

Strategic Plan

La Crosse Fire Department
2014-2018





Table of Contents

Executive Summary	4
Background	6
Community Overview	7
La Crosse Fire Department History	10
La Crosse Fire Department Present Day	13
La Crosse Fire Department Table of Organization	16
La Crosse Fire Department Apparatus	17
Overview	18
Strategic Plan Development	19
Key Elements	23
What We Heard	23
Vision Statement	24
Mission Statement	24
Core Values.....	24
Agency Priorities and Guiding Principles.....	25
Goals and Objectives	26
Conclusion	42

Executive Summary:

In January of 2013, the La Crosse Fire Department Strategic Planning Committee was formed to assist with the development of the agency's community driven strategic plan. The five year plan is the agency's second strategic plan. The first strategic plan was developed in 2010 and was developed to lead the agency from 2010 through 2013. As a "living document", this strategic plan will guide the agency strategically and operationally into the future. The plan will also play a major role in the agency's quest to achieve and maintain the status of being a progressive agency, recognized internationally by the Center for Public Safety Excellence.

The strategic planning process was assisted by JFK Associates consulting firm. The focus of the strategic plan was, and will continue to be, to review, revise and/or develop and maintain the following:

- Mission statement
- Vision statement
- Values, priorities, and guiding principles
- Strengths, Weaknesses, Opportunities, Threats (SWOT Analysis)
- Goals and objectives

The agency provided the opportunity for external stakeholders (community members; including those who have received agency services), and internal stakeholders (agency staff) to provide input into the plan. Four community focus groups, and one internal focus group, answered the following questions:

- How satisfied are you with the level of expertise, care and competence of the La Crosse Fire Department?
- In a similar survey in 2010, 50 % of respondents thought that the La Crosse Fire Department should be charging for certain services. Do you agree that the department should charge for services? If so, which ones? If not, why not?

- In your opinion, how can the La Crosse Fire Department better meet the needs of the community?
- Please identify any concerns that you might have with the La Crosse Fire Department. Please be specific.
- Please identify any positive observations or experiences you have had with the La Crosse Fire Department.
- Do you think there should be an effort towards metro fire protection and safety services for fire and non fire related emergencies? Again, please be specific.
- In your opinion does the La Crosse Fire Department meet your expectations for fire related emergencies and non fire related emergencies (Emergency Medical Services, hazardous materials, technical rescue, extrication, and water rescue)?
- Would you like to see Fire Department services expanded, reduced, or remain as they are?
- To the degree that you are aware of them, please prioritize the programs and services that the Fire Department offers the community. Please list them from most important first to least important last.
- If you would like to be contacted by the La Crosse Fire Department with the results of the four focus group responses, or to further discuss the department's services, please give us your name, telephone number, and/or email address, so that we can follow up with you.

Results were compiled and reviewed by the agency, and the input was utilized during the preparation of the La Crosse Fire Department Strategic Plan.

Through collaborative discussion, consistent with the agency's values, the agency will review the 2014-2018 Strategic Plan on a semi-annual or on an as-needed basis to ensure measurable progress towards achievement of the stated goals and objectives. At the end of each five year term the same principle will be followed to develop and implement a new Strategic Plan. The La Crosse Fire Department members extend their gratitude to all individuals who contributed to the creation of this Strategic Plan. Their contributions will help ensure that the agency is positioned successfully to respond to community needs and circumstances.

Background

Today's fire service is faced with unique and changing challenges. Public demands continue to increase, while finances and other resources continue to shrink. These trends place increased pressure on the service demands of today's fire department, policy makers, and staff to develop ways to be more effective and more efficient.

To work efficiently with available resources, organizations must set objectives based on constructive efforts while eliminating programs that do not serve the customer. Developing customer focus is an absolute necessity. It is required that fire service agencies strategically plan how they will deliver high quality products and services to the public and their other customers through better, faster, and more cost effective programs. Planning is a continuous process, and this strategic plan can only come to life by being shared, debated, and implemented in the context of organizational realities.

Once strategic goals are established, fire service leaders will establish performance measures, to assess and ensure that the organization is indeed delivering on the strategic plan outcomes. At the outset, the plan will provide a common understanding of where the organization is going. Everyone involved can work to that common purpose, and how progress and levels will measure success.

