

2021–2025 Strategic Plan



Fox Crossing Fire Department



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2021–2025 Strategic Plan

Executive Summary

The Fox Crossing Fire Department’s 2021-2025 Strategic Plan was developed and created with the input of several representatives from our community. The process followed CPSE/CFAI’s outline for the 9th edition and helped us gain a deeper understanding of our response paradigm, priorities of service, and the overall perception of our department from the community.

The initial step involved development of a format to define our community’s perspective of our services and to prioritize them based on their demand. The community’s stakeholders completed electronic surveys and provided suggestions for us to evaluate. All of the survey results were compiled and filtered into specific categories that were included in the discussion for SWOT analysis.

Stakeholder workshops (internal/external), were completed and provided valuable input from all factions in our community. These workshops helped us define short/long term goals, the direction of the department, leverage the use of our resources, and build a shared vision for the department.

Four overarching objectives were defined by this process and include:

- Designing a comprehensive community outreach and education program
- Support and defend staffing and membership (recruitment/retention)
- Provide additional advanced EMS procedures (skills)
- Enhance Community Emergency Disaster Preparedness/Emergency planning

“The intent of this Strategic Plan is to provide transparency for our customers and help manage our progress throughout the five year’s timeframe. Chief Brian Harbison.”



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Historical Perspective

In order to understand and plan for our future, it is important to have a clear understanding of our past. This is especially true with the Fox Crossing Fire Department, since the fire protective services originated with a small group of dedicated volunteers, making personal sacrifices for the good of their community and has evolved to a full-service paid-on-call department, with five full-time employees.

The Village of Fox Crossing is physically divided into halves by Little Lake Butte des Morts. The Fire Department originated in 1938 and was a combined department with the neighboring Town of Neenah. The departments were staffed by all volunteer personnel with fire suppression being the primary mission and focus. Primary response services and economic development was east of Little Lake Butte Des Morts with no fire stations located in the mostly rural western part of the town.

The Village of Fox Crossing, formally Town of Menasha, began to develop west of the lake and at the same time the eastern part of the town had significant parcels of land that were being annexed by the surrounding cities, particularly the City of Menasha. These annexations resulted in pockets remaining in the town and jagged borders on the east side. Sanitary District #4 was the controlling water utility in the area supplying water for both hydrants and domestic use.

In 1987, with service demands expanding and staffing/training becoming an issue, the first full-time Fire Chief was hired. By this time, firefighters were compensated for some of their services related to incident response and training, but continued to volunteer their services in other areas. The department was now classified as a “Combination” fire department with 52 paid-on-call firefighters that staffed each fire station equally. There was an established county-wide mutual aid agreement as well as agreements with neighboring fire departments in adjacent counties.





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Historical Perspective cont.

In 1997, the fire department began responding to First Responder (EMS) calls. This was a service formerly provided by the town police department. By this time, fire calls were averaging over 225 per year with EMS calls averaging over 500 per year. Calls for emergency services continued to be managed by the paid-on-call staff. A comprehensive set of Standard Operating Guidelines (SOGs) continued to be updated to guide the fire department in all facets of their service. Stringent training and certification requirements for all personnel were instituted to maintain an effective workforce that parallels or exceeds most full-time fire departments.

In 2003, the Winnebago County Communication Center completed an upgrade of the Computer Aided Dispatch (CAD) system. This upgrade required the replacement of the Mobile Data Terminals (MDTs) with Mobile Data Computers (MDCs). The completion and opening of U.S. Highway 10, a major east/west highway, was an important factor to the growth and future of the Town of Menasha. The Town experienced a significant increase in the amount of single-family dwellings constructed as many new residential subdivisions were developed. While the Town was experiencing an increase in population, the number of fire and EMS responses had stayed fairly consistent.

In 2014 with the reconstruction of HWY 10/441 to six lanes and complete the ramp movements to connect HWY 41 to HWY 10/441, planning started for the reorganization of the fire department. The construction project had the possibility of interrupting and further delaying response times especially to the east side of town. The Village decided to change several of the positions to incorporate the full time positions as having the ability to fight interior fires aka “hot zone”, in addition part time firefighters and staffing the fire stations during the day Monday through Friday was incorporated. These changes were brought before the Town Board and approved for the 2015 budget.





