



## **Memorandum**

---

**TO:** Neenah & Menasha Common Councils  
Mayor Merkes  
Mayor Kaufert

**FROM:** Kevin Kloehn, Chief

**DATE:** October 11, 2016

**RE:** NMFR's Strategic Plan

Our Department has completed the first phase of our Strategic Planning Process. As result of this process, goals have been outline for our Department to begin working on. I've attached this document for your review. AC Mike Sipin will give a presentation on this at next week's meetings. Please keep in mind, this document will continually be improved upon as we complete goals, set new goals and plan for the future.

If you have any questions, please feel free to call me at 886-6203.

KK/tt

Enclosure



# Neenah-Menasha Fire Rescue Strategic Plan

2016

V.3 Updated June 24, 2016



## Strategic Planning Committee Members

Fire Chief Kevin Kloehn  
Assistant Chief Vernon Green  
Assistant Chief Mike Sipin  
Jim Dunbar, Captain  
Jamie Leonard, Driver  
Amos Mikkelson, Driver  
Joe Muthig, Firefighter/Mechanic  
Jason Philipp, Firefighter  
Garret Gee, Firefighter  
Tara Thiesen, Management Assistant  
Catherine Neiswender, Facilitator, UW-Extension

## Date Plan Adopted

Xxxxxx 2016

## Background information about Neenah Menasha Fire Rescue

Neenah-Menasha Fire Rescue was created on January 1, 2003 by the consolidation of the City of Neenah Fire Department and the City of Menasha Fire Departments. We have 68 career employees who are committed to preserving the lives and property within the Cities of Neenah and Menasha. The Department carries out this commitment through award-winning fire prevention education programming supported by rapid, efficient response for fire, EMS and rescue emergencies. The communities we serve from our four fire stations are located in strategic areas to provide efficient response to virtually any type of emergency situation, including fire suppression, auto extrication and ice/water rescue.

The communities are served from four fire stations located in strategic areas to provide for efficient response to virtually any type of emergency situation, including fire suppression, auto extrication and ice/water rescue.

### Equipment

Neenah-Menasha Fire Rescue depends upon a variety of equipment for our operations.

Engine 31 - Engine 31 (E31) is a 2005 Pierce Quantum engine/pumper. E31 is currently housed at Station 31 located at 1080 Breezewood Lane in the City of Neenah. E31 holds 750 gallons of water and is capable of pumping 1,250 gallons of water per minute. It also carries jaws equipment and responds to rescue calls if this equipment is needed.

Engine 32 - Engine 32 (E32) is a 2008 Pierce Velocity Rescue Pumper. E32 is currently housed at Station 32 located at 125 E. Columbian Avenue in the City of Neenah. E32 holds 500 gallons of water and is capable of pumping 1,250 gallons of water per minute. E32 also carries jaws equipment and responds to all rescue calls if this equipment is needed.

Quint 32 - In 2014, a new Quint 32 (Q32) was purchased to replace is a 1996 Pierce Aerial Ladder Truck. Q32 is currently housed at Station 32, which is located at 125 E. Columbian Avenue in the City of Neenah. Quint 32 is a 2013 Pierce Dash CF custom chassis with a 105" steel aerial ladder.

Engine 35 - Engine 35 (E35) is a 2015 Pierce Saber engine/pumper. E35 is currently housed at Station 35 located at 430 First Street in the City of Menasha. E35 holds 750 gallons of water and is capable of pumping 1,500 gallons of water per minute and has a Husky 3 foam system.

Engine 36 - Engine 36 (E36) is a 1998 Pierce Quantum engine/pumper. E36 is currently housed at Station 36 located at 1108 Province Terrace in the City of Menasha. E36 holds 750 gallons of water and is capable of pumping 1,250 gallons of water per minute. E36 carries jaws equipment and responds to any rescue calls if this equipment is needed.

Pumper 35 - Pumper 35 (P35) is a 1997 Pierce Saber engine/pumper. P35 is our reserve engine and housed at Station 35 located at 430 First Street in the City of Menasha. P35 holds 750 gallons of water and is capable of pumping 1,250 gallons of water per minute.