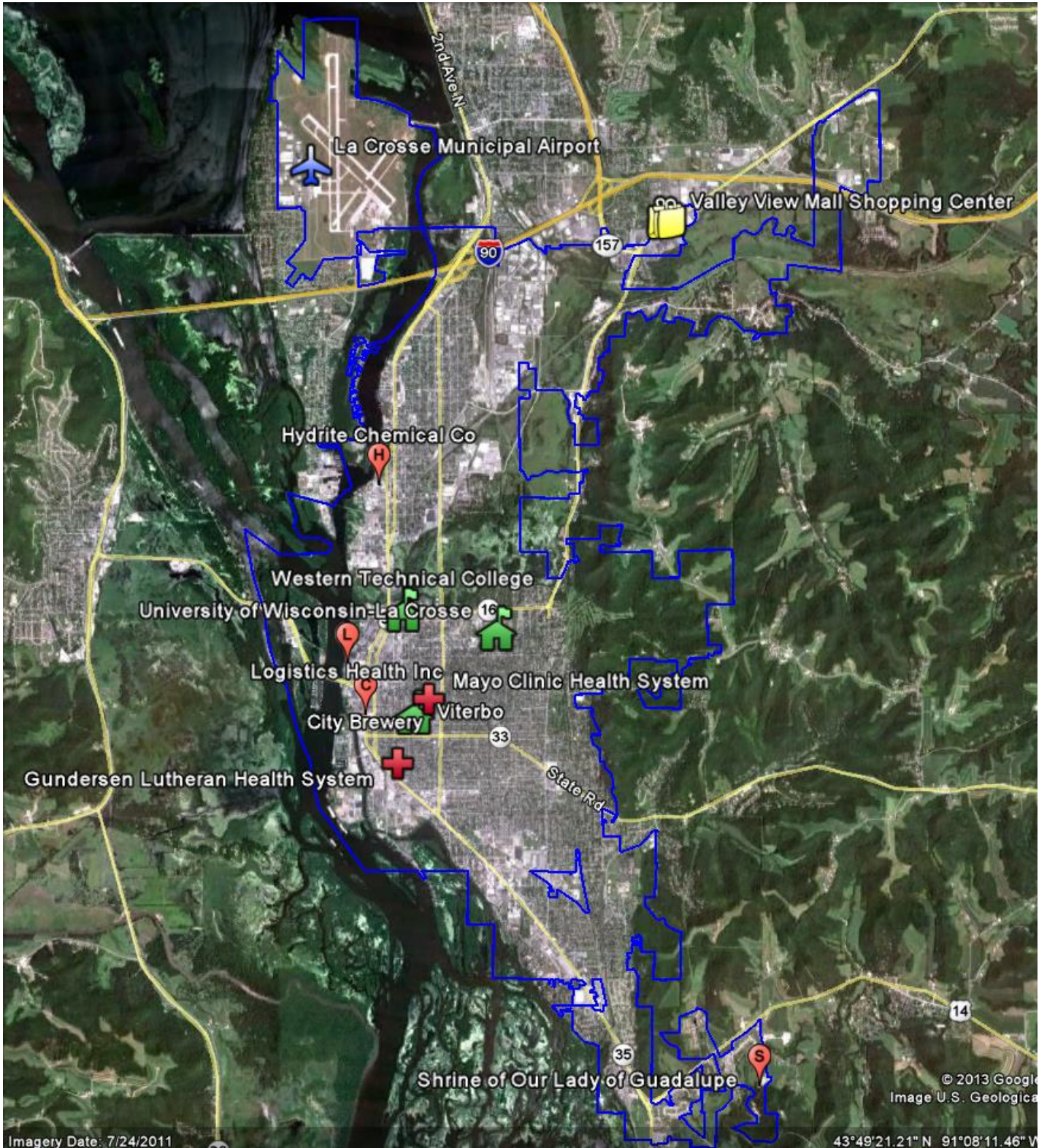
Community Overview

La Crosse has a population of 51,800 and covers 22 square miles. The shape of the city is determined by the Mississippi River on the west and south and the sandstone bluffs on the east. These defining characteristics of La Crosse have caused the city to become very long and narrow. A large marsh along the La Crosse River separates the city between north and south. To the north lies the Town of Campbell and the City of Onalaska and its southeast border meets the Town of Shelby.

La Crosse has its beginnings as a trading post on the Mississippi River. The city as we know it developed in 1851 with the introduction of local sawmills. The logging industry began to decline near the end of the nineteenth century when the supposedly “inexhaustible” supply of pine was exhausted. However, manufacturing jobs were on the rise, so the economic progress of La Crosse was not halted, but shifted in a new direction. La Crosse became home to several industries including a rubber mills, several breweries, and a button company.

La Crosse’s population grew steadily, until nearly reaching its ceiling in the 1970’s. La Crosse had maximized its land use, and its population has remained steady to current day. La Crosse’s population saw a decline from 2000 to 2010.

Today many businesses call La Crosse home, including Gundersen Healthcare, Franciscan Skemp/Mayo Healthcare, Trane Company, CenturyTel, Dairyland Power, Logistics Health, Chart Industries, Kwik Trip, Hydrite Chemical and City Brewery which transports and off loads nearly 500,000 gallons of ethanol each year.



La Crosse, like most cities its size, relies heavily on property tax collections as a main source of revenue. La Crosse is severely limited in its opportunity to collect money though property tax revenue. Due to a large amount of tax exempt property owners (such as hospitals, universities, churches, etc.) about 40% of property values in La Crosse are tax exempt. La Crosse has an aging housing stock, with 26% of all properties built prior to 1939. With three universities in town (University Wisconsin La Crosse, Western Technical College, and Viterbo University) La Crosse has an unusually large number of rental properties, at 49 % of its total housing stock.

According to the latest United States Census Bureau's statistics the median income of La Crosse workers is \$31,103 as compared to the Wisconsin average of\$ 43,791 and the national average of \$41,994. Twenty three percent, of all La Crosse citizens fall below the poverty level as compared to the state average of nine percent and the national average of twelve percent.



La Crosse Fire Department: History



The first volunteer fire company in La Crosse (Pioneer Engine Company) was organized in 1857 after the first conflagration of real magnitude occurred on March 7 of that year. After the fire, all buildings on Front Street from State Street to Mt. Vernon Street were left in charred ruins. The agency purchased a hand-pumped fire engine in 1858 and a steam engine in 1867. The decade of the 1880's saw a great growth for the City of La Crosse. The population of the city had increased from 14,505 in 1881 to over 25,000 by the end of the decade. In 1889 a fire alarm system was installed to keep up with La Crosse's rapid expansion. In 1890 a new water main system with a reservoir was installed to provide a reliable water system for the agency.