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Historical Perspective cont.

The changes that occurred were as follows: Deputy Chief/Fire Marshal was changed to Assistant Chief of Operations, Fire Marshal position was created, Public Fire and Life Safety Educator/Fire Department Associate was split into a fulltime Fire Prevention Educator and part time Administrative Assistant. The Division Chief of Training remained the same. We were able to staff apparatus during the week during the daytime to respond to calls.

In 2016, the Town of Menasha legally incorporated into the Village of Fox Crossing, essentially preserving its borders. The Fire Department hired a new Fire Chief in 2018 and essentially began the transition from the 8th edition of CFAI accreditation to the 9th. This evolution involved significant upgrades to the Records Management System, data collection processes, scheduling software, iPad technology in apparatus (Handheld technology), and cellular applications to track response times.

In 2019, the fire department applied for and received the FEMA SAFER grant to support weekend staffing of three firefighters and one shift commander. The grant bolstered support from the Village Board to finance a renovation of Station 40, which upgraded the facilities kitchen, berthing areas, and gym room. The board also supported the hiring of 12 additional full time equivalent (FTE) part-time firefighters.

Over the history of the department, the Town Board of Supervisors and the current Village Board have been very supportive by giving the fire department exceptionally equipped fire apparatus and the opportunity to upgrade facilities and computer programs to maintain a modern and professional fire department.





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Department Mission, Values, and Vision Statements

The Fox Crossing Fire Department has been blessed with a committed Village Board and Village Manager that are well versed in a community driven strategic planning process. We are also fortunate to have a vibrant ideally located community that supports growth and demands fiscally responsible practices from all our leaders.

We want to formally acknowledge the commitment from all of our citizens, leaders and stakeholders that contributed in our partnerships. The planning for the future could not have been completed without a fundamental understanding of how we operate, what our history is and what our vision is to achieve meeting future demands of service.

This Strategic Plan has been submitted and approved by our current Village Manager and ratified at a Village Board meeting.

The Fox Crossing Fire Department Values, PRIDE statement and our Mission statement were all scrutinized to ensure they support our continual process improvement. Our Mission statement has not been revised since 1994 and the groups felt compelled to create a new mission statement that reflects our current service to the community and our vision.

The new mission statement rings in harmony with our vision statement and ties together with our Village motto:

Village Motto: *Bridging the Fox Cities*

Vision Statement: *Partnerships Bridging Communities*





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Department Mission, Values, and Vision Statements cont.

FOX CROSSING FOUNDATION DOCUMENTS

Words have very little meaning if they are not understood by everyone in an organization. For mission statements and vision statements to be effective, personnel must convert the words into action. The following documents attached are the written vision of the Fox Crossing Fire Department with the goal of dedicated employees converting the words into action:

- a) The primary document guiding the department is the ***Mission Statement***. The Mission Statement demonstrates the department's focus on community driven risk reduction with all hazards. When that effort fails, emergency preparedness plans attempt to minimize the impact of life safety and structural emergencies.
- b) The ***Organizational Statement*** provides an overview of the department's authority, services, organizational structure, member functions and training/qualifications.
- c) The department ***Code of Ethics*** exemplifies how members treat our citizens, the department and each other.
- d) Our ***PRIDE*** motto defines our drive toward Professionalism, Responsiveness, Integrity, Dedication and Excellence.

Our new Mission statement-

"To provide the highest quality, most efficient emergency response, public education, risk reduction, fire prevention and emergency preparedness to the community we protect".





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Organizational Statement

I) **Authority** - The Fox Crossing Fire Department (Town Of Menasha) was organized in 1938 as a joint volunteer department with the Town of Neenah to provide fire emergency response to the citizens of both communities. The two departments separated in 1980 and the Town of Menasha Board of Supervisors became the governing body of the Fire Department and is responsible for maintaining the mission statement and all policies governing the department. The spirit and foundation of volunteerism continues to drive the organization forward.

