



NEW BERLIN

FIRE DEPARTMENT

ORGANIZATION AND DEPLOYMENT SUCCESSION PLAN FOR FIRE SUPPRESSION AND EMS OPERATIONS

January 2025
Fire Administration

New Berlin Fire Department
16300 W. National Ave.
New Berlin, WI 53151





NEW BERLIN FIRE DEPARTMENT

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MISSION



To provide exceptional services while committed to building a safer community.

VISION

To continually strive to be a caring, understanding, people first organization committed to excellence in all we do.

NBFD VALUES

TRUST

Nurturing positive relationships at all levels of the organization

POSITIVE ATTITUDE

Doing what it takes and inspiring others to do the same

RESPECT

Treat everyone with dignity and worth

INVEST

To put the time, effort and energy into bettering the department and each other

PROFESSIONALISM

Conducting oneself with responsibility, integrity, accountability, and excellence

LOYALTY

Committing to see the department grow and succeed

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Executive Summary

A change in leadership, management and supervisory positions are inevitable for all organizations, including the government. With the departure of an employee in a promoted position, it is imperative to ensure continuous coverage of duties critical to the ongoing operations of our department. The transition of an individual into one of these promoted positions often is delayed because of an orientation and training program; and once appointed, a developmental period. These changes are often difficult and can be a very challenging time for any organization. The New Berlin Fire Department is preparing to overcome these challenges through a proactive professional development program and implementation of a reorganization plan.

This proposed succession/reorganization plan would assist the department by lessening the impact of both expected and non-expected vacancies in the next 10 years. The succession plan will develop a program to make certain that personnel are trained, worked in the position on a temporary basis, and can fill these positions prior to a vacancy occurring. Open positions can and should be filled by personnel who have been previously trained and periodically worked in those promoted positions. This will minimize the impact on the department, our customers, and the services that we provide. The development of these future supervisors, managers and leaders will take years to complete. Succession planning is an ongoing project and will need to be continually reviewed and updated.

Planning Assumptions

As this plan is developed, there are several assumptions that are understood.

1. The Fire Department and city desire to retain, develop, and promote personnel from within the organization and believe that their employees are its greatest asset.
2. The plan will require an ongoing commitment by the Fire Department and the city.
3. Only a limited number of employees desire to become a supervisor, or work in a management or administrative position.
4. Many of the employees will complete their careers with the New Berlin Fire Department; however, there will be employees that will leave for other public and private positions.
5. The plan will focus on preparing all employees with an emphasis on those with greater than 10 years of service remaining with the Fire Department.

New Berlin Fire Department Problem

The New Berlin Fire Department looks to recruit and retain highly skilled personnel. Due to the development of the department and lack of opportunities for advancement, many quality employees, part-time and full-time, have left the organization for opportunities elsewhere. More recently the fire service and the fire department have experienced difficulty in attracting and retaining entry level firefighter positions. Recruitment and retention appear as though it will be a challenge for the foreseeable future. *National Fire Protection Association (NFPA) US Fire Department Profile 2020 Supporting Tables & Appendix Tab B: NFPA The Fifth Needs Assessment of the US Fire Service: Staffing & Operations 2021*