The agency remained a strictly volunteer agency until 1896, when a full time, paid agency was established. The new agency was divided into five stations with forty five personnel with two Silsby steam engines, five hose wagons and hose carts, and three hook and ladder trucks. The agency responded to 232 emergency calls in 1896.

The end of the horse drawn pumper era, which started in 1874, began to come to an end with the transition to motorized apparatus in 1915. In 1925 the city allocated \$1,300 to the agency for a rebuilt Pierce-Arrow combination chemical and hose motor cart. La Crosse grew and expanded in the 1940's and 1950's, forcing the agency to grow as well. In 1957, 93 authorized firefighters worked out of five stations and responded to 729 emergency calls. In 1968, 102 authorized firefighters responded from four fire stations to 882 total calls, of which thirty were medical in nature. In comparison, in 2012 the agency responded with 92 personnel to 4,947 total calls, of which 3,694 were medical calls.

In 1983 the 911 La Crosse County Emergency Dispatch Center opened to serve La Crosse County. Between 1967 and 1983 all fire dispatching for the City of La Crosse was conducted by firefighters from fire station 1 at 5th and Market Streets. 911 EDC is still operating today out of the La Crosse County Law Enforcement Center.

In 1993, the agency trained personnel to the EMT-D (Emergency Medical Technician Defibrillation) level to answer a growing need to provide quality Emergency Medical Services. In 1997, the agency was reorganized from an engine/truck based system to a Quint based system, with light rescue apparatus added to respond to a growing need in Emergency Medical Services.

In the early 1990's the agency recognized the need to provide specialized emergency services in the fields of hazardous material, technical rescue, and water rescue. La Crosse has a rugged topography of bluff land, three major rivers (Mississippi, La Crosse, and Black), and major transportation hubs (Mississippi River, Interstate 90, and Burlington Northern – Santa Fe railway) forcing the need for these three specialty teams. Over the years these specialty teams have evolved into State of Wisconsin regional teams in Urban Search and Rescue and in hazardous materials.

The agency inspection/ public education bureau has evolved over the years and has provided services in code enforcement, fire investigations, fire sprinkler and alarm testing, plan reviews, underground and above ground tank inspections, reviews for fireworks and pyrotechnics, juvenile fire setters program, pre planning, and fire safety public education.

Each year during fire prevention week, for the past twenty five years, firefighters have visited nineteen area schools, reaching more than 2,500 children from preschool to fifth grade. During these school visits, and at other public events throughout the year, members have used the agency's Fire Safety House to educate children and adults on how to safely escape a house fire.

In recent years the agency's maintenance bureau has maintained; buildings and grounds for four fire stations, seventeen fire apparatus, and eight support vehicles. The maintenance bureau has conducted annual certification testing for all agency ladders, hose, pumps, SCBA's, and equipment.

If only the first volunteers from the 1850's could see how far the agency has come; from the bucket brigades, to the first hand pumped fire engines, to horse-drawn steam engines, to the first motorized apparatus, to the high powered diesel fire engines of today; from ringing a bell for an alerting system, to the highly computerized 911 emergency dispatch center of today. In the early years firefighters only fought fires. Over the past 150 years the agency has changed with the times to provide a high quality service that specializes in mitigating any rescue or disaster situation.



La Crosse Fire Department: Present

Current Station Locations



Station 1 at 726 5th Avenue South – built in 1967 (Downtown District)



Station 2 at 626 Monitor Street – built in 1957 (North District)