II) **Services Provided** - The following services are provided to the community:

- Local and State Fire & Life Safety Code Inspections
- Fire Suppression Services
- EMS - First Responder level
- Light-Duty Rescue (air bags, vehicle extrication, forcible entry, etc.)
- Public Fire and Life Safety Education
- Fire Investigations
- Hazardous Materials Response - Operations ONLY
- Community Risk Reduction and Emergency preparedness
- Flammable & Combustible Liquid Storage Inspections
- Limited Recreational Water Assistance
- Ice and Surface Water Rescue





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FCFD Pride Statement

P R I D E

Professionalism - through quality education, recognized certification and career-long learning, all fire department personnel will continue to improve their knowledge, skills and abilities.

Responsive - based on available resources and ingenuity, the firefighters and officers will provide any community service, on a timely basis, that is founded in the mission of the fire department. In any activity, the safety and well-being of the firefighters shall be of the highest priority.

Integrity - to follow our Code of Ethics.

Dedication - the expectation of the fire department management team is to be loyal to the Village of Fox Crossing while providing direction and guidance to our firefighters. It is expected that through open, honest interactive communications, all members of the fire department team will work together to strive for harmony and effective relationships.

Excellence - the management team's goal is to provide the best possible community service through participatory leadership. Firefighters and citizens are encouraged to be involved in decision-making on departmental and community issues. The necessity of orderly emergency scenes requires command and control of human resources---rules will be enforced and officer decisions shall be followed. Our Standard Operating Guidelines will provide the framework for such decisions.





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Internal/External Stakeholders Input findings

The Strategic planning process completed for this document is a result of several days and months of planning, research, and execution of intelligence collection from specific residential, commercial and industrial stakeholders in our community. The intent behind this process was to target critical infrastructure in the community and to develop partnerships that support future planning.

Critical thinking, strategic planning, and community risk reduction all require the whole community effort approach to understand and address the needs for disaster planning and or recovery efforts. By utilizing this approach, all of the predetermined community members had an opportunity to provide input on their perspective of our department specifically:

- *Who we are/what we do*
- *What are the community needs and priorities*
- *How do we bridge any gaps*





2021–2025 Strategic Plan

Internal/External Stakeholders Input findings

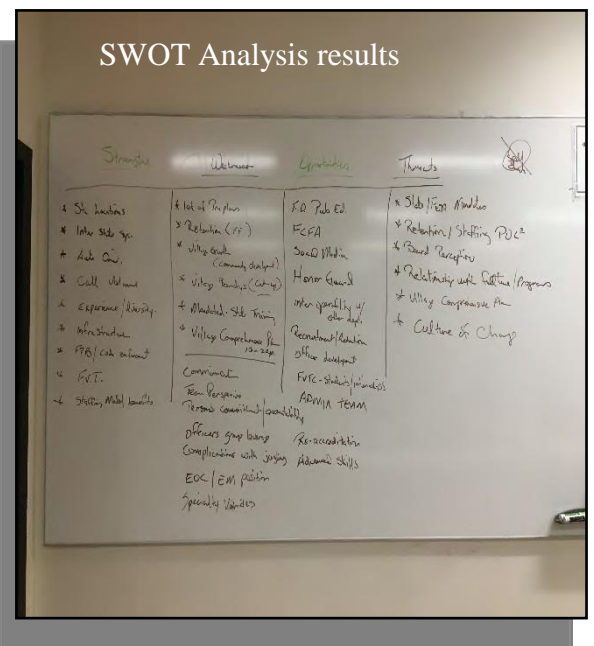
The Fox Crossing Fire department utilized three in-person feedback work-sessions, provided website access to surveys, and all electronic anonymous surveys returned were utilized to identify and prioritize our services provided. The following is a sample list produced from these findings:

- *Emergency Medical service*
- *Fire response*
- *Rescue/Extrication services*
- *HAZMAT response*

**Appendix A contains a complete listing all of the specific results.*



Fire department stakeholders meeting



Partnerships Bridging Communities



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Group sessions Prioritized findings

Internal Stakeholders Workgroup Results

An Internal Stakeholders Meeting was held on February 21st, 2020. This meeting served to discuss the Fire Department's approach to a Community-Driven Strategic Plan, with a focus on FCFD's Mission, Values, Core Programs and Support Services, as well as the Department's perceived Strengths, Weaknesses, Opportunities and Threats. The fire department held an additional internal stakeholders meeting with the Officers group to define our critical issues and service gaps as well as how to overcome these issues. The table below represents this collaboration.