Marine 3 - Marine 3 is a Pro Line 2200 DC. This boat is used during the summer months for all water rescue calls. It was purchased and maintained by the Winnebago County Sheriff's Department and is staffed and operated by NMFR personnel. We respond to water rescue calls on the Northwest area of Lake Winnebago and also Little Lake Butte Des Morts. It is also used as another vehicle for water rescue calls with Oshkosh Fire Department.

## Personnel

Neenah-Menasha Fire Rescue is a career department with 68 members. There are 63 line staff that work 24-hour rotating shifts. Line staff are split up between three different shifts, each having 21 members per shift. Each shift has one Shift Commander, five Fire Officers, five Driver/Engineers, two Shift Inspectors/firefighters and eight Firefighters. These on duty crew members staff four different fire stations within the Cities of Neenah and Menasha.

## Stations

Neenah-Menasha Fire Rescue has four fire stations that serve the Cities of Neenah and Menasha.

## Description of the Strategic Planning Process

***The purpose of the Strategic Planning process was to clarify issues facing the Department, and identify promising strategies to address these issues.***

Neenah Menasha Fire Rescue began a strategic planning process in early 2015. A Strategic Planning Committee was identified, representing a variety of perspectives within the department. The process was supported by the Chief, and the Joint Finance and personnel committee. Mayors of both Cities were made aware of the Department's efforts through committee presentations. Catherine Neiswender, Community Development Educator with Winnebago County UW-Extension was engaged to be the process facilitator and guide. The committee met monthly to keep the process moving forward.

Significant progress was made on key planning steps in 2015, including development and adoption of a new Mission, Vision and Values statements, reviewing strengths and limitations of the department, and conducting several external stakeholder surveys to provide additional input to the process. Strategic Issues and promising strategies were identified in early 2016.

This plan document contains the key Strategic Planning components:

- Stakeholder feedback
- Strategic Issues facing the Department
- Goals and Strategies

**Strategic Plan Implementation and Evaluation** – The Goals/Strategies section of the plan contains action plans that identify key responsible parties, timeframes and budget requirements to implement the plan. The planning committee will review the plan on a regular basis to ensure strategies are being implemented. At six (6) and twelve (12) months, the committee will meet again with the facilitator to evaluate progress, challenges and successes.

### Note about the Process from the Facilitator:

It is important to articulate that this planning process occurred during a period of administrative leadership change through retirement. The strategic planning team recognizes that because new administration is in place (as of June 2016), the implementation of this plan will be influenced by the leadership style and approaches of the new administration. More importantly, the culture of NMFR will likely change, which will impact the context and priorities outlined in this plan. It is expected that goals, budgets, levels of accountability, communication approaches, transparency and potentially even department morale will change because of a transition in leadership. This is natural and to be expected. Because of this context, this strategic plan is primarily to be used as a guide to articulate significant strategic issues and outline potential promising strategies. How the Department chooses to implement this plan will unfold as the administration transition takes place and new leadership approaches get integrated into the day to day workings of the Department. It is my observation that the dedication of the strategic planning team is a positive asset to helping change happen in the Department. I have confidence that the team and leadership will use this plan to guide the Department into the future. It's been my pleasure to work with such a dedicated team!

Catherine Neiswender, UW-Extension

## Mission, Vision and Values

### **Mission Statement**

Neenah-Menasha Fire Rescue consists of committed professionals whose mission is to provide the highest standard of service through prevention, education, fire suppression, emergency medical response, technical rescue and community interaction to preserve the quality of life and property for all of those within the Cities of Neenah and Menasha.

### **Core Values**

Trust is the cornerstone of all relationships. We will continue to strive to build and earn trust both within the department and communities we serve. We will earn trust through:

**Integrity:** We are committed to the highest standard of moral and ethical conduct.

**Dedication:** We provide quality service through pride and professionalism.

**Compassion:** We support our neighbors in their time of need.

**Teamwork:** We work together to achieve common goals.

**Tradition:** We preserve and carry forward the legacy of those who honorably served before us.

**Courage:** We do what is right in the face of adversity.

### **Vision Statement**

Our vision at Neenah-Menasha Fire Rescue is to have a positive, motivated, and educated department. We strive to meet the community demands. We will accomplish this with an organized and defined structure. We encourage change, use resources to the full extent and work closely with outside agencies.