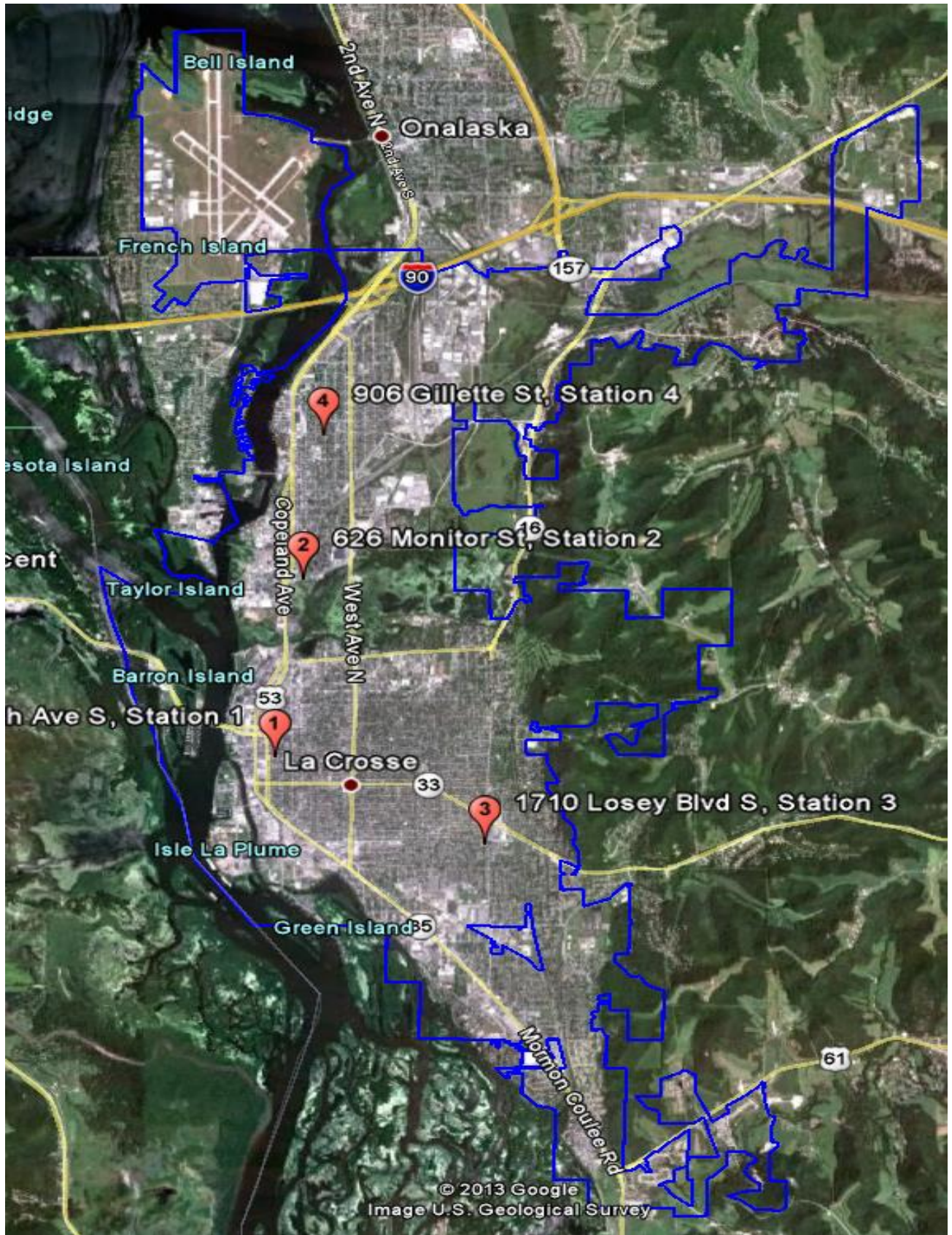
Current Station Locations



Station 3 at 1710 Losey Blvd. S. – built in 1967 (South District)

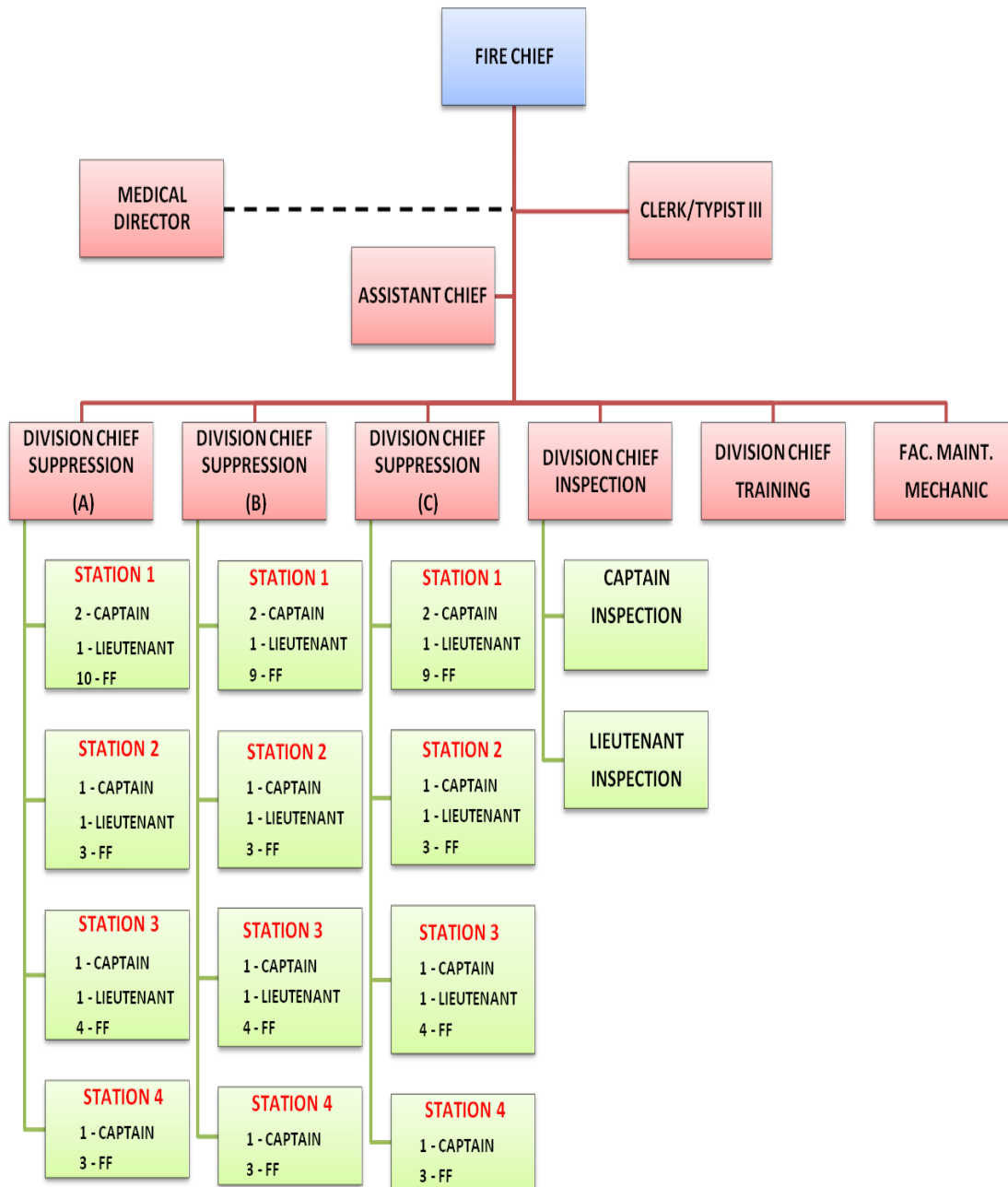


Station 4 at 906 Gillette Street – built in 1941 (North District)

