

FOX CROSSING FIRE DEPARTMENT



2026-2030 Strategic Plan

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Message from the Fire Chief



It is my privilege to present to you the Fox Crossing Fire Department's 2026-2030 Strategic Plan. The Fox Crossing Fire Department has a long-standing history of dedicated service to the community. This Strategic Plan serves as our commitment to continue to provide the high-quality level of service that the village expects and is accustomed to.

The Fox Crossing Fire Department is known for utilizing a unique, fiscally responsible staffing model that encompasses career, part-time, and paid-on-call personnel. The men and women who serve on the department take great pride in their work. It is through their hard work and effort that we are successful in our mission.

The 2026-2030 Strategic Plan was created with many hours of input from the personnel inside of the department, as well as from businesses, residents, community leaders, law enforcement, medical personnel, and other areas of the community. The diverse group of people came with varying backgrounds, experiences, and ideas. With the input from all of these perspectives, we were able to collaborate and identify a path forward to lead us through the next five years. The plan outlines some of the challenges we face, opportunities in front of us, as well as some of the strengths we have now and hope to strive for in the future.

This plan is a living document and to be successful, it will require periodic evaluation and reassessment as we work toward completion of the initiatives within it. It is important to understand that it is subject to change based on any uncontrollable or unforeseen circumstances or changes that may arise over the next five years.

I want to take a moment to thank the community we have the privilege of serving, the administrative staff and line personnel in the fire department who work hard day in and day out to provide high quality service to Fox Crossing, as well as the Fox Crossing Village Board, for their support and commitment to excellence. It is through their unwavering support that we are able to complete the mission and vision that guides the Fox Crossing Fire Department.

A handwritten signature in black ink that reads "Todd Sweeney". The signature is written in a cursive, slightly slanted style.

Todd Sweeney
Fire Chief

Mission, Vision and Values

Our Mission statement guides our current direction for the fire department. It defines what we do and why we exist. Everything we do in our day-to-day operations and in the immediate future is done with our Mission statement in mind. It basically deals with the “what” and “how”. Our Mission statement feeds into our Vision statement. The Vision statement is more global and futuristic in nature. It points to where we want our destination to be, long term. The initiatives in this Strategic Plan were developed with our Mission and Vision statements in mind.

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.”

Vision Statement:

“The Fox Crossing Fire Department is committed to strengthening community relationships while fostering innovation, transparency, and diversity to advance future opportunities in public safety.”

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.

Organizational Background

The Town of Menasha Fire Department originated in 1938 and was a combined department with the Town of Neenah. The departments were staffed by a total volunteer service with fire suppression being the primary mission and focus.

In 1980, the Town of Menasha and the Town of Neenah fire departments separated. Fire Station #1 (currently Station 41) was located at 1000 Valley Road along with the Police Department and Town Administrative Offices and after the separation, the Town of Menasha built Fire Station #2 (currently Station 40) west of Little Lake Buttes Morts at 1326 Cold Spring Road.

The first full-time Fire Chief was hired in 1987 due to the service demand expanding. The department was now classified as a “Combination” fire department with paid-on-call firefighters. During this time there were fifty paid-on-call staff members with twenty-five firefighters staffing each fire station. The department remained at fifty paid-on-call firefighters until 2015.

In 1997, the Police Department decided to stop providing first responder services. The fire department trained certain personnel in First Responder, took the program over, and began responding to medical calls. At the time, not all firefighters participated in the First Responder Program.

In 2000, the Town of Menasha Fire Department became the first combination fire department in the State of Wisconsin to become accredited through the Commission on Fire Accreditation International. This was a large undertaking that took over a year to prepare for.

Also in 2000, the fire department hired a full-time Deputy Fire Chief/Fire Marshal, and its first full-time Firefighter. Later, in 2006 a full-time Division Chief of Training was added to facilitate the increased training requirements.

The fire department entered into its first automatic aid agreement in November of 2005, with the Town of Grand Chute Fire Department. The agreement was for structure fires within a certain geographic area within the two communities. They entered into a second automatic aid agreement with the Town of Neenah Fire Department just a few years later in 2007.