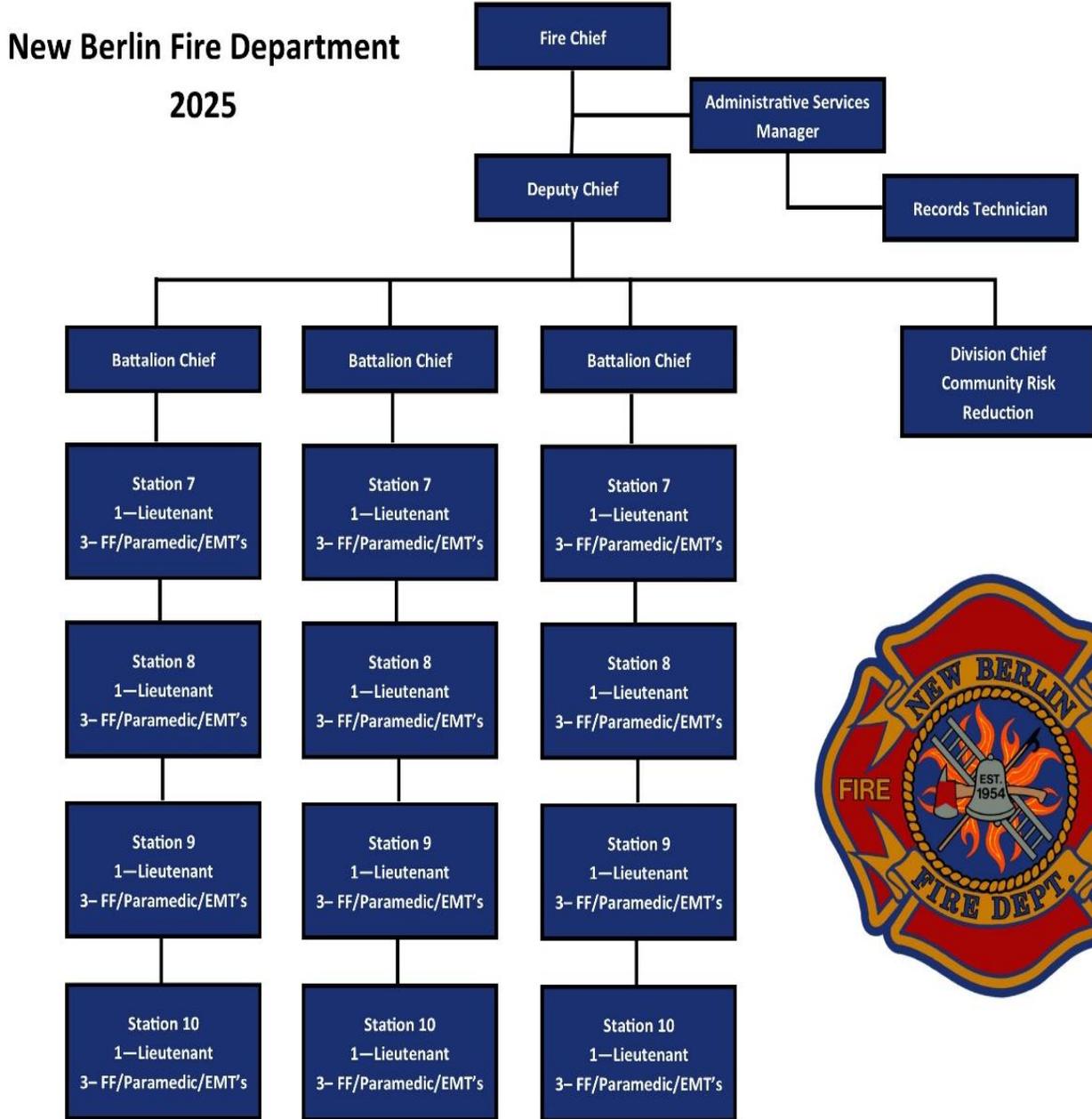
The Fire Department and city are experiencing the need to grow to meet current and future demands. Dependency and reliability on auto-aid and the mutual aid box alarm system (MABAS) will pose a problem in the future as staffing and reliability on external resources becomes more challenging. With the addition of full-time personnel, new supervisory and management positions, and the expectation of retirements, now is the time for the Fire Department to reorganize and develop a Succession Plan.

A continuous improvement plan is vital to ensure operational excellence and organizational success for those we serve as well as current and future fire department personnel.

Respectfully,

Mark Polzin
Fire Chief

Current Organizational Chart



Current EMS/Cross-Staffing Operations

The New Berlin Fire Department employs a response model that deviates from industry standards and raises concerns regarding compliance with Wisconsin DSPS 330. To supplement staffing during simultaneous incidents, the department utilizes “chase” (Utility) vehicles, typically operated by an officer, alongside standard apparatus.

Under the current model, EMS calls are handled by an ambulance staffed with two paramedics, with the chase vehicle responding as additional support. Since most EMS calls require only two personnel for transport, the officer remains in the station’s primary response area. However, this practice presents a potential inconsistency with DSPS 330.14, which emphasizes the need for officers to stay with their assigned crews to provide supervision, maintain accountability, and uphold crew integrity. *Wisconsin Department of Safety and Professional Services Chapter 330*

		New Berlin	South Shore	Brookfield
Population Served		40,302	34,462	41,268
Geographic Size		40 sq. miles	40 sq. miles	27.7 sq. miles
Maximum/Minimum Staffing		17 Max/12 Min.	21 Max./17 Min.	21 Max./17 Min.
5-Year Call Volume	2024	5,201	6,402	5,111
	2023	4,593	5,755	4,707
	2022	4,951	5,337	4,820
	2021	4,965	5,308	4,757
	2020	4,614	4,609	3,847