## Stakeholder Analysis

Between October 2015 and January 2016, the strategic planning committee identify critical external stakeholders to provide feedback to the Department. Six key audiences were identified:

- Elected officials in Neenah and Menasha
- Key staff and Partners in the Cities of Neenah and Menasha
- School Partners
- Businesses
- Developers
- General Public

Six individual online surveys were developed and administered by UW-Extension between January 22, 2016 and February 12, 2016. Online surveys sought feedback on assessment of services, and ideas about opportunities for the future of the department.

The survey responses provided input and feedback to develop the strategic issues and strategies found in this plan. Individual comments and responses remained anonymous. A summary of responses (Appendix A) was developed and made available to stakeholders via the NMFR website.

An internal survey of NMFR staff was conducted in May 2016. Feedback from staff was incorporated into the issues and strategies identified in this plan.

## Strategic Issues

The heart of the strategic plan is the identification and prioritization of strategic issues to be addressed. Strategic Issues are fundamental challenges or choices faced by an organization that impact their mission, personnel, services, customers, finances or processes. This section of the Strategic Plan briefly characterizes the key strategic issues facing the Department. Many of these issues were identified by external stakeholders.

- I. **External Communication and Public Outreach**– the Department understands the need to provide relevant and up to date information to elected officials and partners regarding the operations and budgeting of the Department. Individuals have different communication preferences making this a challenge. Currently the Department uses several methods to communicate. ***How can the Department more effectively and efficiently communicate with elected officials in a way they find valuable?*** Additionally, there are several opportunities for the Department to become more connected with relevant activities happening in the Cities of Neenah and Menasha, such as the Neenah comprehensive planning process. ***How can the Department be represented on these activities to maintain open lines of communication and increase understanding of impacts of projects on partners' work.*** Lastly, another dimension of communication is to strengthen connections and opportunities with the local schools and with the general public. ***How can the Department help the public understand our role, the consolidation, and priority dispatching? How can we balance outreach requests with our responsibilities? Be visible and involved without stretching resources?***
- II. **Relationships with Businesses** – Fire prevention and inspection services for local businesses are a critical responsibility of the Department. Generally, the relationship and responses to businesses is positive. There are, however, opportunities to improve and increase communications with businesses. ***How do we create a culture of building relationships with businesses and enhancing communication and service with them?***
- III. **Sustainable, Responsible and Realistic Budgeting** – the Department strives to be as transparent and responsible with the budget as possible. Yet there are still challenges sustaining personnel and equipment to meet demands and expectations when processes are unclear and changeable. Additionally, the Department may be limited in how revenues can be generated to help support programs. This is a challenge when the levy doesn't sustain existing and expanding programs, such as the Dive Team. ***How can the Department explore all alternative revenue sources and recoup costs for the Department? How can the Department develop a guideline for equipment replacement and training needs and communicate effectively to all city officials?***
- IV. **Planning and training for a changing future** – the Department seeks to be responsive to emergency needs in the community. However these types of events are evolving (e.g. active shooter situations, large environmental or weather disasters) and the Department needs to plan and train for these types of major events. Not only are major events changing, but the demographics, needs and

lifestyles of our Menasha and Neenah residents are also changing (e.g. elderly, deaf/blind, drug overdoses etc.). ***How can the Department adequately budget, train, and prepare for new and emerging situations?***

- V. **Developing and Retaining Personnel** – Department personnel recognize the strong asset they have in the staff, their high level of commitment and dedication, and high degree of skills and experience. At the same time, the Department will, like many organizations, be facing retirements which creates the need to be proactive about succession planning and support, mentoring and leadership development for newer staff. Additionally, given the changing environment around emergency response situations, training will become more critical to keep the department safe, responsive and cutting edge. ***How can the Department align staffing with community needs and better ensure adequate level of service in a changing environment? How can the Department be better at succession planning? How can the Department increase training around critical topics and with critical partners?***

## Strategies and Goals

For each strategic issue facing NMFR, goals were articulated and several promising strategies were identified. The list of strategies within each goal has been prioritized by ease of accomplishment and relative impact. As implementation of these strategies ensues, it may be determined that a strategy needs to be adjusted, delayed or eliminated.