In 2015 the fire department’s organizational structure was changed. This was partly due to the increased call volume, as well as the Highway 10/Interstate 41 Interchange reconstruction and Roland Kampo Bridge expansion. The new full-time positions included a Fire Chief, Assistant Chief of Operations, Division Chief of Training, Fire Marshal, and Fire Prevention Educator. The department also hired eight part-time firefighters and began staffing both fire stations from 8:00 am to 4:30 pm Monday – Friday.

Fall of 2016, the Town of Menasha was incorporated into the Village of Fox Crossing, and the Town of Menasha Fire Department changed its name to the Fox Crossing Fire Department. The department structure and operations remained the same.

In January 2020, the department received a federal grant that allowed us to begin staffing an engine around the clock throughout the weekend at Station 40 with part-time and paid-on-call firefighters. This was done to help take care of some of the more routine calls for service on the weekends. With the added shifts, the department increased the part-time firefighter pool from eight to twenty.

Today the department is staffed with six full-time, twenty part-time, and forty-six paid-on-call members when we are at full staff. In 2025 the department responded to over 1,500 calls for service for the first time ever. The department currently holds an ISO 3 rating and in 2026, will go through reaccreditation for the fifth time. The department is proud to be one of the longest standing accredited departments in the nation at 25 years.

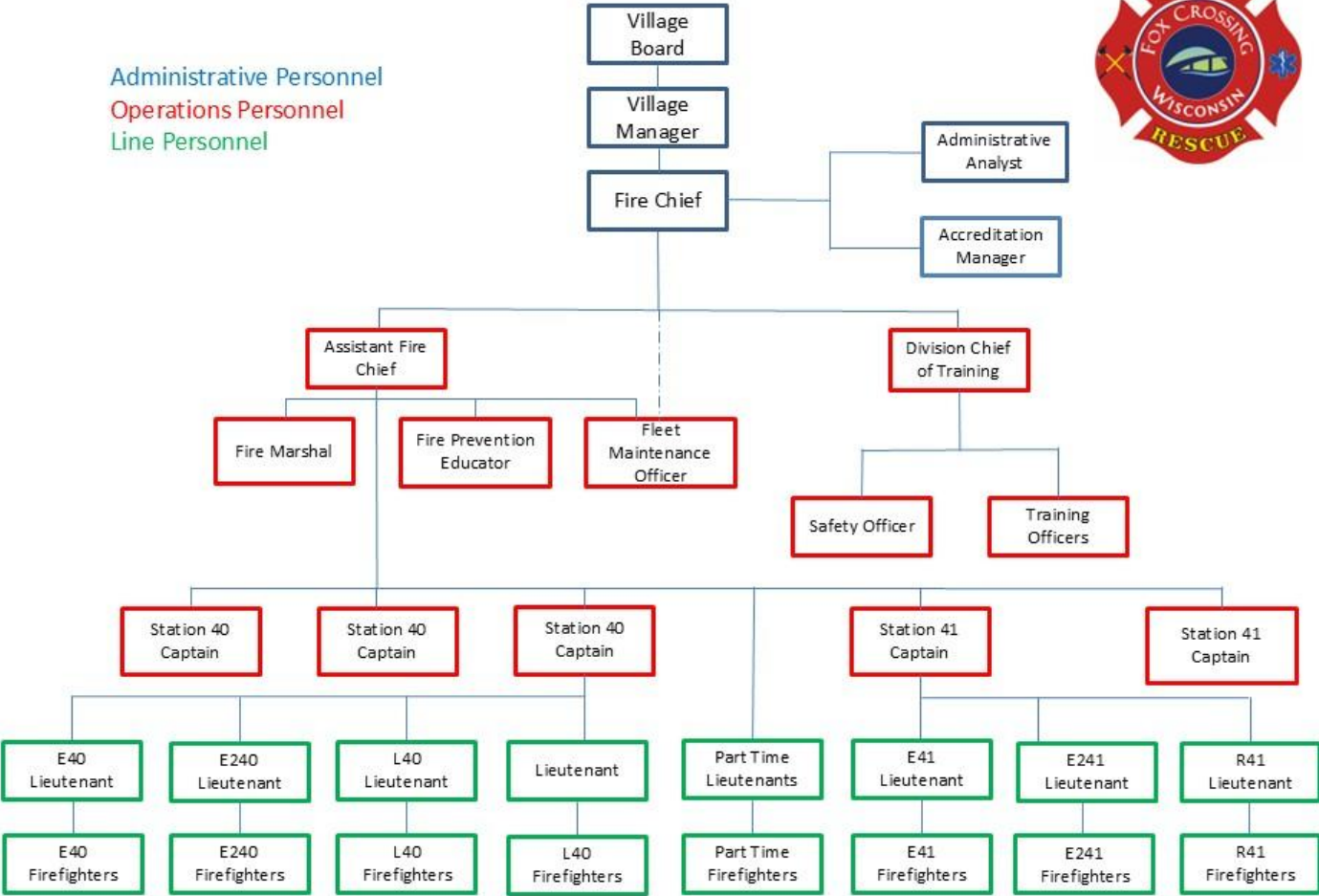


Organizational Structure

Fox Crossing Fire Department Organizational Chart



Administrative Personnel
 Operations Personnel
 Line Personnel



Strategic Planning Process

The Fox Crossing Fire Department works very hard to meet the needs and expectations of both the community and elected officials. The department understands that a strategic plan should be community focused, but data driven. The department also believes that for the strategic planning process to be effective, it must include input and be embraced by both the community and those within the organization. To develop this plan, the department utilized the recommended guidelines and best practices given by the Center for Public Safety Excellence.

