



# Strategic Plan Progress

Updated 12/31/25

Updated 1/31/26

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## Strategic Initiative #1: People

### Objective 1: Create an employee-driven, individualized development plan tailored to both interest and needs

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Plan professional development process	Individual plans that are documented, implemented, and periodically evaluated	Deputy Chief	2026							The Deputy Chief met with each Command Officer to assess their needs

### Objective 2: Develop a unified culture

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Conduct internal department assessment of current culture	Data and shared results	Fire Chief	2026							Currently researching employee engagement surveys and feedback tools
b) Create a culture committee representative of all department members	Recommendations for improvement	Fire Chief	2026							
c) Communicate and implement recommendations	Inform staff via clear and concise communications	Fire Chief	2026							
d) Re-evaluate/re-engage employees	Data, next steps	Fire Chief	Ongoing							

### Objective 3: Ensure sufficient personnel to respond to emergencies

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Review current staffing levels and need for future staffing	Recommendations for current & future staffing	Fire Chief	2026							
b) Cost-Benefit Analysis	Complete comprehensive cost-benefit analysis of available options	Fire Chief	2026							
c) Determine funding sources; incorporate into annual budget	Funding sources identified	Fire Chief	2026							
d) Recruit and hire additional personnel	Hire and on-board staff	Fire Chief	2026							

Objective 4: Establish distinctive skills training tailored to groups that ensures a coordinated team response				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	Outcome	Accountability	Timeframe							
a) Determine needs of the SOFD and interested individuals	Identify growth opportunities	Deputy Chief	2026							
b) Identify training resources	Specify internal and external resources	Deputy Chief	2027							
c) Implement Training	Trained instructors, adequate equipment, trained personnel	Deputy Chief	Ongoing							
Objective 5: Establish leadership & soft skills training				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	Outcome	Accountability	Timeframe							
a) Determine needs of the SOFD	Identify growth opportunities	Fire Chief	2026							3 of the current Command staff have attended the Midwest Leadership Institute, remaining two are scheduled for fall of 2026
b) Identify training resources on leadership development	Specify resources	Fire Chief	2026							
c) Implement leadership training	Group classes and a trained staff	Fire Chief	Ongoing							
Objective 6: Partner with educational institutions and formalize agreements that improve hiring pipeline and retention strategies for the Department				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	Outcome	Accountability	Timeframe							
a) Develop formal agreements	Agreements with colleges for dual credit, reduced tuition or reimbursement	Fire Chief	2028							
b) Shared resources are identified and utilized	Create shared resources like training facilities, housing at CUW	Fire Chief	2028							
c) Create community support for aspiring employees	Work with local foundations to create scholarships & programs	Fire Chief	2028							

## Strategic Initiative #2: Operations

### Objective 1: Utilize accreditation process to self-assess strengths, weaknesses, and requirements

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Utilize Center for Public Safety Excellence Self-Assessment Guide to review accreditation process	SOFD is fully accredited with zero deficiencies	Deputy Chief	2030							
b) Identify deficiencies that can be corrected in 12 months or less	Plan established within current budget to correct deficiencies identified in accreditation report	Deputy Chief	2031							
c) Identify deficiencies that can be corrected within 12-24 months	Plan established with future budget allocations necessary to correct deficiencies identified in accreditation report	Deputy Chief	2032							

### Objective 2: Advance technology integration and processes to optimize response times

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Reduce response times by utilizing CAD and incorporating concepts into future development plans and infrastructure	Technology Integration established, and program established to use AI, CAD and other technological advances to reduce response times	Deputy Chief	2027							
b) Develop technology training for current and future equipment and processes	SOFD personnel can operate and maintain all technological equipment and data entry	Deputy Chief	2027							
c) Create a data repository that tracks response times, current and future population trends, and other data that helps SOFD meet current and future needs and response times	Capture data, trends and conduct analysis of SOFD's current state, and project where SOFD needs to be in five years	Deputy Chief	2027							

Objective 3: Establish protocols for succession planning				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	Outcome	Accountability	Timeframe							
a) Develop staffing plan that includes organizational chart and job position descriptions	Collectively detail the structure, roles, and staffing levels	Fire Chief	2026							
b) Establish training and leadership development plan for succession and promotion	Each member has a career progression plan in place and is trained to assume the next higher level of position, responsibility	Fire Chief	2026							
c) Create detailed job descriptions for each position so members can assume the activities of a supervisor/manager	Permit subordinates the ability to assume leadership positions in case of unforeseen leadership vacancies	Fire Chief	2026							
Objective 4: Leverage regional enabling agreements (e.g., MOU, IGA) to align education & training needs with curricula offered by MATC, etc.				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	Outcome	Accountability	Timeframe							
a) Produce list of required classes which are to be provided at MATC	County-wide agreement with MATC to facilitate and guarantee classes semi-annually to meet Fire & EMS needs	Fire Chief	2027							
b) Develop county-wide list of personnel requiring classes at MATC for Fire & EMS employment or continuing education	A county-wide list developed to showcase the need to MATC for classes to be added to schedule each semester	Fire Chief	2027							