### I. External Communications and Public Outreach

| Goal   | Strategy   | Who's responsible                                    | By when?                             | Budget needed |
|--|--|--|--------------------------------------|---------------|
| <b>GOAL I.A - Strengthen Relationships and communication with elected officials, schools and external partners</b> |  |  |                                      |               |
|  | 1. <b>Chief and deputy</b> meet with elected officials to see what they want for communication and to increase transparency/ details for elected officials   | Chief and Deputy Chief                               | Summer 2016 – first meeting; ongoing |               |
|  | 2. Increase communications with Gold Cross Ambulance and both Police Departments to review expectations.   | Chief, Deputy, and Training Officer                  | Summer 2016 – first meeting; ongoing |               |
|  | 3. Encourage <b>line personnel</b> to attend city meetings ( i.e. JT Finance and council meetings)<br>a. Find out when Dept. staff meeting and take part of them and invite them to ours.                        | Top Union Leadership and Administration              | Summer 2016                          |               |
|  | 4. Create more <b>informal ways to</b> interact with staff, council and mayors<br>a. Host a quarterly invite open house for lunch for all city employees and council members.<br>b. Invite mayors for breakfast. | Union Leadership, Company Officers, Shift Commanders | Summer 2016                          |               |

|  |   |  |   |  |
|--|---|--|---|--|
|  | c. Find out when mayor/Aid have events in their districts to build relationships.   |  |   |  |
|  | 5. Work with both parks and recreational activities in the summers to reach kids with more <b>formal</b> programs. Start with exploration of ideas and conversations with Park and Rec staff. | Public Education Team (primary coordinator);<br>Company Officers; all Firefighters are ultimately responsible for implementation | Company officers and Pub Ed Team explore opportunities in 2016; formalize activities in summer 2017 |  |
|  | 6. Look at concept of a more formalized <b>school liaison</b> . Evaluate the purpose and need for a school liaison. Assess and determine if needed. If yes, then evaluate budget required.    | Administration   | Explore in 2017; budget for in 2018 if determined appropriate.                                      |  |

| Goal   | Strategy   | Who's responsible | By when? | Budget needed |
|--|--|-------------------|----------|---------------|
| <b>GOAL I.B - Increase visibility and access to the public</b> |  |                   |          |               |
|  | 1. Change <b>open door</b> policy, making sure security is addressed.  |                   |          |               |
|  | 2. Do a <b>local alarms project</b> and hand out life safety information   |                   |          |               |
|  | 3. <b>More community involvement</b> helps so elected officials we do care and are committed to our jobs <ul style="list-style-type: none"> <li>a. Ride along (?)</li> <li>b. Go back to exercises in park to increase visibility.</li> <li>c. Hold Fire OPS 101 Classes</li> <li>d. Union Participation (non-exec board) increase at events.</li> </ul> |                   |          |               |

|  |  |  |                      |  |
|--|--|--|----------------------|--|
|  | <ul style="list-style-type: none"> <li>e. Create citizen fire academy</li> <li>f. Create training activities when we do this so the public can see this (small groups)</li> </ul>        |  |                      |  |
|  | 4. Work with both parks and recreation activities in the summers to reach kids with more <b>informal</b> programs, activities or contacts  | Company Officers, Pub Ed Team (overall direction/coordination) | Summer 2016; ongoing |  |
|  | 5. <b>Explore educational opportunities</b> with the public and change a nominal fee so you have people who are serious and want to be there. (i.e. program for kids staying home alone) |  |                      |  |
|  | 6. Research <b>other and creative ways to enhance public education</b> work and how it balances with service response duties   |  |                      |  |

| Goal   | Strategy   | Who's responsible | By when? | Budget needed |
|--|--|-------------------|----------|---------------|
| <b>GOAL I.C - Improve our ability to communicate what we are doing</b> |  |                   |          |               |
|  | 1. <b>Invest in Fire House Analytics</b> to make data better for reporting.  |                   |          |               |
|  | 2. Continue use of <b>electronic communication</b> - Facebook and increase use of other social media <ul style="list-style-type: none"> <li>a. Staff take pictures for Facebook</li> <li>b. Develop electronic newsletter about events, dept., info, etc.</li> </ul> |                   |          |               |
|  | 3. <b>Using "Old fashioned" media</b> and having a PIO team for the dept.  |                   |          |               |
|  | 4. <b>Interact with media</b> better and improve relationships. <ul style="list-style-type: none"> <li>a. Host a media day for the media to show them what we do.</li> </ul>   |                   |          |               |