Services Provided (Prioritized)	Community Perceptions/Expectations	Critical Issues/Service Gaps
EMS(1)	Quick response times	Adequate staffing
Fire(2)	Proper training and skills	Night vs. Day response times
Rescue/Extrication(3)	Professionalism	Retention/Recruiting of POC's
HAZMAT(3)	Preparedness	Marketing (customer/resident perception)
Service Calls(4)	Staffing	Educational campaign that targets residential alarms
PubEd(5)	Community Engagement	PT staff vs. POC staff (experience level)
Code Enforcement(6)		
Water/Ice rescue(7)		





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SWOT-Analysis

By utilizing the *SWOT Analysis* exercise our fire department developed an understanding of its organizational strengths and weaknesses in light of the environmental opportunities and threats that it faces. Organizations that use this process are considered proactive and those that do not are reactive. Some benefits of the process include maximize strengths, minimize weakness, leverage opportunities, and minimize threats. The *SWOT analysis* exercise was completed multiple times by different groups to form our results. A critical component of the exercise was that transparency of our department was gained, internal and external relationships formed, and a vested interest in our process to succeed was established.

<u>Strengths</u>	<u>Weakness</u>	<u>Opportunities</u>	<u>Threats</u>
Leadership (vision) Technology Inter-state system	Staffing Budget	Public Education/Events From FVTC Re-accreditation	Shrinking work force Aging population Village Comp. plan
Personnel/ Staffing model Experience/diversity Professionalism	Experience Lack of pre-plans	Media/social outreach FCFA	Consolidation POC retention Relationship with fulltime
Continual Process improvement philosophy Call volume	Station 41 location Perception from Full-time departments	Recruitment/retention Honor Guard	Locked borders Culture of Change
Training Culture Finances	Culture (resistant to change) Mandated State training	Grants Recruitment/retention	Liability issues Scene safety
Partnerships Mutual Aid/Auto Aid Fox Valley Tech College	Facilities Village growth/boundaries	Village growth Interoperability w/ other dept.	Budget/pay Increase demand on services
Safety culture Equipment FPB-Code enforcement	Response times Village Comprehensive plan	Technology Officer development Advanced skills	Annexation Mandated State training
Community support Station Locations infrastructure	Community Perception Geographic Demographics	Continuing education Admin team	Community perception Village Board perception



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Goals and Objectives

The commitment to a process of continual improvement must include goals and objectives that support the priorities of the department. The FCFD Strategic plan outlines four goals based on the involvement of our stakeholders and critical infrastructure meetings. When determining the goals and objectives for the next 5 years, a basic premise was used from George T. Doran:

“Managers are confused by all the verbal from seminars, books, magazines, consultants, and so on. Let me suggest therefore, that when it comes to writing effective objectives, corporate officers, managers, and supervisors just have to think of the acronym SMART. Ideally speaking, each corporate, department and section objective should be: (SMART)”. George T. Doran.

The SMART acronym stands for-

- **Specific:** target a specific area for improvement.
- **Measurable:** quantify, or at least suggest, an indicator of progress.
- **Assignable:** specify who will do it.
- **Realistic:** state what results can realistically be achieved given available resources.
- **Time-related:** specify when the result can be achieved.

When writing these goals and objectives the SMART worksheet was utilized. Doran explains, “It should also be understood that the suggested acronym doesn't mean that every objective written will have all five criteria”.





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Goals and Objectives cont.