### Strategic Initiative #3: Community

#### Objective 1: Enhance the community's ability to increase personal safety and reduce risk

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Connect with community in non-emergency settings to reduce emergency calls	Provide preventive, follow-up care, and non-emergency services	EMS Chief	2026							
b) Implement a multi-faceted community outreach program (e.g., paramedicine program)	Create databases to track outreach efforts (e.g., schools, parades, local functions, social media)	CRR Chief	2027							
c) Make state of current facilities visible in the community	Host adult ride-alongs, citizen Fire/EMS academy, birthday parties	CRR Chief	2027							

#### Objective 2: Promote prevention and safety by conducting thorough inspections of businesses to ensure compliance and minimize risk

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Make this a positive activity	Highlight successful inspections, create business ambassadors	CRR Chief	2027							
b) Manage the inspection process	Share data w/ City and Village permit systems	CRR Chief	2027							
c) Create proactive ways to manage inspections	Create best practice tip sheet for the community	CRR Chief	2026							

#### Objective 3: Collaborate with senior living facilities, and train their staff to review practices

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Review current senior living facility practices	Review care facility call volume data	Deputy Chief	2027							
b) Assess data and develop appropriate plan	Review of data from care facilities use of 911	Deputy Chief	2028							
c) Develop and implement education plan	Address highest calls, fall prevention, 911 calling	Deputy Chief	2029							
d) Re-assess data and modify plans as needed	Determine impact(s) on 911 service	Deputy Chief	2030							

## Strategic Initiative #4: Facilities

Objective 1: Develop and prioritize partnerships for facility use and development				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	Outcome	Accountability	Timeframe							
a) Ensure future station locations are scalable to long- term needs (e.g., community growth, future consolidation?)	Station location(s) meet current and future needs based on long-term plans	Fire Chief	2026							February 2025 Advanced Selection delivered a fire station location analysis
b) Examine opportunities for equipment sharing, joint purchasing, etc.	Coordinate with other agencies to share and maintain excess equipment	Fire Chief	2026							
c) Determine training needs, props to be incorporated into any new facilities (e.g., firearms range)	New facility has adequate land and building space for training facilities and/or training props	Fire Chief	2026							
d) Complete benchmarking analysis of size & cost of other area public facility construction projects	Inventory of area police & fire facility projects from 2010 - present	Fire Chief	2026							
e) Determine other community needs to be or that can be accommodated within new facilities (e.g., Interfaith Caregivers)	Examine opportunities for partnerships, service sharing with other agencies, not-for-profits, etc.	Fire Chief, Deputy Chief, Battalion Chiefs	2026							
Objective 2: Conduct analysis of future station(s) needs & requirements				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	Outcome	Accountability	Timeframe							
a) Space needs analysis	Contract firm to conduct analysis of space needs for SOFD Analyze feasibility of a combined public safety center based on available space, needs, cost, response times, etc.	Fire Chief	Complete							fgm completed a space needs study in early 2025
b) Determine combined Police/Fire building or stand- alone facilities	Complete analysis of response times to determine general geographic areas suitable for future station locations	City of Mequon, Village of Thiensville, SOFD Board, etc.	2026							
c) Station location analysis		Fire Chief	2026							

d) Update inventory of potential sites	Evaluate and determine appropriate sites for further (cost-benefit) analysis	Fire Chief	2026								
e) Cost-benefit analysis	Complete comprehensive cost-benefit analysis of available options	Fire Chief	2026								
f) Land acquisition	Negotiate, finance and acquire any identified real estate needed for future station construction	City Administrator	2026								
<b>Objective 3: Construct/renovate facilities</b>				<b>Planned</b>	<b>Initiated</b>	<b>In Progress</b>	<b>On Track</b>	<b>Completed</b>	<b>Paused</b>		
<b>Tactic</b>	<b>Outcome</b>	<b>Accountability</b>	<b>Timeframe</b>							<b>Notes</b>	
a) Engage architectural, engineering, other firms as needed	Professional firms engaged to prepare detailed design documents for approval, bidding	Fire Chief	2026								
b) Designate internal project team	Project team consisting of representatives from Mequon and Thiensville established	Fire Chief	2026								
c) Approve design	Design(s) approved by City, Village, SOFD Board	Fire Chief	2026								
d) Finalize project financing	Prepare for and secure debt-issued financing based on approved cost-sharing formula between City, Village & SOFD	Fire Chief	2026								
e) Bid project(s)	Project(s) competitively bid for award	Fire Chief	2027								
f) Award contracts	Construction contract(s) awarded to low responsible bidder(s)	Fire Chief	2027								
g) Manage project & construct facility(s)	Construction management firm & project team oversee facility construction, completion	Fire Chief	2027								