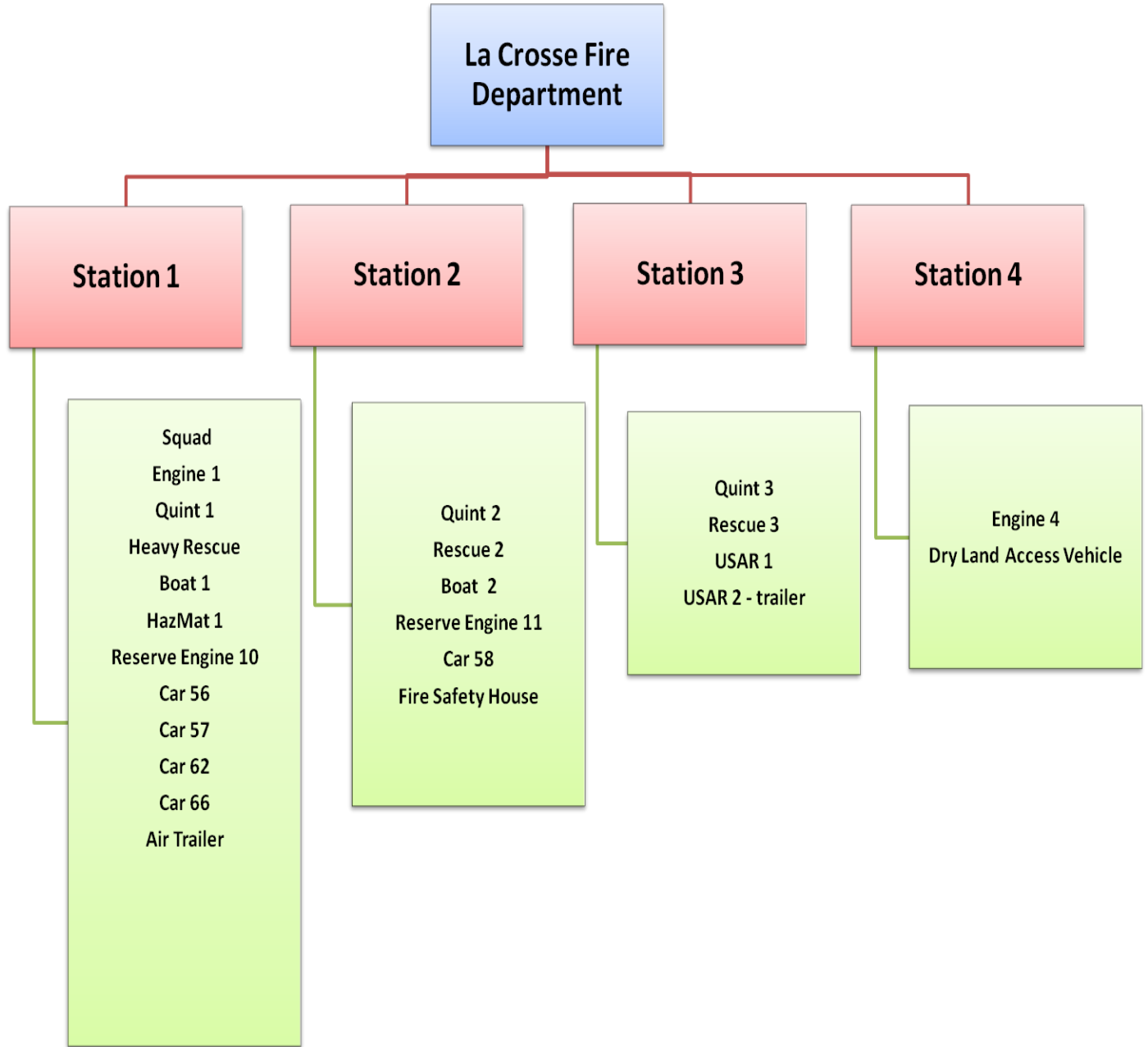


The agency operates a three platoon system, with a minimum staffing level of twenty four personnel per shift. There are 92 uniformed personnel, consisting of one fire chief, one assistant chief, five division chiefs, one facilities maintenance mechanic, 16 captains, 10 lieutenants, 27 engineers, and 31 firefighters. There is one Clerk/Typist and one Medical Director.

La Crosse Fire Department Table of Organization



La Crosse Fire Department Apparatus



Overview

The agency operates nine front line apparatus out of its four stations (Squad, Engine 1, Quint 1, Heavy Rescue, Quint 2, Rescue 2, Quint 3, Rescue 3, and Engine 4). The agency has two reserve engines. The agency provides specialized services for hazardous materials, water rescue, high-angle rescue, confined space rescue, trench rescue, structural collapse, and vehicle extrication. The agency is a Level "A" Regional Hazardous Materials Team for the State of Wisconsin, serving nine counties. The agency is also a member of the Wisconsin Heavy Task Force 2 Collapse Response Team, covering nineteen of the State's seventy two counties, specializing in the confined space, rope rescue, trench rescue, and structural collapse. The agency provides technical rope rescues on our bluffs and water rescues in our rivers and marshes. The agency protects 23 miles of river shoreline, 1,350 acres of marsh grass, and 265 miles of biking trails.