The process of community driven strategic planning involves gathering feedback from members of the community. For this strategic plan, the department assembled a diverse group of external stakeholders from outside of the organization. An external stakeholders meeting, facilitated by an outside person, was held to educate them on the department, its challenges and successes, and the services that the department provides. The group then worked through several documents and data from the department and provided feedback on what they felt the department was doing well and where the department had room to grow. The facilitator then compiled the results of the meeting and forwarded it back to the department. Those results were used to formulate the initiatives in this plan.

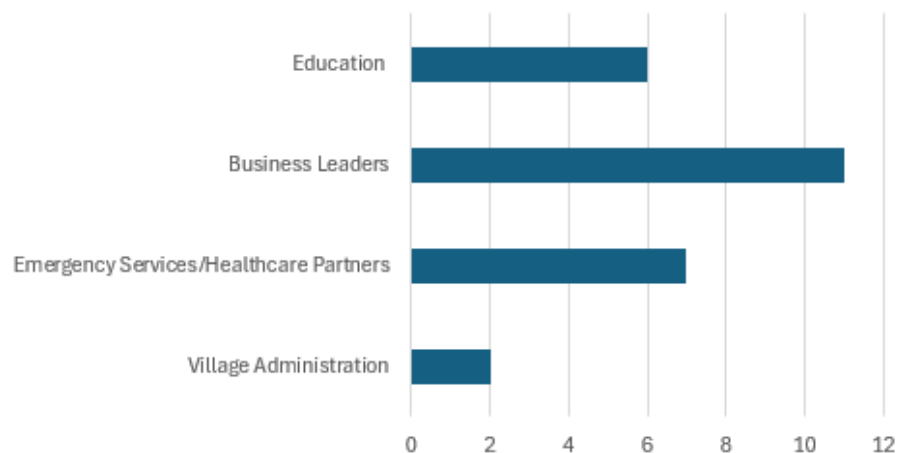
As mentioned above, for a strategic plan to be successful, it should include feedback from those inside the organization as well. The department developed an internal survey to gather feedback from the members inside of the organization. The results were compiled and used to feed the initiatives in this plan as well.

The final step in the process was to take the results of internal and external feedback and develop a five-year strategic plan that will be used to guide the department. The initiatives, goals, and objectives outlined in this plan will be used to ensure that the department is ready and able to provide for the needs of the community for the next five years and beyond.

External Stakeholders Feedback

External stakeholder input is vital and is a valuable tool in determining the direction of the organization. Every three years the department holds an external stakeholders meeting. The meeting used to develop this plan included business owners, residents, business managers and executives, village board members, village manager, and other stakeholders from outside of the department.

