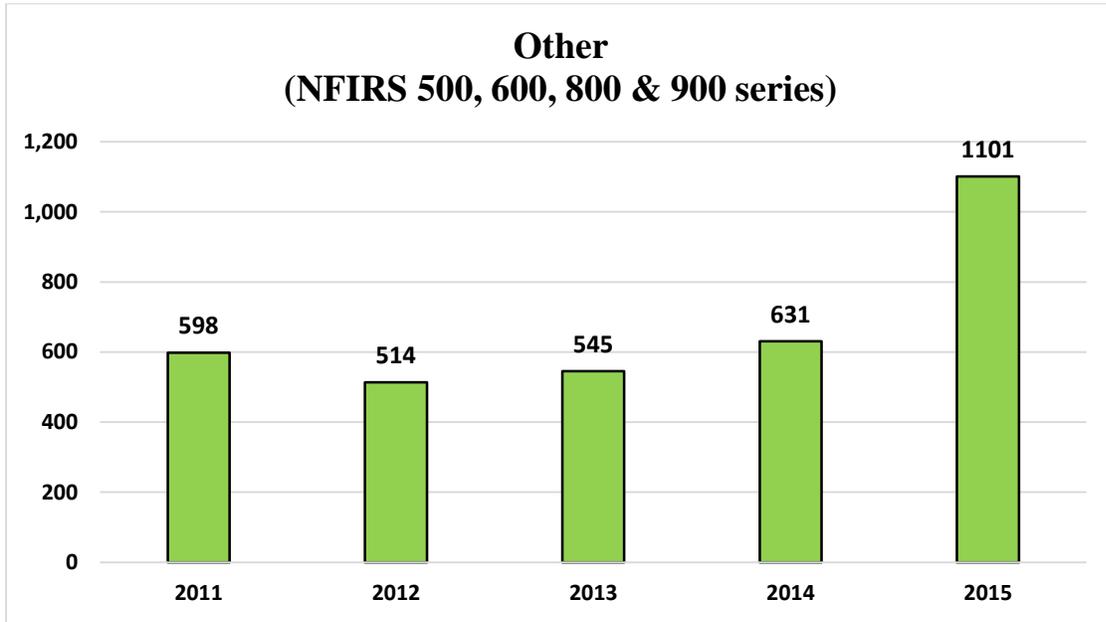
Fire incidents initiate an emergency response commensurate with the type and size fire that is reported. For instance, a residential structure fire requires an effective task force of 23 personnel at the scene which means three fire engines, two ladder trucks, two Med Units and two chief officers will respond initially.



Hazardous conditions range from an odor investigation, hazardous materials spill, bomb scare or wires down following a storm.



WFD STRATEGIC PLAN



This category contains mutual aid fire calls as well as non-emergent calls for service. .



## WFD STRATEGIC PLAN



### Accreditation Overview

The Wauwatosa Fire Department became one of only 218 fire departments worldwide to achieve international fire service accredited status on August 27<sup>th</sup>, 2015 in Atlanta, GA. This accomplishment was recognized by the Wauwatosa Common Council as well as with a proclamation from the Wisconsin State Representatives and Senators who represent the City. The recommendations that came out of the Peer Assessor site visit are being incorporated into the annual action plans which are found in the back of this Strategic Plan.

### Budgetary Considerations

#### Fire Department Revenue Sources

1. County Contracts
  - a. The current Milwaukee County Contract for fire protection of the Regional Medical Center has 26 years remaining. This contract provided 1.3 million in Fire Department funding in 2015.
  - b. Milwaukee County has agreed to continue to provide EMS funding. As a result, Wauwatosa received \$100,000 in 2015.
2. EMS Fees for Service - One of the primary revenue producers for the Fire Department is its three Med Units. In 2015, Med Unit transports resulted in 1.3 million in revenue.
3. 2% Fire Inspection Dues – The State Fire Marshal’s annual payment for fire inspection compliance came to the amount of \$180,000
4. Shared Fire Training Center Fees – The Brookfield, Town of Brookfield, and North Shore Fire Departments contribute \$5,000 each annually as a user’s fee.
5. Grants - The Fire Department is constantly seeking and applying for grants. Recent success stories include:
  - a. 2012 Federal Grant – Replace 49 self-contained breathing apparatus \$270,000
  - b. 2010 Federal Grant – Purchase 100 sets of firefighter turnout gear \$160,800
  - c. 2008 Federal Grant – Purchase extrication equipment \$72,000
  - d. 2008 Federal Grant – Purchase Rapid Intervention Team equipment \$175,964