| Goal   | Strategy | Who's responsible | By when? | Budget needed |
|--|----------|-------------------|----------|---------------|
| <b>GOAL I.D Review of internal policies so that we can go out and be seen by the public.</b> |          |                   |          |               |

|  |   |  |  |  |
|--|---|--|--|--|
|  | 1. Look at <b>uniform changes</b> so staff can be more active with the kids (e.g. running outside, exercise in the parks)                                   |  |  |  |
|  | 2. Allow engine companies to go to lunch and/or stop by places and be visible and build relationships. (i.e. farmers markets, community events, brat fries) |  |  |  |

| Goal  | Strategy  | Who's responsible     | By when? | Budget needed |
|---|---|-----------------------|----------|---------------|
| <b>GOAL I.E - Develop a consistent and clear Event Policy with the Mayors</b> |   |                       |          |               |
|   | 1. Develop an <b>Event Protocol</b> <ol style="list-style-type: none"> <li>a. Evaluate types of events for building public relations (block parties, parades, events etc. )</li> <li>b. Look at amount of time spent at events, purpose and value.</li> </ol> |                       |          |               |
|   | 2. Have <b>Public Education protocol</b> - with standard messages when we are at events. Have a policy/protocol.  | Public Education Team |          |               |

## II. Relationships with Businesses

| Goal  | Strategy   | Who's responsible | By when? | Budget needed |
|---|--|-------------------|----------|---------------|
| <b>GOAL II.A - Change/develop a culture of developing relationships with businesses</b> |  |                   |          |               |
|   | 1. Encourage positive attitudes when we do inspections.  |                   |          |               |
|   | 2. Develop a culture where fire fighters are free to make contact with management to develop relationships with that business. |                   |          |               |
|   | 3. Encourage more walk-throughs with businesses.   |                   |          |               |

| Goal   | Strategy  | Who's responsible | By when? | Budget needed |
|--|---|-------------------|----------|---------------|
| <b>GOAL II.B - Clarify and create quality control processes and expectations</b> |   |                   |          |               |
|  | 1. Switch inspections around. Have companies do large industry vs. shift inspectors.  |                   |          |               |
|  | 2. Ensure preplans are completed once a year, and that there is clarity on how the process occurs.  |                   |          |               |
|  | 3. Be more vigilant to get complete information from businesses. Accurate information is critical. Build this strategy into a training goal to ensure accountability.   |                   |          |               |
|  | 4. Define tour vs inspection and educate staff on how to deal with situations when you find violations during a tour. Build a proactive schedule and clarify the purpose of the visit with the business (tour, inspection, pre-plan etc). |                   |          |               |
|  | 5. Develop an electronic process for people to respond to when they correct a violation.  |                   |          |               |

| Goal  | Strategy  | Who's responsible | By when? | Budget needed |
|---|---|-------------------|----------|---------------|
| <b>GOAL II.C - Outreach to new businesses to give them new information on services NMFR provides.</b> |   |                   |          |               |
|   | 1. Develop information that clarifies what we are looking for during an inspection and why we have to do this |                   |          |               |

### III. Sustainable, Responsible and Realistic Budgeting

| Goal  | Strategy  | Who's responsible | By when? | Budget needed |
|---|---|-------------------|----------|---------------|
| <b>GOAL III.A - Explore potential to generate revenues and recuperate costs</b> |   |                   |          |               |
|   | <ol style="list-style-type: none"> <li>1. Investigate how new revenue sources could be used to support NMFR.                             <ol style="list-style-type: none"> <li>a. If needed, propose a re-write municipal codes to allow fee structures to recuperate costs and incentives to get goals accomplished.</li> <li>b. Explore run data to explore contact with non-residents to bill back costs</li> </ol> </li> <li>2. More grant writing and support for the Department</li> </ol> |                   |          |               |