External Stakeholder Meeting Attendees



The meeting included the following:

- Overview of the Fox Crossing Fire Department structure
- Overview of the services offered by the Fox Crossing Fire Department
- Review of the accreditation process
- Brief review of the department's Community Risk Assessment (CRA), Standard of Cover (SOC), and outgoing Strategic Plan (SP)
- Review of the GIS data response time dashboard analytics
- Breakout sessions to further review the CRA, SOC, and SP. Focus was directed toward challenges and shortfalls, as well as strengths
- Full group overview of findings

The group analyzed where the department is today, how effective they felt it was, and where they felt the fire department should focus efforts on in the future to improve. Input from the external stakeholders meeting assisted the department in establishing the initiatives, goals, and objectives identified in this strategic plan.



Identified Areas of Opportunity:

- Capital equipment
- Staffing
- Youth apprentice/intern opportunities
- Shared services
- FVTC partnership
- First Responder only program
- Marketing and promoting part-time and paid-on-call
- Promoting more awareness of who we are and what we do

Some of the feedback mentioned gathering data regarding other departments of similar size, call volume, staffing model, etc. The department reviewed a list of departments in Wisconsin and looked at several departments of similar size. The department was unable to find many departments of similar size, that also had the same staffing model (career, part-time, and paid-on-call), service level (fire and non-transport First Responder level EMS), and call volume.

Internal Stakeholders Feedback

In addition to external stakeholders' feedback, it is also critical to include and gather feedback from internal stakeholders from within the department. The Fox Crossing Fire Department has career, part-time, and paid-on-call personnel within the organization. To gather feedback from all facets, the department developed a survey and sent it out to all personnel. The survey asked ten questions regarding how they feel the department is doing now, and what they feel the opportunities will be for the department in the coming years. The personnel were given a month to fill out the survey. The results were then reviewed at an Officer meeting.

- Up to date fleet and “top notch” equipment
- Our dedicated people
- Training program
- Community outreach
- Turnout/response times (for our current staffing model)

- Turnover rate/retention
- Consistently training on basics (due to the number of new recruits joining)
- EMS service level
- Understanding minimum stat program



- Increase EMS level
- Officer development for current and future officers
- Retain current staffing model but increase staffing level to include overnight staffing
- Implement a platoon model for paid-on-call
- Recruitment and retention for paid-on-call positions

- Turnover at both paid-on-call and part-time levels
- Village growing faster than department
- Younger age of department members and loss of experienced members
- Funding

The internal survey results were used in conjunction with the information gathered from the external stakeholders meeting to determine the critical service gaps. The feedback from both groups, as well as a review of historical data and trends are reflected in the initiatives and goals set forth in this strategic plan.

Critical Service Gaps

The results of the external stakeholders meeting and the feedback from internal stakeholders through the internal survey were analyzed to determine areas of opportunity. This provided the foundation for identifying gaps between the current service level and the future service level needs. The Fox Crossing Fire Department 2021 – 2025 Strategic Plan, Community Risk Assessment, and Standard of Cover were also reviewed to determine if any opportunities remained from the past five years. The results of all of this showed the following critical issues and service gaps:

- Station staffing (24-hour station coverage)
- EMS service level
- Marketing and promoting our department
- Recruitment and retention
- Employee health and wellness
- Partnerships, joint purchases, and shared services
- Funding

Strategic Initiatives

Throughout the planning process, the Fox Crossing Fire Department was able to identify four strategic goals. These goals reflect our commitment to advancing the organization's mission, strengthening operational efficiency, and delivering high-quality services to our stakeholders. Each goal is supported by specific, measurable objectives designed to focus our efforts, track progress, and ensure accountability.

By clearly defining what we aim to achieve and how we plan to achieve it, these goals and the more defined objectives will advance the department's priorities as well as contribute to the department's overall future success.

Partnerships

**Employee
Wellness**

**Service
Delivery**

Staffing

Initiative 1

Partnerships

GOAL 1:

Evaluate and pursue opportunities with educational institutions.

Objective:	Expand the department's Stop the Bleed Program.		
Timeframe:	2027	Champion:	Public Educator
Critical Tasks:	<ul style="list-style-type: none"> • Offer Stop the Bleed training to all schools in the village. • Define a list of businesses in the village to offer Stop the Bleed training to them. 		