Impact on Fire Responses

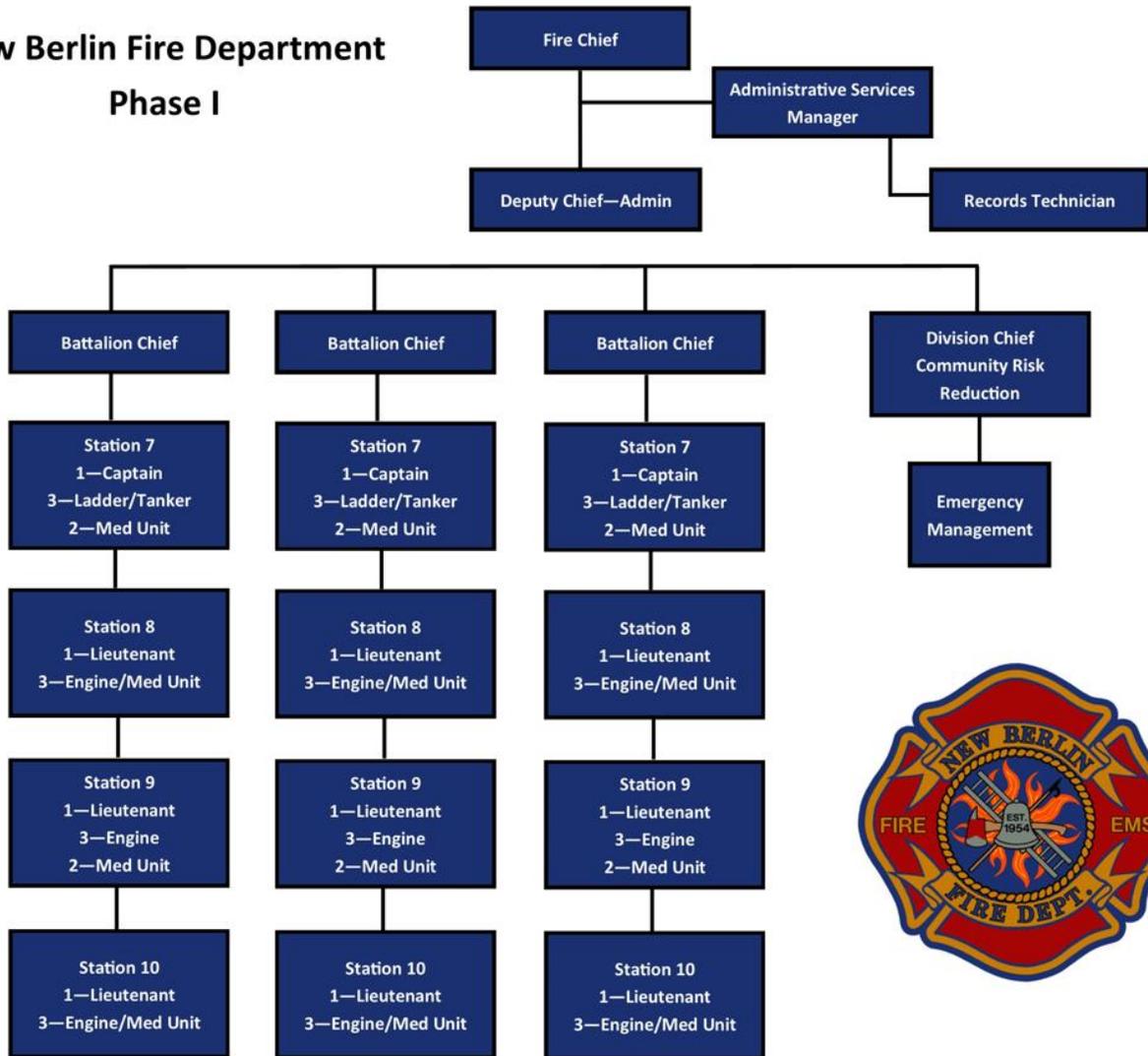
A more significant operational concern arises when a secondary call for service involves a fire response. In such cases, the officer operating the chase vehicle is unable to respond on the fire apparatus, limiting their ability to provide oversight and command on the scene. Most fire departments adhere to the industry standard of having an officer assigned to an engine company to oversee operations, ensure firefighter safety, and make critical tactical decisions. The absence of an officer on the responding fire apparatus contradicts best practices for effective emergency management and could impact both safety and operational efficiency. *National Institute of Standards and Technology (NIST): Report on Residential Fireground Field Experiments 2010 & International Fire Service Journal of Leadership and Management Volume 13 2021*