| Goal  | Strategy  | Who's responsible | By when? | Budget needed |
|---|---|-------------------|----------|---------------|
| <b>GOAL III.B Accurate and Transparent Capital and Equipment Planning Process</b> |   |                   |          |               |
|   | 1. Develop an equipment replacement plan and have this approved by elected officials and follow through with the plan             |                   |          |               |
|   | 2. Have a realistic budget process for funding project equipment  |                   |          |               |
|   | 3. Establish support in funding services through operating and capital budgets, vice short-term/ad hoc funding for core services. |                   |          |               |
|   | 4. Look at equipment we need/ don't need. Sell unnecessary equipment to fund needed equipment purchases.                          |                   |          |               |

| Goal | Strategy | Who's responsible | By when? | Budget needed |
|------|----------|-------------------|----------|---------------|
|------|----------|-------------------|----------|---------------|

|  |  |  |  |
|--|--|--|--|
| <b>GOAL III.C Modernize budgeting process – build trust and transparency through budgeting process</b> |  |  |  |
|  | 1. Investigate breaking out budget more specifically for core functional areas (i.e. training, pub education) to have a clear picture of funding available. This will allow better planning and budgeting. |  |  |
|  | 2. Embrace honest budgeting versus fear based budgeting  |  |  |
|  | 3. Review of all services provided and do cost/benefit analysis  |  |  |

#### IV. Planning and Training for a Changing Future – Internal Strategies

| Goal  | Strategy  | Who's responsible | By when? | Budget needed |
|---|---|-------------------|----------|---------------|
| <b>GOAL IV.A - Develop Department goals and budgets before the budget process begins.</b> |   |                   |          |               |
|   | 1. Enhance communication and utilize committees effectively to create 2-way communication approaches, increase transparency, and increase buy-in and involvement from line staff. |                   |          |               |
|   | 2. Administration develop Dept. goals and accomplishments annually and share with staff so it's clear on the direction the Dept. wants to go for the next year.                   |                   |          |               |
|   | 3. Have a realistic plan of what will happen quarterly each year  |                   |          |               |
|   | 4. Work with City of Neenah Finance to ensure the Department has accurate, up to date, budget reports so that Department activities and purchases can be accurately planned.      |                   |          |               |
|   | 5. Be prepared to be responsive should there be changes in the Emergency Medical System landscape in Neenah and Menasha (e.g. Narcan, community paramedicine)                     |                   |          |               |

| Goal   | Strategy  | Who's responsible | By when? | Budget needed |
|--|---|-------------------|----------|---------------|
| <b>GOAL IV.B - Enhance learning and training</b> |   |                   |          |               |
|  | 1. Continue to conduct after action reviews after major events.   |                   |          |               |
|  | 2. To increase efficiency and reduce strain on Departmental resources, determine and prioritize critical training and activities and reduce or drop training and activities that are no longer needed, valued or supported. |                   |          |               |

|  |  |  |  |  |
|--|--|--|--|--|
|  | 3. Develop a more efficient approach to schedule all activities, training, maintenance, etc.   |  |  |  |
|  | 4. Prioritize and encourage outside training to provide professional staff development, meet individual training needs, budgets, and training priorities.  |  |  |  |
|  | 5. Empower officers to develop how they want to organize, schedule and work with their crews (i.e. training, inspections, etc.).<br>a. Enable company officers have a more proactive approach and identify ways/things to improve things with their engine company |  |  |  |
|  | 6. Evaluate specialized roles people have and how they affect the crews (boat issues, firehouse, radios, etc.)   |  |  |  |
|  | 7. Explore mutual training opportunities with adjacent departments (such as confined space training, trench rescue, extrication etc.)  |  |  |  |
|  | 8. Create a mentoring system for staff to minimize effects of future staff turnover, preparing newer staff for leadership roles, and maximize the value in shared knowledge across the department.   |  |  |  |
|  | 9. Balance training needs with community needs; map out our needs for newer staff  |  |  |  |

## Appendix A – Summary of External Survey Responses

### Neenah-Menasha Fire Rescue (NMFR) External Survey Summary of Responses April 2016

#### PURPOSE AND METHODS

In January 2016, Neenah Menasha Fire Rescue (NMFR) conducted six (6) surveys of key external stakeholders as part of their strategic planning process:

- Elected Officials in Neenah and Menasha
- General Public
- Businesses
- Developers
- Governmental Departments and Partners
- School Officials

An external stakeholder is defined as a person, group or organization that is impacted by the services and mission of the organization. These six stakeholders were prioritized by the NMFR steering team.