Strategic Plan Development

In 2013, the La Crosse Fire Department identified the need to develop and implement a Strategic Plan that will guide its operations over the next five years. Integral to the development process was community consultation with key stakeholder groups to determine public expectations regarding service levels and necessary improvements. The agency conducted four community focus group interviews to gain valuable input on community expectations.

The community focus groups consisted of approximately fifty people from the following agencies:

La Crosse School District

La Crosse County Emergency Management

Logistics Health

Dairyland Power

Girl Scouts of Wisconsin

Downtown Mainstreet

La Crosse Citizens

La Crosse Common Council

La Crosse Police & Fire Commission

La Crosse Chamber of Commerce

La Crosse Area Visitors and Convention Bureau

US Bank

The Parenting Place

Hawkins, Ash, Baptie and Co.

Candlewood Suites

Mayo Healthcare

Gundersen Healthcare

Western Technical College

Viterbo University

Franciscan Sisters of Perpetual Adoration

Altra Federal Credit Union

Franciscan Spirituality Center

Bethany St. Joseph Corporation

Trust Point Inc.

Chileda Institute

First Supply, LLC

United Way

University Wisconsin La Crosse

La Crosse Apartment Association

La Crosse Neighborhood Associations

Salvation Army

La Crosse Chamber of Commerce

American Red Cross

In 2013, the agency conducted numerous internal strategic planning meetings to gain insight from agency members.

The agency strategic planning committee consisted of the following members:

Gregg Cleveland	Chief
Warren Thomas	Assistant Chief
Mark Amann	Division Chief
Jeff Murphy	Division Chief
Ron Walker	Captain
Travis George	Captain
Lance Tryggestad	Lieutenant and President of Local 127
Bee Xiong	Lieutenant of Inspection
Nick Meinertz	Engineer
Aubrey Wesely	Firefighter/House Security

The Strategic Plan includes a vision, mission, values, goals and objectives, as well as methods to quantifiably track and report on success. Development of the plan was completed within an eight month period and included the following phases:

PHASE	OBJECTIVE	ACTION
Phase 1:	Initiating the project	Define the services provided to the community
Phase 2	Strategic listening	Determine service priorities for the community
		Establish community service level expectations
		Identify any concerns of the agency
		Identify positive aspects of the agency
		Understand strengths and weaknesses
		Understand opportunities and threats
Phase 3	Defining the vision	Develop mission statement
		Identify services provided
		Identify future services
		Create a vision for the future
		Identify core values
Phase 4:	Validation	Establish goals and objectives for the future
		Identify implementation tasks for each objective
Phase 5:	Refine - Implement	Agency commitment and community awareness

Key Elements

The inclusive and collaborative process included:

- Clearly defined phases built from the proven methodology of the Center for Public Safety Excellence
- Meaningful public engagement that included internal staff as well as a variety of stakeholders within the community
- Use of agency staff to provide additional support where needed
- Use of strategic advice from the Center for Public Safety Excellence
- Targeted communication strategies with consistent messaging for both internal and external audiences
- Regular reports to the Fire Chief to ensure that the project was on schedule

What We Heard

Both internal and external feedback was consistent in terms of reporting that professionalism, pride, and commitment were among the greatest strengths of the La Crosse Fire Department.

Top issues that were identified include:

- Effective communications is the key to success
- A need to develop a “community firefighting” program
- A comprehensive community education program is essential
- A need for a public information officer program
- An agency retention plan is essential
- Agency equipment (radios), apparatus, and stations need to be reviewed

Vision

The La Crosse Fire Department will continuously strive to meet the changing needs of our community by providing a modern, diverse, and technologically advanced organization. The La Crosse Fire Department will be the recognized leader in emergency response, prevention, education, planning, and “community firefighting” in the La Crosse community. The La Crosse Fire Department will educate and inform our community on fire safety and the services that the organization provides by engaging all personnel in the public information process. The La Crosse Fire Department will maintain a high level of readiness in multiple disciplines and focus on the professional development and training of all personnel.

Mission

The La Crosse Fire Department serves all who live in and visit the City of La Crosse through excellence in fire protection, safety, emergency medical services, rescue and educational services at the highest professional standard in a compassionate, ethical, and cost effective manner.

Core Values

- High Quality Service
- Cost Effectiveness
- High Ethical Standards
- Competence
- Communication
- Commitment
- Responsiveness
- Excellence
- Leadership
- Integrity

Agency Priorities and Guiding Principles

The following agency priorities will direct decision making as the agency moves forward. These are the pillars that will guide the agency in the future and form the foundation of ongoing service excellence:

- Communications
- Community involvement
- Service delivery - continuous improvement
- Service delivery – logistics (equipment, apparatus, and stations)
- Retention, education and training
- Agency excellence
- Health and wellness

These priorities are outlined in the following goals and objectives, which will guide the agency for the next five years.

Goals and Objectives

The following seven goals and fifteen objectives, along with subsequent timeframes identified, will work collectively towards realization of the defined mission and vision statements of the La Crosse Fire Department. While goals constitute higher-level purposes and serve as statements of intent without measurement or timeframes, objectives are the key actions or directions that support each of the goals. As such, the La Crosse Fire Department recognizes each of following goals as being equal.