GOAL DEFINED	OBJECTIVES	RESPONSIBLE PARTY
1) Develop comprehensive community outreach and educational program	<ul style="list-style-type: none"> Determine audience Define gaps between reality of department and perspectives Target audience with predefine programs 	Lt. Stewart
Time frame -	1 st year develop 2 nd -5 th years monitor	
2) Support/defend staffing and membership with recruitment/retention programs	<ul style="list-style-type: none"> Redefine/increase pay scale Explore partnerships for recruiting Promote benefits of staffing 	Assistant Chief Sweeney Human Resources
Time frame -	1 st year argue budgetary increase 2 nd - 5 th year strengthen & broaden partnerships promote benefits	
3) Implement Advanced Skills for EMS program	<ul style="list-style-type: none"> Data Analysis of EMS calls Skill training implementation Develop SOP/SOG's 	Capt. Mohr
Time frame -	1 st year develop plan to most impactful skills to implement 2 nd -5 th year monitor for effectiveness	
4) Enhance Community Emergency Disaster Preparedness/Emergency planning	<ul style="list-style-type: none"> Establish relationship with County EM Define weakness in current program Establish Operations plan consistent with County/State 	Fire Chief Harbison Assistant Chief Sweeney
Time Frame -	1 st year establish relationship and define deficiencies 2 nd -5 th year establish drills Comprehensive evaluation of program and effectiveness	





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Goals and Objectives cont.

Additionally, the 2021 Community Risk Assessment-Standard of Cover document highlighted seven additional goals that will allow the department to continue to facilitate Continuous Quality Improvement and fulfil the goals and mission of the Department.

1. Improve data accuracy – FCFD switched from Firehouse RMS to Imagetrend RMS in January of 2020. The department has worked to get the best, most accurate data possible to date, however the department also realizes that there is much more to learn about Imagetrend that will provide opportunities for even more accurate data. Key members from the accreditation team will meet every other month to review response data, look for issues, inaccuracies, or trends that may need attention.
2. Identify a way to capture Automatic Aid units as part of the ERF – Currently, the ERF is determined using all FCFD units. The department has anywhere from one to three automatic aid engines coming in for all high risk fire incidents. Being able to capture those into the ERF would greatly improve the ERF times.
3. Educate and enhance relationship with the PSAP – The FCFD has an excellent working relationship with our PSAP. The opportunity exists to educate them more on how we can use the data collected here to enhance our response, resulting in an improved service delivery.
4. Explore opportunities to improve Survey123 and residential risk assessments with GIS – The village hired its first full-time GIS person in 2020. The risk assessments for both inspectable occupancies as well as residential occupancies is new to the department. There is opportunity there to realize the potential that GIS has in providing information that was not accessible before.





Goals and Objectives cont.

5. Educate and involve the rest of the department - The department has a six-person accreditation team that is focused on the accreditation process. However, the entire department should be educated in the information gained from this process and the plan for quality continuous improvement. Educating them and getting their buy in will provide an easier path to success.
6. Develop a process for tracking save and loss data in EMS and fire – The department should develop a process that captures save and loss information in a more detailed form. This will allow for more beneficial information that can be used to measure success.
7. Work with the ALS transport agency to track EMS times – Currently, the department tracks their EMS times as a BLS, non-transport department. The department should work with Gold Cross Ambulance to develop a plan to track Gold Cross Ambulance times as well so they can evaluate and monitor the complete EMS process from the 911 call to the emergency room.





Service Gaps and Critical Issues

During our working sessions, all of the groups were tasked with identifying service gaps in our delivery model to the community based on the perceptions reflected in the surveys, their personal experience with our department, and the reality of how we interact operationally.

The following table reflects these findings and any critical issues surrounding them, such as staffing or budgetary constraints.