Big Picture – 95% of the current Fire Department budget is designated for salaries and benefits leaving only 5% available for operational needs. Due to Citywide budget deficits from 2011 – 2015 the Fire Department has lost five full time employees through attrition while its call volume has increased by 21%. In addition, the Fire Department’s levy is currently almost the same as it was in 2002 while the agency has increased its paramedic staffing level from 22 to 49 personnel. Suffice to say that further staffing reductions could have a negative impact on the Fire Department’s ability to generate an effective response force at labor intensive incidents within an appropriate time frame.



WFD STRATEGIC PLAN



Capital Budget Projections

Project Description	2016	2017	2018	2019	2020
Replace Truck with Engine		\$600,000			
Replace/Add Pool Vehicle		\$70,000	\$70,000	\$40,000	\$40,000
Replace Truck 53	\$992,000				
Replace Station 52 Roof				\$40,000	
Replace Pickup with Plow				\$30,000	
Replace Station 53 Generator				\$30,000	
Replace Station 53 Bay Doors				\$30,000	
Replace Command Vehicle #2		\$70,000			
Station 53 Kitchen Renovation			\$75,000		
Replace all Turnout Gear				\$300,000	
Renovate Fire Training Center			\$170,000		
Replace Med 56			\$260,000		
Station 52 HVAC Updates			\$50,000		
<b>Total</b>	<b>\$992,000</b>	<b>\$740,000</b>	<b>\$625,000</b>	<b>\$470,000</b>	<b>\$40,000</b>



WFD STRATEGIC PLAN



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WFD STRATEGIC PLAN



1. Reduce Call Handling Time at Dispatch

Goal: Implement automated voice dispatching

Indicators of Success:

- Voice dispatch automation is consistently reliable
- Dispatchers become comfortable with the new dispatch process
- Call handling time at the 90<sup>th</sup> fractal is reduced

Action Plan

Strategies	Resources Needed	Responsibility	Timeline
Complete implementation of Voice Dispatch automation	US Digital	A/C Erke	April 1, 2016
Train Dispatchers on back up process for voice dispatching	US Digital	A/C Erke	May 1, 2016
Continue to monitor and training dispatchers on information gathering and quick dispatch process.	Tammy Engelking – Dispatch Supervisor	A/C Erke	July 1, 2016
Check performance indicators for 60 second benchmark	None	A/C Erke Tammy Engelking	Aug 1, 2016



WFD STRATEGIC PLAN



2. Reduce Turnout Time

Goal: Reduce turnout time to 60 seconds

Indicators of Success:

- First Watch provides reliable data at the 90<sup>th</sup> percentile
- Turnout times are reduced to 60 seconds

Action Plan

Strategies	Resources Needed	Responsibility	Timeline
Purchase First Watch for data collection	Purchasing Department assistance	A/C Erke	April 1, 2016
Review data and post for staff and personnel	None	A/C Erke	June 1, 2016
Set new goals and benchmarks for turnout time	Data from First Watch	A/C Erke	July 1, 2016
Monitor turnout time and review data with crews	Staff and crews	A/C Erke	Nov. 1, 2016



WFD STRATEGIC PLAN



3. Incorporate Community Feedback into Strategic Plan

Goal: Create a survey to obtain community feedback on current services

Indicators of Success:

- Survey is designed and vetted by City leadership
- Anonymous survey is distributed using Survey Monkey platform
- Survey results are incorporated into 2016 Strategic Plan

Action Plan

Strategies	Resources Needed	Responsibility	Timeline
Design survey	Survey Monkey	Chief Ugaste	Jan 2016
Survey reviewed by City leadership	Mayor Ehley and Administrator Archambo	Chief Ugaste	Jan 2016
Survey distributed to citizens and business people	Survey Monkey and distribution lists	Chief Ugaste	Jan 2016
Survey results incorporated into 2016 Strategic Plan	N/A	Chief Ugaste	March 2016
Survey results made available for public review	City website	Chief Ugaste	April 2016



WFD STRATEGIC PLAN



4. Develop an Internal Purchasing Policy

Goal: Create a user friendly Fire Department purchasing policy

Indicators of Success:

- 100% compliance with City purchasing policies

Action Plan

Strategies	Resources Needed	Responsibility	Timeline
Develop a draft policy	Office Manager to develop and submit to Admin Chief	Amy Barron	Completed
Staff to review	All staff members review and comment	A/C Case	April 1, 2016
Publish as Admin Policy	None	A/C Case	May 1, 2016



WFD STRATEGIC PLAN



5. Work with Neighbors to Develop Closest Unit Dispatch

Goal: Move Fire Department Shared Services to the next level

Indicators of Success:

- All Shared Services Department utilize the same CFS Codes and Responses

Action Plan

Strategies	Resources Needed	Responsibility	Timeline
Gather dispatch CFSs from all Shared Service Departments	Cooperation from Shared Service Departments	A/C Erke	April 1, 2016
Discuss priority CFS codes and responses	Shared Services meeting	A/C Erke	May 1, 2016
Create master CFS code document for all Shared Service Departments to use	Shared Services Meeting	A/C Erke	July 1, 2016
Approve master document CFS Code document and train all dispatchers	Shared Services Meeting	A/C Erke	Sept. 1, 2016



WFD STRATEGIC PLAN



6. Standardize Weekly Staff Meetings

Goal: Create a format to follow for each weekly staff meeting

Indicators of Success:

- Meetings are managed uniformly
- Staff can anticipate areas to be addressed

Action Plan

Strategies	Resources Needed	Responsibility	Timeline
Create a template to follow for weekly staff meetings	None	Chief Ugaste	July 1, 2016
Utilize, review and improve template following use at meetings	None	Chief Ugaste	Ongoing
Publish final template and use at each weekly meeting	None	Chief Ugaste	Sept. 1, 2016



WFD STRATEGIC PLAN



7. Conduct Annual Review of the Fire Suppression/MABAS Program

Goal: Ensure that responses are coordinated and effective based on data

Indicators of Success:

- All emergency responses are reviewed annually
- CAD responses and MABAS Box Cards are evaluated annually

Action Plan

Strategies	Resources Needed	Responsibility	Timeline
Review 2015 incidents and calls for service	First Watch Software	A/C Erke	June 1, 2016
Review results with Staff	Staff Meeting	A/C Erke	Sept. 1, 2016
Review MABAS draft Box Cards for 2017	None	A/C Erke	Sept. 1, 2016
Evaluate Shared Service response	First Watch Report	A/C Erke	Oct. 1, 2016
Complete SWOT analysis of fire suppression and implement changes for 2017	Staff Meeting	A/C Erke	Dec. 1, 2016



WFD STRATEGIC PLAN



8. Provide Certified Plans Review Training for Fulltime Inspectors

Goal: All inspectors that perform plan review are certified

Indicators of Success:

- All full-time inspectors receive ICC or NFPA Plan Review Certification

Action Plan

Strategies	Resources Needed	Responsibility	Timeline
Research certification process for NFPA and ICC	None	A/C Case	May 1, 2016
Meet with impacted fire inspectors and determine which certification to pursue	None	A/C Case	June 1, 2016
Enroll inspectors in selected program	Funding	A/C Case	Jan. 1, 2017
Inspectors receive certification	Time allocated for course work	A/C Case	Dependent on program selected



WFD STRATEGIC PLAN



9. Perform Task/Staffing Analysis of Administrative Functions

Goal: Provide continuity of operations for critical administrative functions

Indicators of Success:

- Additional personnel are cross trained in critical tasks

Action Plan

Strategies	Resources Needed	Responsibility	Timeline
Identify critical administrative tasks	None	A/C Case Amy Barron	Complete
Develop written list of critical tasks	Lists from each area	A/C Case	Sept. 1, 2016
Provide training to Public Education Coordinator	Schedule training time and repetitive practice of skills	Amy Barron	Sept. 1, 2016



WFD STRATEGIC PLAN



10. Implement a Qualitative Community Risk Assessment Tool

Goal: Perform risk assessment on all commercial occupancies

Indicators of Success:

- Data gathered during risk assessment is useful and available to line personnel
- Revised tool and results are acceptable to