Current Apparatus Assigned Staffing

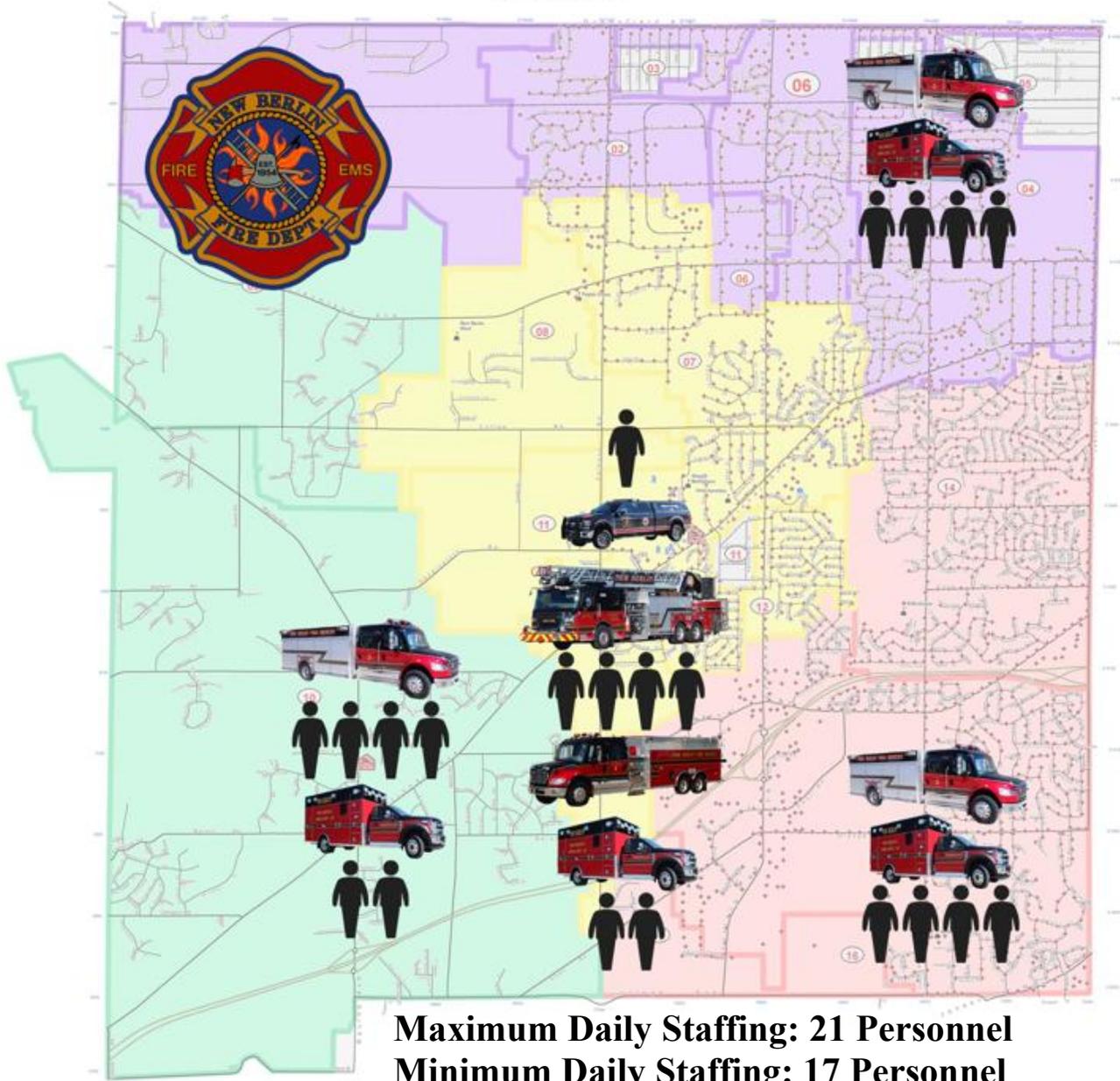
Number of Units	Unit Type	Staffing Level	Adaptive Staffing	Total on Duty Max/Min	NFPA 1710 Standard Staffing
1	Battalion	1		1	1 = Incident Command
1	Truck	3/4		3/4	1 Truck = 4 Personnel
1	Tender		3/4		
1	Command Post		1		
1	Brush Truck		1		
3	Engine		2/4		3 Engines = 12 Personnel
3	Ambulances	2/3		6/9	
3	Utility Vehicles	3		3	
Total:				17/12	17 Personnel