Services Provided (Prioritized)	Community Perceptions/Expectations	Critical Issues/Service Gaps
EMS(1)	Quick response times	Adequate staffing
Fire(2)	Proper training and skills	Night vs. Day response times
Rescue/Extrication(3)	Professionalism	Retention/Recruiting of POC's
HAZMAT(3)	Preparedness	Marketing (customer/resident perception)
Service Calls(4)	Staffing	Educational campaign that targets residential alarms
PubEd(5)	Community Engagement	PT staff vs. POC staff (experience level)
Code Enforcement(6)		
Water/Ice rescue(7)		

The critical issues and service gaps of our service delivery paradigm revolves significantly around our staffing model. Our department is a combination department that has staffing assignments Monday-Friday from 0800-1630. We have recently implemented a weekend staffing program (SAFER Grant) that covers shifts with part-time and POC firefighters from Friday 1800 to Monday 0600. This has affected and decreased our response times drastically as this was one area of concern with the data represented as not meeting our benchmarks.



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Performance Measurements

When considering performance measurement processes, the FCFD has made significant strides in areas to collect, reflect, and report data. The process has included upgrading to a new records management program (ImageTrend), re-defined critical reporting from our Communications center (CAD), drilled down on how to capture response times in our data collection spread sheets, and utilized ESRI GIS as a response delivery dashboard.

We have also implemented shot clocks at our busiest station, upgraded to Streetwise app for all cellular devices, which allows a reliable method to collect response time data and export to our spreadsheets.

Lastly, at the urging of the Fire department during the budgetary process, the Village Board hired our first Village GIS coordinator. This position was instrumental at developing our first community HEAT maps that receive input from our community risk reduction program. The reference appendix contains a Fire Department Checklist for measuring performance as well as our department assignments list.

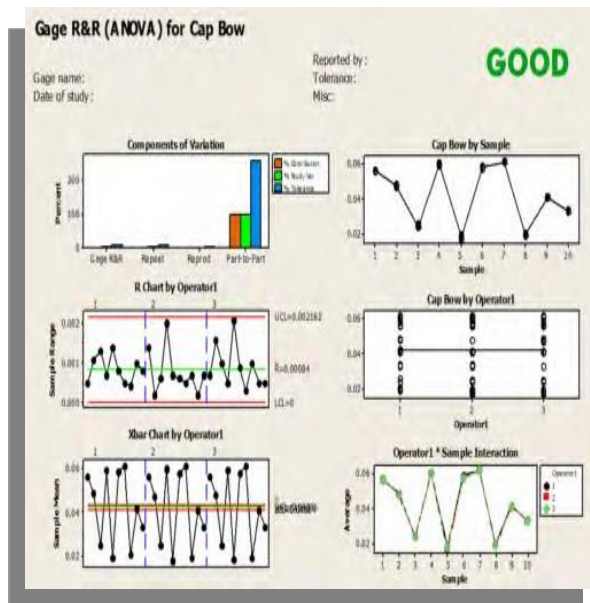


Image #1

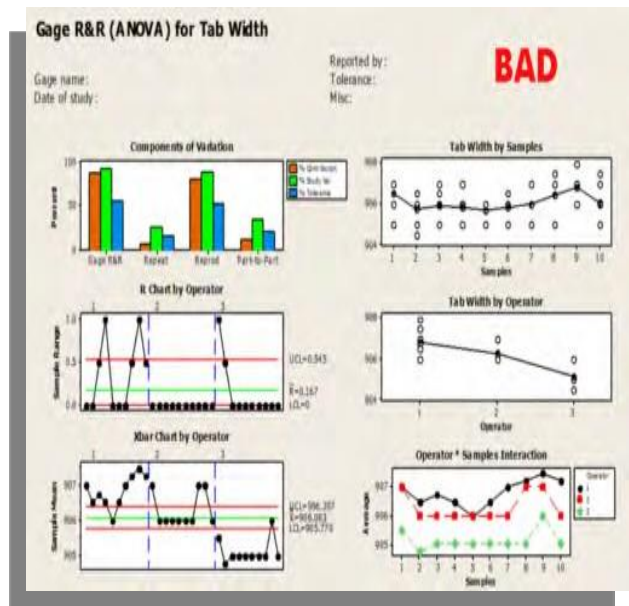


Image #2





2021–2025 Strategic Plan

Success of the Strategic Plan

The success of a strategic plan is embedded in the cooperation and buy-in of the jurisdiction's stakeholders. We as the FCFD have created our Vision statement - *"Partnerships Bridging Communities"* around the success of our plan, we have created relationships and partnerships to ensure our sustainability.