Agency communications

Goal 1: Improve internal and external communications

Objective 1.1:	Educate the public and promote the agency
Critical Tasks:	<ul style="list-style-type: none"><li data-bbox="625 457 1299 619">• A) Investigate creating a public information position or external affairs position Timeline : 2014<li data-bbox="625 674 1356 793">• B) Request funding for public information position – possibly through a grant Timeline : 2015<li data-bbox="625 848 1258 968">• C) Invite news media to department training Timeline : 2014<li data-bbox="625 1022 1307 1142">• D) Develop a plan to use social media to promote the agency Timeline : 2015

Agency communications

Goal 1: Improve internal and external communications

Objective 1.2:	Improve interdepartmental communication related to public information
Critical Tasks:	<ul style="list-style-type: none"><li data-bbox="623 499 1203 663">• A) Send out talking points for all personnel periodically through email Timeline : 2014<li data-bbox="623 716 1243 793">• B) Create a monthly safety message Timeline : 2014

Community involvement

Goal 2: Engage in “community firefighting” with our citizens

Objective 2.1:	Educate the public and promote the agency
Critical Tasks:	<ul style="list-style-type: none">• A) Investigate with Local Union 127 on conducting a “civilian fire academy” for stakeholders and citizens of La Crosse Timeline : 2014, 2016, 2018 • B) Attend monthly neighborhood group meetings and have fire safety materials to educate the public on fire safety issues Timeline : 2014 and ongoing • C) Interact with the public at community service events Timeline : 2014 and ongoing • D) Conduct community service stops in our neighborhoods and schools Timeline : 2014 and ongoing • E) Promote firefighters as role models in our community Timeline : 2014 and ongoing

Community involvement

Goal 2: Engage in “community firefighting” with our citizens

Objective 2.2:	Enhance public safety programs
Critical Tasks:	<ul style="list-style-type: none"><li data-bbox="625 499 1291 661">• A) Develop the Risk Watch NFPA fire safety program to be utilized at public safety events Timeline : 2015<li data-bbox="625 718 1347 840">• B) Create a DVD promoting the agency to be utilized at public safety events Timeline : 2015<li data-bbox="625 896 1339 1018">• C) Create a banner promoting the agency to be utilized at public safety events Timeline : 2014<li data-bbox="625 1075 1356 1228">• D) Create a “talking points” document for agency members to be utilized at community events Timeline : 2014<li data-bbox="625 1285 1323 1486">• E) Organize a panel of educators to gain feedback on the effectiveness of agency public education programs in community schools Timeline : 2014

Service delivery - continuous improvement

Goal 3: An innovative work place focused on service excellence

Objective 3.1:	Achieve and maintain accreditation status
Critical Tasks:	<ul style="list-style-type: none"><li data-bbox="625 457 1356 703">• A) Finalize and submit required information to the Center for Public Safety Excellence (CPSE) for approval – strategic plan, standards of cover, risk assessment, and self-assessment documents Timeline : 2014<li data-bbox="625 760 1177 835">• B) Achieve accreditation status Timeline : 2015<li data-bbox="625 892 1307 1054">• C) Follow through with action plans for improvement noted in self-assessment manual Timeline : 2014 and ongoing<li data-bbox="625 1110 1356 1272">• D) Provide annual compliance reports to the CPSE and update LCFD staff on progress achieved and plans going forward Timeline : 2015 and ongoing<li data-bbox="625 1329 1356 1533">• E) Undertake efforts to regularly evaluate service delivery methods and options for improvement consistent with CPSE accreditation requirements Timeline : 2014 and ongoing

Service delivery - continuous improvement

Goal 3: An innovative work place focused on service excellence

Objective 3.2:	Achieve an Insurance Service Organization (ISO) rating of 1 and maintain status
Critical Tasks:	<ul style="list-style-type: none"> • A) Investigate critical tasks required to improve ISO rating Timeline : 2016 • B) Implement critical task action plans Timeline : 2016 • C) Conduct ISO review to achieve improved rating Timeline : 2017 • D) Evaluate service delivery and maintain ISO rating of 1 Timeline : 2017 and ongoing

Service delivery – equipment, apparatus, and stations

Goal 4: Strategically placed and efficient equipment, apparatus and stations

Objective 4.1:	Identify and plan for improved station locations
Critical Tasks:	<ul style="list-style-type: none"><li data-bbox="625 531 1274 653">• A) Source funds for a station location study Timeline : 2014<li data-bbox="625 705 1307 827">• B) Conduct a study on optimum station locations Timeline : 2015- 2016<li data-bbox="625 879 1291 1001">• C) Present plan to La Crosse Common Council for approval Timeline : 2015-2016<li data-bbox="625 1054 1307 1176">• D) Investigate implementing fire station additions and/or relocations Timeline : 2017<li data-bbox="625 1228 1339 1392">• E) Meet regularly to review current station and apparatus needs and to ensure uniformity of standards Timeline : 2014 and ongoing

Service delivery – equipment, apparatus, and stations

Goal 4: Strategically placed and efficient equipment, apparatus and stations

Objective 4.2:	Identify and plan for a new radio system
<p>Critical Tasks:</p>	<ul style="list-style-type: none"> • A) conduct a study on aging city wide radio system Timeline : 2013 • B) Source funds for a new radio system Timeline : 2013 • C) Invite vendors for radio presentations Timeline : 2013 • D) Purchase new radio system Timeline : 2015 • E) Train with and implement new radio system Timeline : 2015 • F) Maintain new radio system Timeline : 2015 and ongoing