Phase I Reorganization

New Berlin Fire Department Phase I



New Berlin Fire Department Phase I

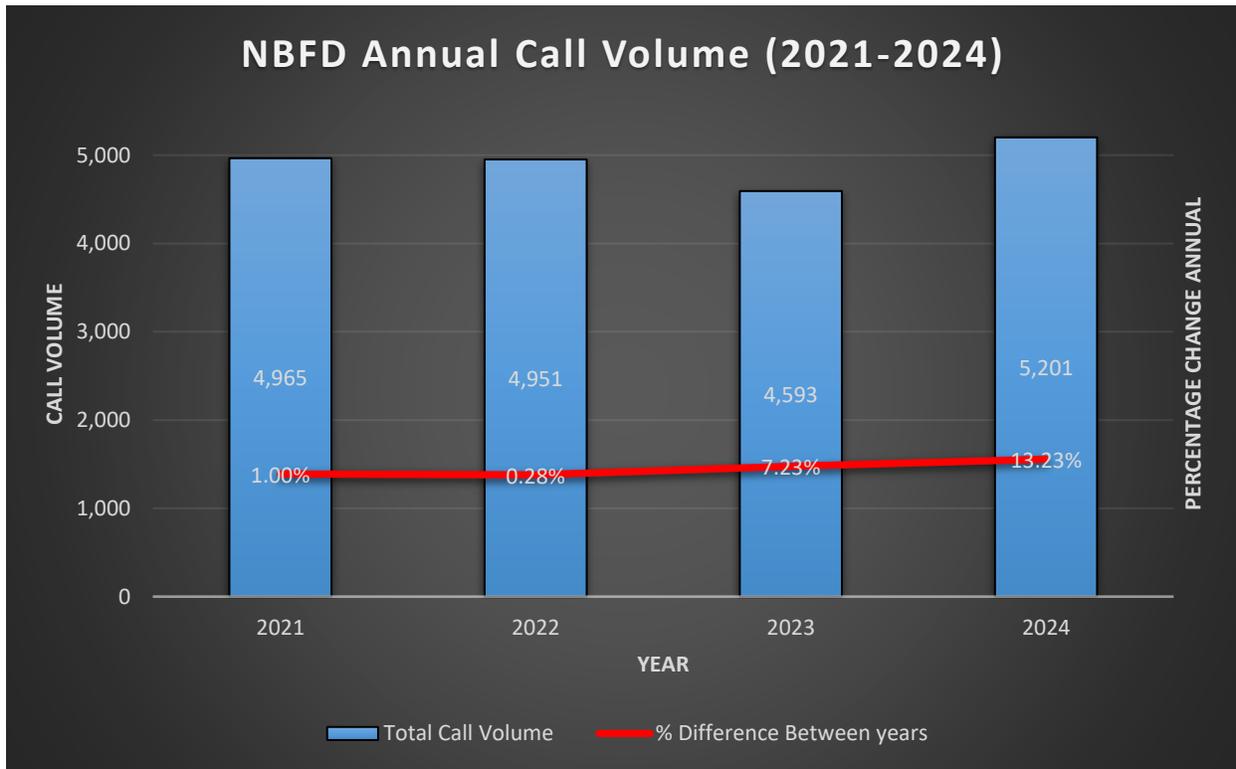


Maximum Daily Staffing: 21 Personnel
Minimum Daily Staffing: 17 Personnel

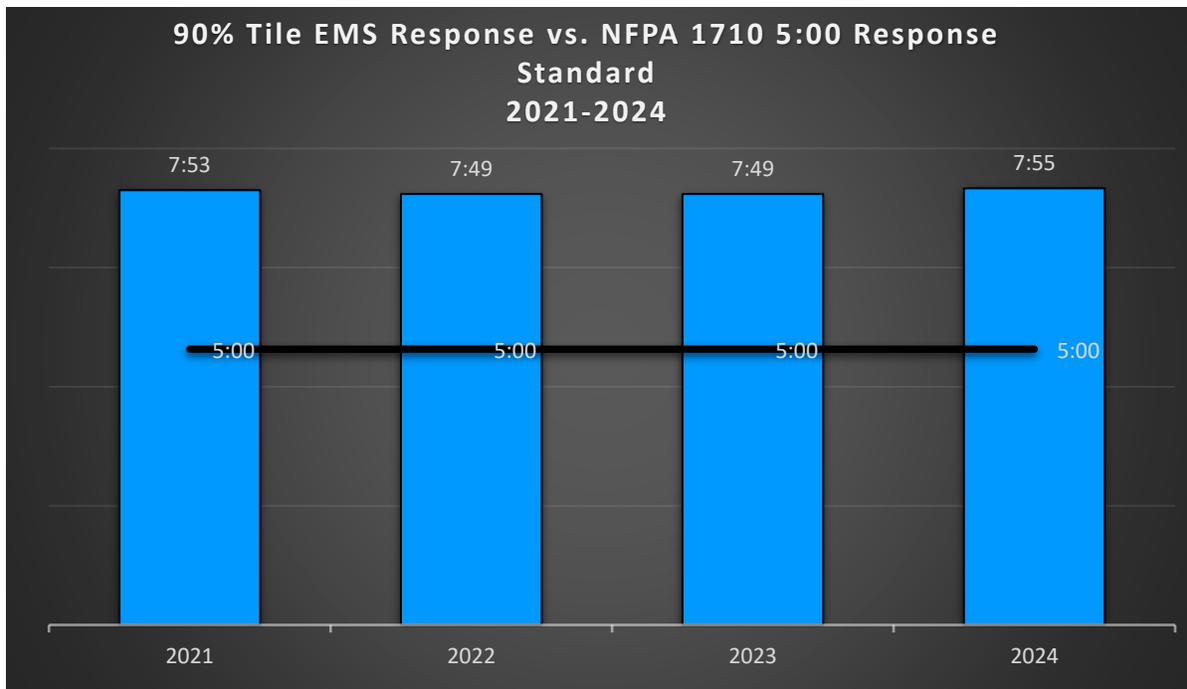
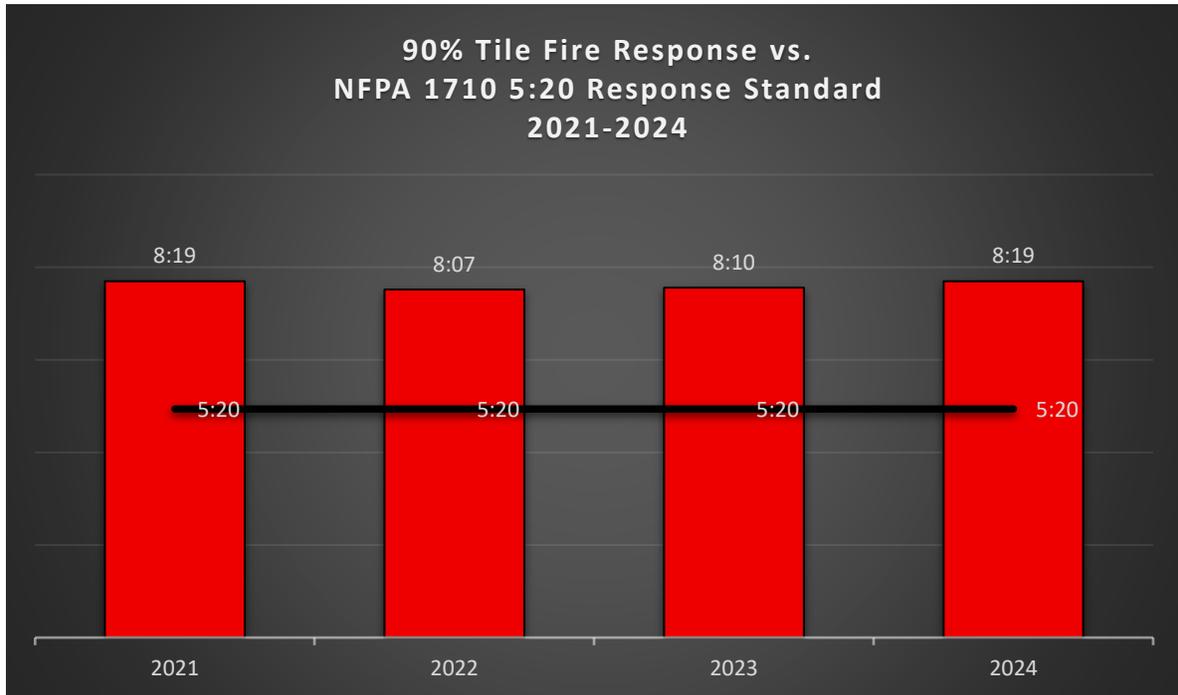
Stations 7 and 9 would have a dedicated med unit. Stations 8 and 10 would continue to be cross staffed.