James Lentz reported in the Leadership article *Benefits of Strategic Planning in Today's Fire Service*, "One of the most important parts of the strategic planning process is the workshops that comprise not only firefighters but government leaders, administrators, residents, and business owners. In group participation such as this, the execution of the plan is more streamlined, as any costs associated with the plan have been reviewed by the stakeholders. This buy-in gets an organization the fiscal resources it needs to flourish."

Our plan utilized this concept and produced valuable insight as well as valuable partnerships to hold us accountable for the success of the plan. Financial resources, human resources, and critical infrastructures are all becoming very competitive for local municipalities to support. Fire departments today must include a process to secure trust and transparency of their local leaders to secure financial and economic sustainability.

The FCFD Strategic Plan represents not only our own vision but all of our stakeholders, local leaders, and our residents input to ensure their needs are being addressed. Lentz explains again, "Not only will strategic planning lay the groundwork for the future, the appearance of this leadership style and robust commitment to the delivery of public safety will pay dividends with the stakeholders by embracing the community's commitment to fire protection."

The FCFD Strategic Plan will be a living, measuring document that all members of our department will utilize in the routine delivery of our services. Periodic references may be advised and updates to our vision will be addressed when needed. The Department will facilitate an internal and external stakeholders meeting every three years to gather up to date feedback and information to allow it to analyze strengths and weaknesses.





References

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- (3) Image 1, 2 retrieved from web source 5-5-20- <https://www.biz-pi.com/interpreting-minitabs-gage-rr-chart/>
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<https://www.auditor.leg.state.mn.us/ped/pedrep/9907apb.pdf>





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Appendices

**Appendix “A” provides a complete listing of the personnel attending the meetings.*

Internal Stakeholders workgroup attendees

Tim Seaver Police Chief	Barbara Hanson Village Board Trustee #6	Kyle Johnson Fire Department Firefighter
Nick Romenesko EMS/Gold Cross Director	Mike Tedford Fire Department Fire Marshal	Cory McKeon FVTC Associate Dean
Mike Lettier PFC Member	Linda Kollmann Winnebago Co. Emergency Management Director	Tim Plagenz Information Tech Director
Eric Hopfensperger Fire Department Lieutenant	Dale Youngquist Village Board President	Patrick Johnson Fire Department Firefighter
Jeff Sturgell Admin Village Manager	Kim Burdick Admin Human Resources Manager	Jeff Perigo Fire Department Division Chief
Greg Ziegler Village Board	Myra Piergrossi Finance Director	Todd Sweeney Fire Department Assistant Chief
Jolene Stegath FVTC Advisor	Graham Stewart Fire Department Lieutenant	Brent Blomberg Fire Department Firefighter
Randy Gallow Street Supervisor	Dakota Calbaum Fire Department Firefighter	Caitlin Sweeney Fire Department Firefighter





2021–2025 Strategic Plan

Appendices cont.

**Appendix “B” FCFD Performance measurement assignments*

Task	Primary	Secondary
Gear and Uniforms	Lt. Bordeaux	FF. Gasper
Radios/Pagers	Lt. Simon	FF Bloomberg
Response Guidebooks	AC Sweeney	Capt. Tedford
Accreditation	Capt. M. Hesselman	Chief Harbison
Pre-Plans	Capt. Tedford	Capt. Allcox
SCBA/R41/Air Compressor	Lt. Simon	FF Lt. Hopfensperger
ImageTrend RMS	Chief Harbison	Jackie Bartz
Hose	AC Sweeney	Gary Schuh
Fire Investigation	Capt. Tedford	Lt. Hopfensperger
Ladders	Lt. Bordeaux	AC Sweeney
Equipment	AC Sweeney	
Explorers	AC Sweeney	Tyler Hoertsch
Parades	Capt. Allcox	
Public Education	Lt. Stewart	
Fleet Maintenance	AC Sweeney	Lt. Hopfensperger FF Kiesow
E911 County Committee	Chief Harbison	AC Sweeney
Training	DC Perigo	Capt. Allcox
Emergency Operations	Chief Harbison	AC Sweeney
Personnel	Chief Harbison	AC Sweeney





2021–2025 Strategic Plan

Appendices cont.