Action Plan

Strategies	Resources Needed	Responsibility	Timeline
Develop Risk Assessment Matrix	Copies of peer department risk assessments	A/C Case	Complete
Work with IT to create electronic risk assessment platform	IT to determine feasibility of electronic platform	A/C Case	May 1, 2016
Collect risk assessment data on all commercial occupancies	Inspectors to perform risk assessments on all commercial properties	A/C Case	Dec. 31, 2017
Compile risk assessment data and update citywide risk assessment	None	A/C Case	June 1, 2018



WFD STRATEGIC PLAN



11. Implement a Standard Operating Guideline for Fire Inspections

Goal: Develop an SOG to direct all fire inspection operations

Indicators of Success:

- Standard Operating Guideline is published

Action Plan

Strategies	Resources Needed	Responsibility	Timeline
Complete draft SOG	None	A/C Case	Feb 1, 2016
Publish final SOG	None	A/C Case	Mar. 1, 2016



WFD STRATEGIC PLAN



12. Explore Combined Fire Dispatch for Milwaukee County

Goal: Participate in discussions and encourage study

Indicators of Success:

- Wauwatosa is represented in centralized dispatch discussions
- Wauwatosa participates in the Public Policy Forum study
- Regional advantages to centralized dispatch are discussed

Action Plan

Strategies	Resources Needed	Responsibility	Timeline
Mayor Ehley and Administrator Archambo are made aware of the Fire Department's concerns regarding current dispatch	N/A	Chief Ugaste	July 2015
Wauwatosa participated in the Public Policy study	Wauwatosa agrees to participate and A/C Erke attends study meetings	Chief Ugaste	Ongoing
Wauwatosa participates on work Group/Committee	Chief Ugaste and Administrator Archambo attend Committee meetings.	Chief Ugaste	Ongoing
Regional advantages to centralized dispatch based on share services are discussed	N/A	Chief Ugaste	Ongoing



WFD STRATEGIC PLAN



### 13. Expand the Current Officer Development Program

**Goal:**

**Indicators of Success:**

- Officers feel they have a career path and training to prepare them for the next position.
- The Development Program is reviewed and improved on an ongoing basis.

**Action Plan**

Strategies	Resources Needed	Responsibility	Timeline
Place qualification forms and policy in circulation	None	A/C Erke D/C Sandoval	March 25, 2016
Review feedback from first class and prepare material for the next two classes	None	A/C Erke D/C Sandoval	May 1, 2016
Continue to expand the process for the future and incorporate additional focus groups	None	A/C Erke D/C Sandoval	Aug. 1, 2016
Prepare material for 2017	None	A/C Erke D/C Sandoval	Dec. 1, 2016



WFD STRATEGIC PLAN



14. Rewrite Self-Assessment Manual Based on 9<sup>th</sup> Edition FESSAM

Goal: Be prepared for reaccreditation in 2020

Indicators of Success:

- Staff completes review of the new 9<sup>th</sup> Edition
- Self-Assessment documents are rewritten using new template
- Self-Assessment is maintained in preparation for the next CPSE review

Action Plan

Strategies	Resources Needed	Responsibility	Timeline
Review 9 <sup>th</sup> Edition	Self-Assessment Manual 9 <sup>th</sup> Edition	A/C Erke	June 1, 2016
Assign personnel the categories that need to be updated	Staff	A/C Erke	Sept. 1, 2016
Personnel complete updates and submit for review	Staff	A/C Erke	June 1, 2017
Complete Self-Assessment documents and update exhibits	Staff	A/C Erke	Sept. 1, 2017



### 15. Create Tosa Heart Safe Community AED Program

**Goal: Encourage Tosa businesses to purchase AEDs**

**Indicators of Success:**

- Heart Safe Business Program is created and branded with window decal
- Location of existing AEDs within Wauwatosa are identified
- AED Vendors are identified

#### Action Plan

Strategies	Resources Needed	Responsibility	Timeline
Research participation in Heart Safe Community Program	None	Chief Ugaste	May 1, 2016
Research options for window decals and AED vendors	Funding for stickers	Chief Ugaste D/C Sandoval	June 1, 2016
Identify location of businesses with existing AEDs and determine willingness to participate in Program	None	D/C Sandoval	July 1, 2016
Notify businesses through City Newsletter and media event	None	Chief Ugaste D/C Sandoval	Aug 1, 2016



WFD STRATEGIC PLAN



16. Research, Purchase and Implement PulsePoint Program

Goal: Participate in PulsePoint Program

Indicators of Success:

- New PulsePoint Program is branded as the Tosa Heart Safe Community Program
- Current businesses with AEDs are identified and have agreed to participate
- Information on Pulse Point is made available to the general public

Action Plan

Strategies	Resources Needed	Responsibility	Timeline
Research PulsePoint	None	A/C Case	Completed
Purchase Program through partnership with Greenfield FD	Funding	A/C Case	July 1, 2016
Notify public and businesses through City Newsletter and Business Associations	None	Chief Ugaste D/C Sandoval	Aug. 1, 2016
Update PulsePoint with new AED locations	None	D/C Sandoval	Ongoing



WFD STRATEGIC PLAN



17. Research, Purchase and Install TV Screens in EOC

Goal: Improve AV capabilities in EOC

Indicators of Success:

- Partner with IT to determine best solution
- Install big screen TVs in EOC

Action Plan

Strategies	Resources Needed	Responsibility	Timeline
Partner with IT to determine the best solution	None	A/C Case	Completed
Identify options for both equipment and installation	None	A/C Case	July 1, 2016
Purchases equipment	EOC funding	A/C Case	Aug. 1, 2016
Have equipment installed in EOC	EOC funding	A/C Case	Sept. 1, 2016



## 2015 Accomplishments

1. The Wauwatosa Fire Department was unanimously awarded international accredited status by the Commission on Fire Service Accreditation on August 27<sup>th</sup>, 2015.
2. The Wauwatosa Emergency Operations Center was exercised in October of 2015.
3. EMS quality assurance (QA) for electronic patient care reports (EPCR) was improved to insure the quality of patient care information for billing purposes and to provide regular monitoring and feedback regarding paramedic report writing.
4. All new portable and apparatus radios were placed in service. This project included reprogramming radios with the Milwaukee County template and then training all personnel on the use of the radios.
5. The Fire Department's payroll was switched from the antiquated Access program to the newer Telestaff payroll function. All payroll codes were reviewed to insure they would translate correctly to the GEMS System that is used by the City of Wauwatosa and tests were performed to insure accuracy.
6. The quality of the Target Solutions training platform and training record management was improved and a digital training calendar was implemented.
7. A program to train Captains to fill in as acting shift commanders was successfully implemented.
8. Pro-Phoenix was implemented for the Fire Prevention Bureau as all records were shifted from Firehouse to the new software and paper inspection reports were eliminated.
9. The capabilities of the Fire Investigation Program were increased to insure investigators and equipment are available 24 hours per day.
10. A High Rise Firefighting Policy was created for the Shared Services Group to insure the use of similar terminology, strategy, and tactics at high rise fires.
11. The bathroom at Station 53 was remodeled.
12. New fire station alerting system implemented.
13. The Pro-Phoenix Inventory Management System was implemented.
14. The Apparatus Repair Tracking System was implemented.



## WFD STRATEGIC PLAN



### 2014 Accomplishments

1. Rough drafts of the Standard of Cover, Community Risk Analysis, and Self-Assessment were completed for the accreditation process. In addition the Great Lakes Fire Accreditation Managers provided a mock assessment and the Wauwatosa Fire Department (WFD) became a candidate agency with the Centers for Public Safety Excellence (CPSE)
2. The Rescue Task Force Concept was implemented in collaboration with the Police Department.
3. All new radios were purchased at a significant discount thanks to group pricing
4. WFD and the Wauwatosa Police Department committed to staying with the Milwaukee County 800 Radio System following lengthy negotiations and research.
5. Chief Ugaste was elected to the Milwaukee County Radio System Governance Board.
6. New Fire Department building pre-planning system implemented.
7. New training software known as Target Solutions purchased and implemented.
8. New Pierce 100' aerial ladder placed in service as Truck 51
9. The North Shore and Wauwatosa Fire Departments agreed to share a Battalion Chief of Training.
10. The North Shore and Wauwatosa Fire Departments also shared a hiring process for the first time.
11. The Shared Services effort took another step as the Milwaukee Fire Department began requesting the nearest suburban Shift Commander to respond to and assist at every structure fire.
12. The Wauwatosa Emergency Operations Center was exercised twice in 2014 and then was actually activated for the Dontre Hamilton Protest at Mayfair Mall.