The purpose of the surveys were to gather feedback on their assessment of current services and ideas about opportunities for the future. Survey feedback, along with other sources of feedback and data, will be used to inform the planning process, identify key strategic issues, and develop strategies.

The survey was administered electronically via Qualtrics, by Winnebago County UW-Extension Community Development Educator Catherine Neiswender. Survey respondents were emailed through Qualtrics using contact lists provided by NMFR. Three reminders were sent to increase response rates. The general public survey link was posted on social media accounts and websites.

#### RESPONSE RATES

Response rates of the surveys overall was acceptable and useful to the planning process.

**Elected officials:** 25 surveys sent out/11 completed responses – 44% response rate. These data provide insights but are not statistically representative of the 25 elected officials surveyed. There is opportunity to consider ways to garner their feedback as the process progresses.

**General Public:** survey link shared widely on internet and social media sites/ 70 responses

- All but 4 responses were from City of Neenah and Menasha residents
- Most respondents (or their family or neighbors) have not received any services (e.g. fire/smoke emergencies, medical emergencies, vehicle assistance etc.) from NMFR in the past two years. 22% did report receiving

services. Of these, 85% of them received medical emergency response services. Most (84% ) respondents rated the quality of their interaction with NMFR as good or excellent.

**Business Survey:** 1053 surveys sent out/ 207 completed – 20% response rate. This response rate falls between a 5% and 10% margin of error (95% confidence level) and is a good representation of perspectives of businesses.

**Developers Survey:** 72 surveys sent out/19 completed – 26% response rate. These data are not a representative sample, but provide useful feedback.

**Government Departments/Partners** – 24 sent out/16 completed – 67% response rate. This is a representative sample.

**School Officials Survey:** 23 surveys sent out/7 responses – 30% response rate. These data do not represent school officials' perspectives broadly.

- o 71% of respondents work with NMFR on inspections, and only 1 respondent works with NMFR on fire safety education to kids

## SUMMARY OF RESPONSES

### 1. What is your general overall impression of NMFR?

Scale: Not at all favorable to Highly favorable

| Stakeholder                 | Responses  |
|-----------------------------|--|
| Elected Officials           | 100% viewed NMFR as very favorable or highly favorable |
| General Public              | 93% viewed NMFR as very favorable or highly favorable  |
| Businesses                  | 94% viewed NMFR as very favorable or highly favorable  |
| Developers                  | 87% viewed NMFR as very favorable or highly favorable  |
| Governmental Depts/Partners | 94% viewed NMFR as very favorable or highly favorable  |
| School Officials            | 100% viewed NMFR as very favorable or highly favorable |

### 2. Question related to valuing specific aspects of NMFR Services and responsibilities, including:

- Fire Suppression and Rescue Services
- Water emergency response services
- Medical emergency response services
- Vehicle incident response services
- Fire Prevention and Inspection Services
- Fire Safety Education Services
- Community Involvement
- Firefighter Union supported/funded events
- Professional development and training for NMFR Staff

| Stakeholder                        | Responses  | Comments  |
|------------------------------------|--|---|
| <b>Elected Officials</b>           | All responses very much or highly valued the services and responsibilities equally.  | Only one comment received, and it expressed pride for the Department  |
| <b>General Public</b>              | Most respondents valued fire suppression, medical response and vehicle response the most; and valued community involvement, fire safety education and union activities the least                                     | 8 comments received; all but one expressed appreciation of services, questions about enforcement and how calls are responded to (ie. truck and ambulance vs. just an ambulance); one criticism received |
| <b>Businesses</b>                  | Most respondents valued fire suppression and rescue, medical response and fire prevention and inspection the most; and valued union supported activities the least   | 25 comments received; highly complementary; appreciated the professionalism and service of the Department; valued knowing their services are there if needed; "5 Star is all I can say!"                |
| <b>Developers</b>                  | Most respondents valued fire suppression and rescue, medical response and fire prevention and inspection the most; and valued union supported activities the least; Many 'no opinion' responses received             | One neutral comment received  |
| <b>Governmental Depts/Partners</b> | Most respondents valued fire suppression and rescue, medical response, training and water rescue services the most; and valued union supported activities, community involvement and educational services the least; | Two comments received, both complementary; Value the professionalism and effectiveness of the consolidation that could be a model for others.   |
| <b>School Officials</b>            | All aspects valued similarly   | Two appreciative and complementary comments received  |