**Appendix “C” Residential Survey Results (Mail and Online) 43 total out of 199 sent
22% Return*

What is your perception of the Fox Crossing Fire Department (FCFD)?

Good (16)
No perception (4)
OK (2)
Good qualified people (2)
A department that can efficiently serve the fire protection needs of Fox Crossing
Properly managed
Operates without issue
Effective fire suppression
Effective medical emergency force
Well organized but behind the times
Far away from home
Like a “boys club”
Professional
Community and child friendly
Employs mostly kids

What is your expectations from the FCFD?

Quick Response Times (18)
Skilled professionals (6)
Professional (4)
Keep community safe (3)
They do their job (3)
Be there when needed (2)
Training and equipment (2)
Community engagement (2)
Notifications to residents of burn warnings and hazardous conditions
Quick mutual aid Grow as a community
To support and maintain public safety Stronger social media presence
Using fastest route to calls
Do good job
Continued service as exists
Help when needed, not just residents
Be a resource
Education
Code enforcement
FT staffing





2021–2025 Strategic Plan

Appendices cont.

What changes do you feel need to be incorporated into FCFD?

N/A (8)

Increased staffing (4)

Full time firefighters (4)

At least 1 unit responding from each station

Add pension

More active on social media

Better trained inspection personnel

Second station close to Fritsch Park

Hold tight to small town culture despite growth

More communication

Yes. A lot

More stations

Faster response times

Utilize MABAS more

Updated equipment

Control budget

What are your top 3 priorities for the FCFD?

Quick response times (19)

Trained people (11)

Adequate response to handle any situation (8)

Public education (6)

Increased staffing (5)

Fire prevention (4)

Budget (3)

Maintained equipment (3)

Adequate amount of people responding (2)

Protect resident from emergency situations (2)

Fire protection (2)

Public education and engagement (2)

Firefighter retention (2)

Trains (Strobe Island)

Competent investigation after emergency to determine cause Better equipment

Having necessary equipment to handle large fires Paramedic service

Maintain and properly care for existing assets Integrity

Plan for the future Provide best service possible

Grow with the times New location

Personal intervention in emergencies Fire safety

Good end results Medical awareness and prevention





Appendices cont.

Do you feel there is/are any deficiencies within the FCFD currently?

No (13)

N/A (8)

Slow Response Times (3)

Need full time staff (2)

Undertrained staff

Locations of stations

Post quarry blasting schedule on website

Yes

Limited service hours

Training

Employee retention

Rising costs

Slow night responses

No 24 hour staffing

Do you feel as if you and the community are served and represented well by the FCFD?

Yes (31)

Kind of (4)

No (2)

N/A

What are your interests in regards to the future for the FCFD to incorporate?

N/A (7)

Need full time stations (3)

Being in touch with updates, events and changes (3)

Contingency plans for trains (wait times and derailment) at Strobe Island (2)

None (2)

Continue good service (2)

Planning for the future

Manpower

Equipment

Can keep up with demands

Mutual Aid to increase effectiveness

Not necessary

Need more talent

All red trucks

Better service at a reduced cost





2021–2025 Strategic Plan

Appendices cont.

Are the current response times from the FCFD adequate in your opinion?

Yes (14)

N/A 10)

No (5)

Ok (2)

During staffing hours only (3)

As the Village continues to grow, describe your concerns this impact may create for the fire department?

Staffing (15)

Response times would increase (6)

Resources (4)

Increased cost (3)

Enough departments to match growth (3)

A second station (2)

Third station (2)

Increased calls (2)

Adequate water pressure

Transparency

Reduction in service

RR tracks at Strobe Island

Full time staff

Will need full time department

Village Board needs to not be so cheap

Less knowledge with young firefighters who just use the dept. as a stepping stone

Mutual Aid

Have you required services from the FCFD and if so how would you rate the service?

No (26)

Yes- Excellent (12)

Yes- ok but slow