Objective:	Enhance the department's partnership with the schools in the village.		
Timeframe:	2026 - 2030	Champion:	Fire Chief & Public Educator
Critical Tasks:	<ul style="list-style-type: none"> • Partner with law enforcement and Gold Cross Ambulance to complete a comprehensive Active Threat Response Plan for businesses and schools in the village. • Be an active participant in the Neenah School District's emergency operations planning meetings. • Strengthen the relationship with St. Mary's School Campus to ensure emergency preparedness. • Expand the department's public education program in the elementary and parochial schools. 		

Objective:	Seek opportunities to partner with education institutions for firefighter and officer development.		
Timeframe:	2027	Champion:	Div. Chief of Training
Critical Tasks:	<ul style="list-style-type: none"> • Work with Fox Valley Technical Collage Fire Program Management to clarify the internship requirements. • Collaborate with higher educational institutions to seek partnering programs that assist our staff with obtaining advanced degrees. 		

GOAL 2:

Evaluate and pursue partnerships with community businesses.

Objective:	Explore opportunities to partner with local employers.		
Timeframe:	2026 - 2030	Champion:	Fire Chief & Assist. Fire Chief
Critical Tasks:	<ul style="list-style-type: none"> • Identify key businesses in the village to partner with to explore lunch and learn opportunities. • Continue to seek out opportunities to participate in employer events (open houses, safety days, etc.). • Seek out opportunities with employers to post department promotional flyers for paid-on-call positions. 		

Objective:	Partner with CBRF's to offer public education programs tailored to their needs based on statistical data.		
Timeframe:	2026	Champion:	Public Educator
Critical Tasks:	<ul style="list-style-type: none"> • Evaluate historical response data to identify the two most common EMS call types at CBRF's located in the village. • Develop public education programs for the most common call types to offer to the CBRF's. 		

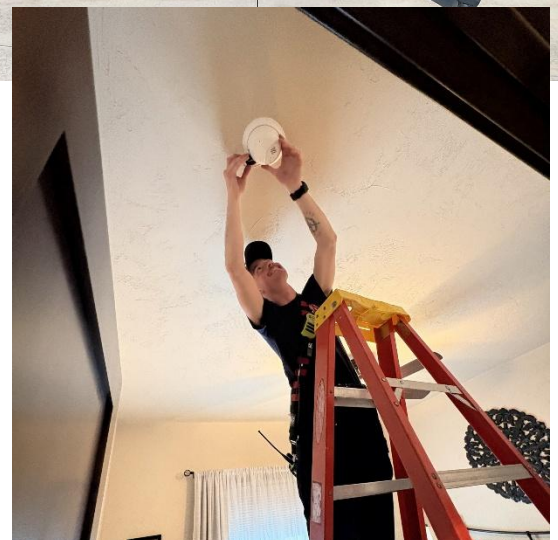
GOAL 3:

Evaluate and pursue partnerships with other emergency agencies.

Objective:	Evaluate joint training with current regional training group to determine current effectiveness and identify areas to improve the program.		
Timeframe:	2027	Champion:	Div. Chief of Training
Critical Tasks:	<ul style="list-style-type: none"> • Set meetings with areas training officers to evaluate the current joint training to ensure it is meeting the needs and adjust if needed. 		

Objective:	Work with area POC departments to conduct routine joint training at least twice a year.		
Timeframe:	2026 - 2030	Champion:	Div. Chief of Training
Critical Tasks:	<ul style="list-style-type: none"> • Start a regional training officer's group with our key volunteer and paid-on-call automatic/mutual aid partners. • Develop a training plan that includes periodic training with our key volunteer and paid-on-call automatic/mutual aid partners. 		

Objective:	Explore joint purchasing and/or equipment sharing opportunities with other area fire departments.		
Timeframe:	2027 - 2030	Champion:	Fire Chief & Assist. Fire Chief
Critical Tasks:	<ul style="list-style-type: none"> • Develop a process with other area departments to promote joint purchases that may reduce costs for training and equipment. • Develop a process to explore shared equipment programs with area departments. 		