**3. To what degree do you feel NMFR supports your work or needs? (note, this question was asked slightly different or not at all to some stakeholders)**

| Stakeholder                          | Responses                       | Comments – how could NMFR do better?  |
|--------------------------------------|---------------------------------|---|
| <b>Elected Officials (not asked)</b> | n/a                             | n/a   |
| <b>General Public</b>                | n/a                             | Suggested several ideas including more education for youth, maintaining community connections, a dedicated NMFR ambulance, and more training to assist residents with varying abilities |
| <b>Businesses</b>                    | 81% feel very supported by NMFR | Comments were generally about increasing visibility and presence  |

|                             |                                 |  |
|-----------------------------|---------------------------------|--|
|                             |                                 | with the businesses; more contact and walk-throughs; maintain high standards in inspections; being more responsive                 |
| Developers                  | 92% feel very supported by NMFR | No comments received   |
| Governmental Depts/Partners | 94% feel very supported         | Good relationships exist; opportunities for building relationships with new staff, and potential collaborations on safety training |
| School Officials            | n/a                             | 1 appreciative comment   |

#### 4. How do you think the public feels about NMFR?

| Stakeholder                 | Responses  |
|-----------------------------|--|
| Elected Officials           | 81% feel the public very much or highly values NMFR services |
| Governmental Depts/Partners | 100% fee the public very much or highly values NMFR services |

#### 5. Quality of communications

| Stakeholder                 | Responses  | Comments – how could NMFR improve?  |
|-----------------------------|--|---|
| Elected Officials           | 73% rate it Excellent or good                                | varied perspectives on quality of communication and amount of communication desired;  |
| General Public              | 77% rate it good or excellent                                | No comments received  |
| Businesses                  | 74% rate it excellent or good; 25% rate it adequate and fair | Value the professionalism, courtesy and expertise provided during inspections; would like a little more and timely communication and follow up communication with businesses; want to know ahead of time when inspections are going to happen |
| Developers                  | 82% rate it good or excellent                                | Complementary   |
| Governmental Depts/Partners | 82% rate it good or excellent                                | Favorable comments on level of communications between NMFR and other departments; Opportunity to be at the table together more often on projects that concern both police and fire  |
| School Officials            | 100% rate it good or excellent                               | favorable, complementary; value professionalism and courtesy of NMFR  |

## 6. Opportunities for NMFR (themes)

- Updated technology and equipment (drones, robotics, portable communications linked with school officials)
- Expansion of services (more fire fighters) and more training for staff
- More community connections/presence at community events/partner with local organizations/working with younger kids in schools
- Specific/tailored training with businesses and other entities (ie. 'warm zone' responses, opiate abuse situations, confined spaces at specific businesses)
- Representation on community comprehensive planning effort, and on regional health care coalition/emergency preparedness
- Investigate other consolidation opportunities
- Increased visibility with businesses, community
- Need to differentiate NMFR services from those of neighboring towns
- Plan for long-term future of dive team
- Growth and improved morale of staff; opportunity to plan and gather new ideas with a new chief and staffing
- Operate their own EMT service

## 7. Challenges for NMFR (themes)

- Ability to movement personnel and equipment through city for rapid response
- Regionalizing or consolidating services
- Maintaining aging equipment; upgrading to newer technology; future truck replacement
- Being able to be responsive to changes in community (growth, tax base, more businesses downtown etc.)
- Perceptions of where firefighters live vs. where they work
- Keeping up with training and changing training environments (FVTC); including need for training in new situations (e.g. acts of violence, major crises)
- Balancing needs with budget realities
- Perception of what services are provided to who and confusion over difference between town services and city services
- Succession planning and addressing attrition

## 8. General feedback (themes)

- Lots of KUDOS and gratitude for NMFR
- Offer of use of library patron email communication to get messages out to residents



External Survey responses summarized by Catherine Neiswender, Winnebago County UW-Extension Community Development Educator. Questions may be directed to Catherine at (920) 232-1972 or [cneiswender@co.winnebago.wi.us](mailto:cneiswender@co.winnebago.wi.us)