Phase I: Addressing Increased Call Volume and Response Times

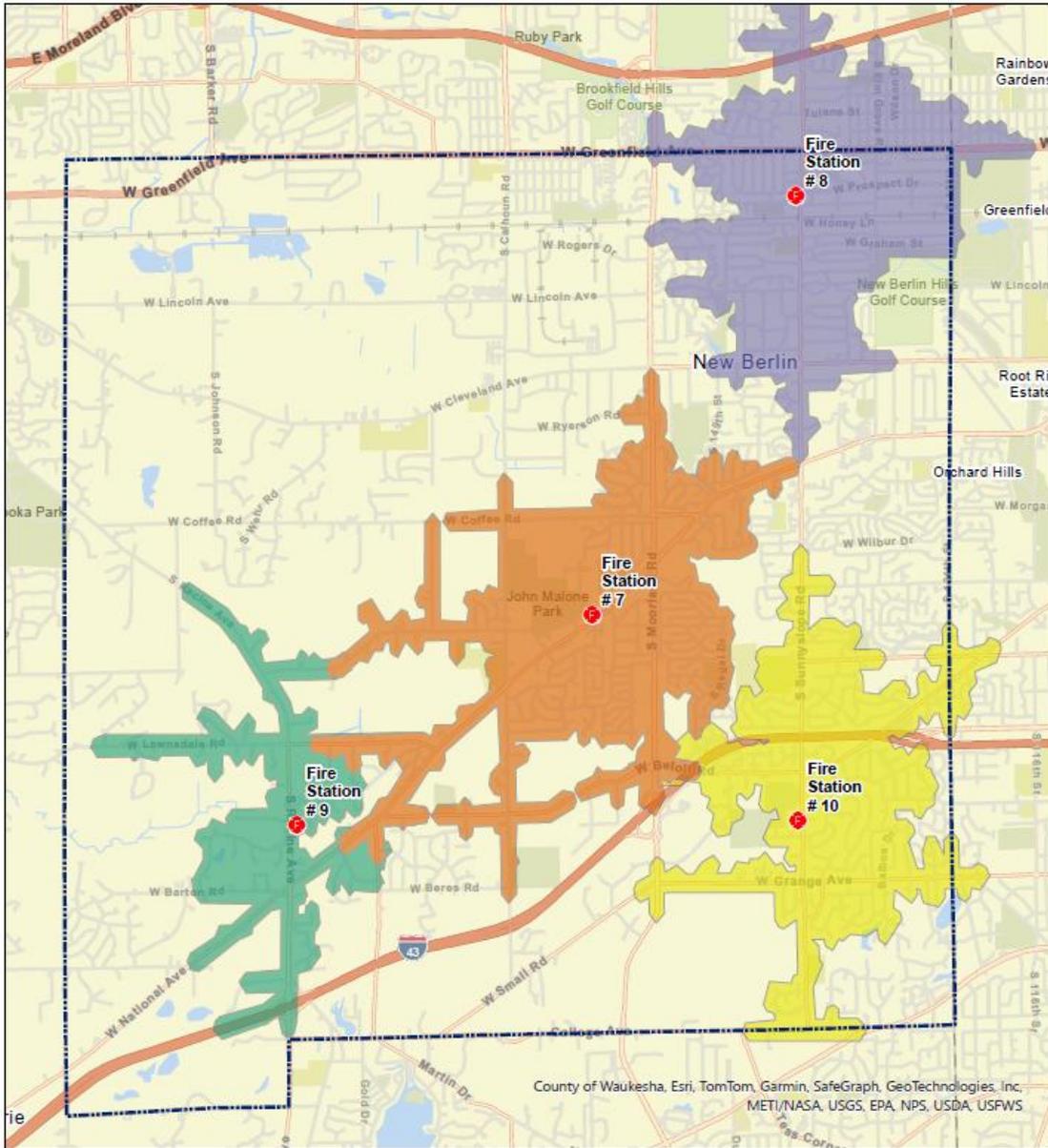
The first phase of this plan aims to improve emergency response capabilities in response to the growing 911 call volume, particularly for EMS incidents. The increasing number of emergency medical calls, along with the presence of multiple healthcare facilities—including emergency departments, urgent care clinics, and long-term care facilities—within the New Berlin city limits, underscores the urgent need for additional EMS staffing. To meet this demand, the department proposes adding 12 firefighter/paramedics. The addition of fully staffed ambulances at Station 7 and Station 9 will accommodate both current and projected call growth while enhancing the department’s ability to meet increasing EMS needs.