Initiative 2

Employee Wellness

GOAL 1:

Implement a mental health resource program for fire department staff.

Objective:	Develop a behavioral and mental health program.		
Timeframe:	2027	Champion:	Fire Chief & Assist. Fire Chief
Critical Tasks:	<ul style="list-style-type: none"> • Establish a working group that will research and evaluate mental health resources that are available in the Fire Service. • Survey other fire departments to see what other programs are used. • Work with the village and other departments to explore a joint program. • Develop a mental and behavioral health program that meets the needs of our department. • Explore funding resources to support the program financially. 		

Objective:	Implement and maintain a behavioral and mental health program.		
Timeframe:	2028	Champion:	Fire Chief & Assist. Fire Chief
Critical Tasks:	<ul style="list-style-type: none"> • Implement a behavioral and mental health program to our staff. • Develop a evaluation tool to monitor the progress and effectiveness of the program. 		

GOAL 2:

Improve cancer awareness and prevention.

Objective:	Evaluate our cancer prevention processes to determine if they are sufficient.		
Timeframe:	2027	Champion:	Assist. Fire Chief
Critical Tasks:	<ul style="list-style-type: none"> • Review and create a list of our current cancer prevention practices. • Analyze the list of current practices to identify any possible opportunities or gaps. • Explore cancer prevention practices that are in place at other regional fire departments. • Review the current medical physical screening process and add cancer screening to it. • Develop a plan to implement any new practices needed. 		

GOAL 3:

Promote physical fitness to all employees.

Objective:	Improve physical fitness within the department.		
Timeframe:	2027 - 2028	Champion:	Assist. Fire Chief
Critical Tasks:	<ul style="list-style-type: none">• Solidify our department Fitness Coordinator position.• Create a fitness work group to evaluate our current areas of opportunity for fitness.• Explore other programs in place at other fire departments.• Seek out partnership opportunities with our department physician, human resources, and other village departments.• Explore grants or other funding opportunities to support any new fitness efforts.		



Initiative 3

Service Delivery

GOAL 1:

Evaluate the department's ISO insurance rating.

Objective:	Review the current ISO 3 rating to evaluate the possibility of improving the ISO score.		
Timeframe:	2028	Champion:	Fire Chief
Critical Tasks:	<ul style="list-style-type: none"> • Using the latest ISO report, list the areas of opportunity to improve scoring. • Prioritize the list, develop a plan, and take steps to improve the areas listed. • Conduct a self-audit to determine scoring. 		

GOAL 2:

Evaluate EMS program.

Objective:	Evaluate EMS program to determine the value of moving to EMT-B level.		
Timeframe:	2026	Champion:	Fire Chief & Assist. Fire Chief
Critical Tasks:	<ul style="list-style-type: none"> • Form an EMS task force to focus on exploring our current EMS level. • Compare current First Responder with advanced skills service level, to EMT-B service level to determine the differences in cost and effort. • Hold a brainstorming session to determine the feasibility of increasing to EMT-B level service based on the comparison results. • If needed, develop a realistic timeline to implement EMT-B level service. 		

GOAL 3:

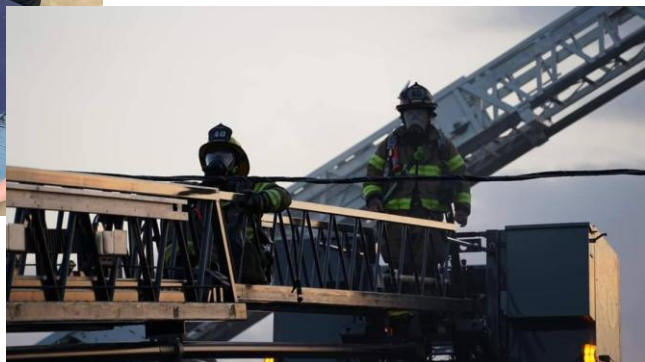
Automatic/Mutual Aid

Objective:	Review and update automatic aid agreements.		
Timeframe:	2026	Champion:	Fire Chief & Assist. Fire Chief
Critical Tasks:	<ul style="list-style-type: none"> • Meet with automatic aid partners to determine if changes are needed to agreement. • Make any necessary changes and update agreements. 		