## 2013 Accomplishments

1. Second Wauwatosa Fire Department (WFD) Strategic Plan Published
2. Creation of a Shared Services Committee for Milwaukee County
3. Procedural and safety issues regarding shared services addressed
4. Verbal agreement to share the WFD Training Facility
5. Tosa Area Preparedness Partners (TAPP) completes first full year
6. Chief Ugaste elected as public sector chairperson for TAPP.
7. TeleStaff scheduling and payroll software fully implemented
8. WFD website completely revised
9. Fire Department internal purchasing process revised
10. City-Wide emergency operations plan exercised
11. Emergency Operations Center (EOC) improved
12. WFD participates in multiple disaster preparedness tabletop exercises.
13. Temporary Station 54 was built and utilized
14. New ambulances, command car, and pickup placed in service
15. New EMS Billing Agency was selected
16. Restructure of WFD officers completed
17. WFD personnel photographs updated
18. All self-contained breathing apparatus replaced via grant
19. Hart Park Evacuation Plan completed



## WFD STRATEGIC PLAN



### **2012 Accomplishments**

1. Wauwatosa and Milwaukee Fire Departments agree to assist each other
2. WFD Chief Staff restructured
3. Areas of responsibility assigned to all line officers
4. ICMA Study recommendations addressed
5. Annual employee performance appraisals implemented
6. Apparatus replacement schedules developed
7. The Public Education Program revised
8. Interagency training and collaboration accomplished
9. Functional consolidation of fleet services and training with the North Shore Fire Department
10. Joint Fire Training Academy established with the North Shore Fire Department
11. Tosa Area Preparedness Partners (TAPP) facilitated
12. City Department Heads trained in Emergency Operations Center functions
13. Damage Assessment Team was established
14. Emergency Management budget established
15. WFD registered for fire service accreditation
16. First WFD Strategic Plan published
17. Mobile Data Terminals installed on all apparatus
18. Response time data evaluation initiated
19. New fire engine placed in service
20. All new turnout gear obtained thanks to a grant



## Considerations for the Next Five Years

### ***Plan for Continued Growth of the Shared Services Project***

The Shared Services Group comprised of the Wauwatosa, North Shore, Milwaukee, West Allis, Greenfield, Oak Creek, and the St. Francis Fire Departments continue to expand the definition of automatic aid as Battalion Chiefs as well as apparatus are now responding into each other's communities. The next logical step is to grow the program to include responding together to automatic fire alarms.

***Recommendation: Continue to prioritize sharing resources.***

### ***Plan for Centralized Dispatch for Milwaukee County***

With the acceptance and rapid growth of Shared Services it has become apparent that the continued use of multiple dispatch centers need to be addressed. The current dispatch system results in delays as dispatcher centers have to call each other to determine apparatus availability and then to request a response. This would no longer be an issue if a centralized dispatch center were created.

***Recommendation: Work toward a shared dispatch center for Milwaukee County.***

### ***Plan for migrating to one radio system for Milwaukee County***

Due to Shared Services it has also become apparent that using two different radio platforms (Milwaukee uses Open Sky and the suburbs use OASIS) is problematic. The best outcome from the perspective of both the suburbs and the Milwaukee Fire Chief is that all shared service participants share the same platform/frequency. Since OASIS is being upgraded and Open Sky is nearing the end of its life expectancy it appears that this would require the Milwaukee Fire Department to move to OASIS.

***Recommendation: Work toward a shared radio platform for Milwaukee County.***

### ***Research Mobile Integrated Healthcare (MIH)***

Due to the Healthcare Reform Act hospitals are now heavily penalized for specific categories of medical patients who are re-admitted for the same reason within 30 days. In order to avoid these fines it is anticipated that hospitals will seek partnerships with local fire departments to provide follow-up care and resources to these patients after they leave the hospital.

***Recommendation: Continue to research MIH and potential funding mechanisms***

### ***Focus on the Effective Response Force***

The budget deficits experienced in four of the past five years have resulted in two Wauwatosa Fire Department Engines dropping to a three person staffing level on a regular basis. This reduction impacts both the capabilities of the first arriving apparatus at a structure fire as well as the Fire Department's capacity to achieve an effective response force when multiple calls are in process. In addition, the Fire Department's ability to adequately staff apparatus as required by mutual and automatic aid agreements is negatively impacted.

***Recommendation: Plan to increase staffing or overtime budget.***