Objective 4: Plan regional training center for Fire, EMS & other potential agencies/partners				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	Outcome	Accountability	Timeframe							
a) Determine interest & key stakeholders	Solicit interest from area agencies (e.g., police, fire, public works, utilities, etc.) and confirm participants	Fire Chief	2029							
b) Site selection/facility	Evaluate and determine appropriate sites for further analysis; complete comprehensive cost-benefit analysis of available options; negotiate, finance and acquire identified real estate needed for future facility	Fire Chief	2029							
c) Determine funding sources	Establish financing formulas for facility construction and ongoing operations among project participants; identify available grant funding opportunities to offset initial or ongoing costs	Fire Chief	2029							
d) Establish governing structure	Develop intergovernmental agreement, by-laws, operating budget and other documents to specify how facility will be operated	Fire Chief	2030							
e) Design-bid-construct	Professional firms engaged to prepare detailed design documents for approval, bidding; competitively bid for award; construction management firm & project team oversee facility construction, completion	Fire Chief	2030							

f) Operationalize & market facility availability	Fully outfit newly constructed/remodeled facility for operational use & training; develop materials and market availability of facility to other agencies in region	Fire Chief	2031							
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### Strategic Initiative #5 Financial Planning

Objective 1: Advocate for legislative review of funding				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	Outcome	Accountability	Timeframe							
a) Meet with other County departments to determine position/funding needs/goals	Identify unified goals/narratives	Fire Chief	2026							
b) Draft and disseminate formal deliverable (position letter, funding analysis)	Communicate funding needs effectively to appropriate officials	Deputy Chief	2027							
c) Seek support from external organizations (e.g., League of Wisconsin Municipalities, other organizations to assist)	Build regional or statewide support	Fire Chief	2028-2029							
Objective 2: Create financial partnerships				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	Outcome	Accountability	Timeframe							
a) Identify goals and explore partnership opportunities internally and externally	Create list of viable financial partnership options; identify internal opportunities; coordinate discussions with other departments for ideas or larger opportunities	Fire Chief, Deputy Chief	2027							
b) Identify potential partners and initiate contact	Begin partnership discussions	Fire Chief	2028							
c) Negotiate terms with selected partners	Finalize partnership agreement(s)	Fire Chief	2030							

Objective 3: Conduct personnel compensation study				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	Outcome	Accountability	Timeframe							
a) Review current compensation study and determine if an internal or external update is needed	Define scope and process	Fire Chief	Complete							August 2025 the Fire Chief engaged mgt to update the compensation study completed for the City of Mequon in 2023. The adjustments were implemented in the budget for 2026.
b) Identify reasonable party to conduct the review (internal staff or external via RFP)	Assign lead for project	Fire Chief	2025							
c) Complete study	Final document	Fire Chief	2025							
d) Implement recommendations	Implement compensation recommendations into future budget cycles	Fire Chief	2025							
Objective 4: Negotiate future intergovernmental agreement				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	Outcome	Accountability	Timeframe							
a) Ascertain desire of communities to continue	SOFD/Board/Council directive to negotiate renewal	City & Village Administrators	2026							
b) Establish capital funding plan for apparatus, equipment and facilities	Multi-year (5-10) capital budget	City & Village Administrators	2026-2031							
c) Explore financing options (bonding, levy, service fees, impact fees, fundraising, municipal funding formulas)	Develop sustainable funding sources/formulas	City & Village Administrators	Ongoing							
Objective 5: Resource sharing with neighboring departments				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	Outcome	Accountability	Timeframe							
a) Meet with other departments in County to determine and understand shared needs and opportunities	Identify key contacts, list of resources and potential efficiencies	Deputy Chief	2027							

b) Negotiate formal resource-sharing agreements with other departments and/or County

Final agreement

Fire Chief

2028

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