GOAL 4:

Village emergency preparedness.

Objective:	Update and strengthen the Village's emergency preparedness.		
Timeframe:	2026	Champion:	Fire Chief
Critical Tasks:	<ul style="list-style-type: none">• Finalize the transition of the Village EOC to its new location at Fire Station 40.• Transition the Village Emergency Management to an Incident Support Model (ISM) structure.• Work with Winnebago County Emergency Management to train all Village personnel who participate in Emergency Management and the Emergency Operations Center (EOC) on the new structure.• Work with Winnebago County Emergency Management to ensure that Fox Crossing's emergency preparedness blends well with the county's.		



Initiative 4

Personnel and Staffing

GOAL 1:

Ensure department staffing levels meet service demands, performance goals, and Fire Service best practices.

Objective:	Evaluate the current on duty staffing level based on national standards and best practices.		
Timeframe:	2026	Champion:	Fire Chief
Critical Tasks:	<ul style="list-style-type: none"> • Compare current staffing level and call volume to industry standards and similarly structured departments. • Identify future anticipated community risk and call volume, by reviewing historical response data and future forecasted village development. • Compare the Fire Department Standard of Cover to projected future service growth needs to identify any possible future service gaps. • Identify key metrics that would show the need to move to 24/7 staffing. 		

Objective:	Develop staffing plan that expands the current weekday/weekend staffing to 24/7 staffing utilizing career and PT/POC.		
Timeframe:	2027 - 2030	Champion:	Fire Chief
Critical Tasks:	<ul style="list-style-type: none"> • Form a staffing committee that includes FT/PT/POC. • Work together with village to develop a plan the provides a path forward to expand the current weekday and weekend staffing to 24/7 staffing. • Explore funding alternatives to support possible 24/7 staffing when metrics are met. 		

GOAL 2:

Evaluate current recruitment and retention efforts for effectiveness.

Objective:	Evaluate current recruitment process to identify opportunities for improvements.		
Timeframe:	2027	Champion:	Assist. Fire Chief
Critical Tasks:	<ul style="list-style-type: none"> • Review the current recruitment process to look for patterns on where our recruitment efforts have shown success. • Research other areas to see what other departments are doing for recruitment of part-time and paid-on-call firefighters. • Identify new methods or strategies to implement for promoting our department. • Research and seek out funding options to assist with the implementation of any costs associated with any changes. 		

Objective:	Strengthen and expand the retention efforts that the department is currently using.		
Timeframe:	2026 - 2030	Champion:	Fire Chief & Assist. Fire Chief
Critical Tasks:	<ul style="list-style-type: none"> • Identify the current programs and processes the department is using to retain personnel. • Gather feedback from current personnel regarding retention and what they value. • Explore retention initiatives that other departments are utilizing. • Research and seek out funding options to assist where needed, with the implementation of any new retention efforts. 		



Strategic Plan Management and Implementation

Our Mission and Vision were developed with the community, our partners, and our department in mind. It is with their input, influence, and participation that we were able to develop this Strategic Plan as well be successful in the implementation of the plan. As a department we realize that for this plan to be successful, a strong partnership with the Village Board of Trustees will be vital.

As with any Strategic Plan, the best chance of success is to ensure that there is a component to the plan that guides the management and progress of the plan's initiatives. The department realized this and took steps to ensure that the plan stays on track. The following components will help monitor this:

- Champion(s) assigned to each objective to ensure responsibility.
- Review of the plan and the progress of the objectives every six months (Fall and Spring) to evaluate progress.
- Annual adjustments to the plan during the Fall plan progress review to account for any budgetary needs that may affect the objectives for the upcoming year.
- Continued internal and external stakeholder input through transparency, stakeholder meetings, and/or surveys.

This plan is a fluid document and is subject to change as changes arise over the next five years. Thank you to the community members, businesses, Village personnel, and the outstanding dedicated members of the Fox Crossing Fire Department for their input and help in the development of this document.



FOX CROSSING FIRE DEPARTMENT

2026 – 2030

STRATEGIC PLAN