Service delivery – equipment, apparatus, and stations

Goal 4: Strategically placed and efficient equipment, apparatus and stations

Objective 4.3:	Identify improvements in Fire/EMS in La Crosse and adjacent communities
<p>Critical Tasks:</p>	<ul style="list-style-type: none"> • A) Study potential automatic aid agreements with adjacent area communities Timeline : 2014-2015 • B) Investigate training opportunities with adjacent area agencies Timeline : 2015 • C) Study possibility of adjacent area fire/EMS with area communities Timeline : 2016 • D) Investigate cooperative purchasing with adjacent area agencies Timeline : 2017

Retention, education and training

Goal 5: A highly skilled workforce

Objective 5.1:	Improve employee retention
Critical Tasks:	<ul style="list-style-type: none"><li data-bbox="625 489 1291 646">• A) Investigate utilizing employees Advanced Life Support (ALS) skills on EMS responses Timeline : 2014<li data-bbox="625 699 1177 825">• B) Establish a formal employee recognition program Timeline : 2015<li data-bbox="625 877 1291 951">• C) Create a “suggestion box” program Timeline : 2015<li data-bbox="625 1003 1339 1129">• D) Evaluate and validate the reasons why personnel leave the agency Timeline : 2015

Retention, education and training

Goal 5: A highly skilled workforce

Objective 5.2:	Improve training programs
Critical Tasks:	<ul style="list-style-type: none"><li data-bbox="625 531 1339 699">• A) Consult appropriate sources, industry standards, and best practice material to understand future agency needs Timeline : 2014 and ongoing<li data-bbox="625 741 1339 909">• B) Enhance and review recently created quarterly reporting system for all agency training programs Timeline : 2014 and ongoing<li data-bbox="625 951 1339 1077">• C) Bring agency members to required levels of training Timeline : 2014-2016<li data-bbox="625 1119 1339 1245">• D) Develop a training academy for new hires Timeline : 2014 and ongoing<li data-bbox="625 1287 1339 1455">• E) Enhance and review recently created minimum company standards training program Timeline : 2014 and ongoing

Agency excellence

Goal 6: An accountable and transparent agency with strong leadership

Objective 6.1:	Integration of the strategic plan
Critical Tasks:	<ul style="list-style-type: none"><li data-bbox="597 625 1299 751">• A) Implement and evaluate the Strategic Plan and Standards of Cover Timeline : 2014 and ongoing<li data-bbox="597 800 1161 926">• B) Regularly report on progress achievements Timeline : 2014 and ongoing<li data-bbox="597 974 1286 1142">• C) Update the Strategic Plan and Standards of Cover to be consistent with accreditation and established guidelines Timeline : 2015 and ongoing

Agency excellence

Goal 6: An accountable and transparent agency with strong leadership

Objective 6.2:	Continue to seek and incorporate staff feedback into planning and decision making
Critical Tasks:	<ul style="list-style-type: none">• A) Collaborate annually with staff to support planning and improvement efforts Timeline : 2014 and ongoing• B) Encourage staff feedback on an ongoing basis Timeline : 2014 and ongoing• C) Report to staff on an ongoing basis on progress and planning efforts Timeline : 2014 and ongoing

Health and wellness

Goal 7: A safe and healthy work environment

Objective 7.1:	Support staff efforts to achieve a healthy work environment
Critical Tasks:	<ul style="list-style-type: none"><li data-bbox="597 512 1308 632">• A) Encourage and promote opportunities for physical fitness Timeline : 2014 and ongoing<li data-bbox="597 684 1317 848">• B) Ensure the availability of useful information on physical and mental health and well being Timeline : 2014 and ongoing<li data-bbox="597 900 1308 1020">• C) Ensure Employee Assistance Program (EAP) awareness Timeline : 2014 and ongoing<li data-bbox="597 1073 1268 1192">• D) Investigate a formal physical fitness program Timeline : 2016

Health and wellness

Goal 7: A safe and healthy work environment

Objective 7.2:	Promote and enhance work place safety
Critical Tasks:	<ul style="list-style-type: none"><li data-bbox="597 470 1308 590">• A) Review, revise, and develop Suggested Operating Guidelines annually Timeline : 2014 and ongoing<li data-bbox="597 642 1308 762">• B) Conduct station safety inspections and make required safety improvements Timeline : 2014 and ongoing<li data-bbox="597 814 1256 934">• C) Create an agency occupational and safety manual Timeline : 2015<li data-bbox="597 987 1243 1106">• D) Develop an agency equipment and safety program Timeline : 2015

Conclusion: The Success of the Strategic Plan

This Strategic Plan articulates for the community and for the agency, an understanding of who we are, what we do, and the values by which we define ourselves. The success of the La Crosse Fire Department's Strategic Plan will not only depend upon the implementation of the current seven goals and their related fifteen objectives, it will also depend upon our assessment of where the agency stands today as we dedicate ourselves to these shared objectives.

As ever changing opportunities and demands arise, so too must the La Crosse Fire Department's Strategic Plan evolve. The planning process will continue to be dynamic and adaptable to ensure the framework of the plan remains current. As such, the La Crosse Fire Department will continue in its commitment of being a leader in fire and emergency services in the La Crosse community.