Fire departments use the 90th percentile to measure response times because it provides a more accurate reflection of overall performance and reliability. While averages can be skewed by unusually fast or slow responses, the 90th percentile shows the time within which 90% of all responses occur. This method highlights consistency and helps identify outliers or systemic delays, ensuring agencies are meeting expectations for timely service in the vast majority of incidents. It's a more meaningful and accountable metric for evaluating emergency response effectiveness.



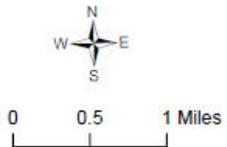
City of New Berlin Fire Station
4 Minute Drive Time Areas



County of Waukesha, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, USDA, USFWS

Legend

- City Boundary
- Fire Stations
- Fire Station # 8
- Fire Station # 9
- Fire Station # 7
- Fire Station # 10



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Furthermore, with the dedicated staffing of an ambulance and fire apparatus at Station 7 and Station 9, a full-time fire apparatus will also be in service in the western half of the city. This addition aligns with NFPA 1710, which establishes minimum response times and staffing levels for career fire departments, ensuring improved coverage and significantly reducing response times for both EMS and fire-related incidents. *National Fire Protection Association 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments 2020*

Phase I: Reducing Dependence on External Aid

Upon completion of Phase I, the department anticipates a reduction in resources for automatic aid, mutual aid, and MABAS requests into the city. Expanding New Berlin Fire Department's resources ensures the safety and well-being of city residents while preventing undue reliance on outside agencies. The current average response time for auto-aid/mutual aid EMS services from outside agencies is 6.6 minutes.

Additionally, Wisconsin DSPS 330 mandates that fire department operations maintain adequate staffing and response capabilities to ensure firefighter safety and operational effectiveness. Expanding local resources aligns these standards by reducing the department's dependency on outside assistance and ensuring that personnel are not operating at unsafe staffing levels. It is essential that the department's growth focuses on maintaining service levels within New Berlin rather than unintentionally subsidizing emergency response for other municipalities struggling with similar staffing challenges.

Phase I: Potential Insurance Services Office (ISO) Impact

The ISO rating is a critical measure of the New Berlin Fire Department's effectiveness and directly impacts both the community and department operations. A strong ISO rating can lower insurance premiums for residents and businesses, reducing financial burdens while ensuring cost-effective resource allocation. It also serves as a key performance metric, demonstrating the department's commitment to safety, training, and operational excellence.

Why the ISO rating is so important:

- 1. Insurance Premium Benefits**

Maintaining a high ISO rating can significantly lower insurance premiums for both the fire department and the community it serves. Insurers view well-rated departments as less risky, rewarding them with cost reductions, which helps optimize budget allocation and reduce expenses for departments and residents.

- 2. Safety Performance Metrics**

High ISO ratings of fire departments directly reflect a department's commitment to safety and performance. It ensures that essential resources, training, and equipment are consistently up to standard, ultimately improving a department's effectiveness in protecting lives and property and minimizing emergency response times.

3. **Ensure Fair and Unbiased Evaluations**

Use standardized evaluation criteria to minimize bias and establish expectations. Fair appraisals foster trust and help accurately measure firefighter competencies.

4. **Resource Optimization**

High fire department ISO ratings often mean the department is utilizing resources effectively. Meeting ISO benchmarks helps departments prioritize investments in personnel, equipment, and technology, ensuring that resources are allocated efficiently, and firefighters have the tools needed to be safe and effective during emergencies.

5. **Operational Benchmarking**

ISO ratings serve as a benchmark for fire department operations. Meeting ISO rating requirements to earn a high rating demonstrates that the department is operating at an exceptional level in key areas such as staffing, training, and response protocols, offering insight into areas for continuous improvement and achieving long-term strategic goals.

6. **Community Impact**

A high ISO rating fosters greater trust between the fire department and the community it serves. It signals a department's commitment to providing fast and reliable service, which can enhance public confidence, attract funding support, and improve relationships with local stakeholders, ultimately leading to safer communities. *Insurance Services Office (ISO) Public Protection Classification (PPC) Summary Report 2021*

Phase I Checklist

- (PRIORITY 1) 6 personnel to St 9
- (PRIORITY 2) 6 personnel to St 7
 - Wisconsin Department of Safety and Professional Services (SPS) Chapter 330
 - National Fire Protection Association (NFPA) Standard 1710
 - NFPA US Fire Department Profile 2020 Supporting Tables 2022
 - NFPA The Fifth Needs Assessment of the US Fire Service: Staffing & Operations 2021
 - National Institute of Safety and Technology (NIST) Report on Fireground Field Experiments
 - Insurance Service Office (ISO) Public Protection Classification (PPC) 2021

Current & Future Considerations

As the fire department and the community continue to grow, ongoing analysis and evaluation are critical to ensure that emergency response capabilities align with NFPA 1710 response time standards and Insurance Services Office (ISO) deployment criteria. NFPA 1710 establishes benchmarks for fire and EMS response times, staffing levels, and resource deployment to maximize effectiveness and safety. Regular review of response data, unit availability, and call volume trends allows the department to assess whether current station locations, staffing levels, and apparatus distribution meet these standards. As call volumes increase and new developments expand the community's geographic footprint, maintaining compliance with NFPA 1710 requires proactive planning to avoid delayed response times and potential service gaps.

Additionally, adherence to ISO deployment analysis is essential for maintaining or improving the community's ISO Public Protection Classification (PPC), which directly impacts local insurance rates. ISO evaluates factors such as fire station distribution, staffing, water supply, and communications infrastructure to determine the department's effectiveness in protecting life and property. Growth in population, commercial and residential development, and road infrastructure changes can impact ISO ratings if fire department resources are not scaled accordingly. Conducting regular evaluations ensures that fire department capabilities evolve with community needs, supporting both emergency response performance and favorable insurance ratings for residents and businesses.

Future consideration should be data driven based on call volume and response times as well as additional staffing or station locations to best serve the citizens of New Berlin and provide the exceptional services they have come to expect and deserve.

Fire Department Image

The Fire Department image emphasizes the internal and external representation of the department. This is important in a succession plan through the facilitation of pride in the individual, the department and the city. Additionally, this image allows the department to keep outstanding employees and to hire quality new employees. Much of the development of the department's image comes from the dedicated employees who work here. The development of our personnel leads to the development of the organization and a positive public image. The department has taken steps to highlight the work we have been doing; it is believed that the image of the department will continue to improve.

The department is taking steps to further improve our image. Changes have been made to enhance our opportunity to pursue Accreditation through the formation of committees, the department's commitment to continuous improvement, and focus on documentation and record keeping. Our department is in the process of considering pursuing Accreditation through the Center for Public Safety Excellence. The Accreditation process would ultimately allow our department to be reviewed by peer assessors to determine if the organization is credible and meets the established guidelines to better serve the citizens of New Berlin. Accredited agencies are often described as being community-focused, data-driven, outcome-focused, strategic-minded, well organized, properly equipped, and properly staffed and trained. To date, 313 agencies internationally have been accredited. The final area to promote the image and development of our personnel is through employee recognition. We are currently in the process of finalizing an employee recognition program as our members do many outstanding acts in support of the Fire Department's vision, mission and values.

Physical Infrastructure

The final component of this Succession/Reorganization Plan is the development of an infrastructure to support the plan. This includes the promotion and preparation of the department's future, by providing facilities, tools, systems and processes to support the personnel for the foreseeable future. Department facilities will need to be expanded, remodeled or built for training of personnel, and the housing of positions.

Information systems will need to be updated with a focus on streamlining to make more effective and efficient use of time.

Finally, the organization's strategic and succession plans will need to be continuously used and updated to support the vision of the department. Modifications will need to be made as necessary to meet the current and future challenges the organization faces and to provide the services the citizens of New Berlin should expect and deserve.