



Commission on
Fire Accreditation
International

Annual Compliance Report 9th Edition

**La Crosse Fire Department
726 5th Ave S
La Crosse, WI
USA 54601**



**This Report Prepared on September 1, 2020
By
Lance Tryggestad, Captain
For The
Commission on Fire Accreditation International**

**This Report Represents The Agency's Status
As It Relates To Its Accreditation Report
Dated August 8th, 2019**

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Preface

The accreditation report submitted to the Commission on Fire Accreditation International (CFAI) enabled the commission to award accreditation status to your agency. Part of the requirements to retain accredited agency status is your commitment to quality improvement by keeping CFAI informed of any significant changes or developments in activities, direction, or programming. This is accomplished by the preparation and submission of an annual compliance report.

The accreditation report is the internal control document of the commission to record your agencies commitment to the quality improvement process. The annual compliance report is the document used by the Commission to monitor your status as it relates to your standards, procedures and practices as well as the progress made toward addressing strategic and specific recommendations.

Each section must be completed, and documentation provided for all changes identified. Examples of appropriate documentation are: certified copy of the governing body minutes, CEO written directives, copies of Federal or State Statutes, copies of local ordinances or resolutions, copies of purchase orders, copies of signed contracts, copies of Federal or State administrative rules, copies of Federal or State regulatory agency ordered action or settlement agreement, copies of court ordered action or settlement agreement, copies of local government charters, or copies of voter approved referendum. Copies of any supporting documentation that was used by the agency to effectuate a change should also accompany the compliance report. Examples of supporting documentation are feasibility studies, ISO grading reports, position papers, legal opinions, recommendation memos, or consultant's reports.

Updating Agency Information: CPSE is tracking much of your agency information and demographics in our database. In order to keep this information current, we request that you **update your agency profile before submitting your ACR.**

The agency head, accreditation manager and department assistant will have multiple identities (personal and agency) and can switch between the two. Login to the portal using your email address.

Click [here](#) to login to the portal.

The annual compliance report is due 45 days before the anniversary date of your agency's most recent award of accreditation.

Any questions regarding the report, its content or length should be directed to the [CFAI Program Director](#).

Agency Information

Enter the [CPSE portal](#) and update your agency information

Agency Name: La Crosse Fire Department

Agency Address: 726 5th Ave South La Crosse, WI 54601

Agency Website: cityoflacrosse.org/Fire

Agency Head: Fire Chief Ken Gilliam

Agency Head E-Mail: GilliamK@cityoflacrosse.org

Agency Head Phone: 608-789-7261

Accreditation Mgr: Captain Lance Tryggestad

Accred. Mgr. E-Mail: TryggestadL@cityoflacrosse.org

Accred. Mgr. Phone: 608-789-7260

Date of most recent Award of Accreditation: August 8, 2019

Annual Compliance Report due date: July 15, 2020

Annual Compliance Report Number (1-4): 1

Current ISO Rating 2
If your agency has a split ISO rating, please document below:
ISO:

Current Population: 51,800

Department Type: Career

Number of Fire Stations: 4
Number of Full Time Personnel: 98
Number of Part Time (Volunteer/Paid on call) Personnel: 0

ACR Reporting Period: 1/1/2019 to 12/31/2019

Agency/Jurisdiction Changes

1. Has there been a change in key positions of the agency during the past reporting period? No
 - a. If yes, please explain and provide an updated organizational chart.
2. Has there been a change in the governance of the agency? No
 - a. If yes, provide description and any applicable exhibits
3. Has there been a change in the area/population the agency protects? Yes
 - a. The agency has seen the addition of 2 areas that it now protects under contract.
 - i. Beginning on June 1, 2019 the agency assumed full ARFF protection of the city owned regional airport (LSE). See exhibit 1 and 1b for full description.
 - ii. Beginning on November 14, 2019 the agency entered into an agreement to provide fire protection, first responder, rescue and inspection services for the next 30 years to the Town of Medary which is adjacent to the City of La Crosse. See exhibit 2 and 2b for a full description.
4. Have there been any changes in resources (i.e. equipment, stations, apparatus, etc)? Yes
 - a. When the agency entered into the ARFF contract with the LSE airport it began to staff one (1) ARFF certified firefighter on premises at the airport at their already built ARFF/Operations station on a 24-hour basis. The agency also trains and responds to incidents at the airport with two (2) LSE owned ARFF crash units.
5. Have there been any changes in programs/services? Yes
 - a. The two above mentioned added services have brought with them added levels of service that had not available to the residents and visitors in both examples.
 - i. LSE airport had previously utilized ARFF certified operations employees that were only trained to the first responder level of EMS for medical emergencies. The agency has certified 11 firefighters to respond to ARFF emergencies. These firefighters are also dual role EMTs that are capable of timely responses to all emergencies at the airport.
 - ii. The Town of Medary had previously contracted services with a neighboring combination department that was only able to staff a minimum of three firefighter/EMTs on a 24-hour basis. The agency now has a minimum of 15 staffed firefighters responding on a first alarm to the Town and includes a minimum of one (1) paramedic on EMS responses.

6. Describe any significant changes to your annual budget?
 - a. With the exception of the two new contract services stated above, the agency's budget has remained basically unchanged.
 - i. The ARFF agreement with LSE airport is currently providing revenue of \$110,000 for the first year (ending May 31, 2020) and is currently being re-evaluated.
 - ii. The Town of Medary 30-year agreement includes a step payment process based on the Town's equalized assessed value. For the first year of the contract the Town agrees to pay 10% of their EAV portion of the agency's annual budget or approximately \$45,000 for the first year. Each subsequent year through year 20 of the contract, the agreement calls for a 5% increase in the calculation until it reaches 100%. (This description is included in exhibit 2B)

Accreditation Model Annual Compliance

A. Is your agency in compliance with all core competencies? Yes

If you are not in compliance, identify and explain all core competencies and then provide your plan for improvement during the next year (see example below). Ensure you provide exhibits as necessary. Note that during the phone interview regarding your ACR, the reviewer may have questions regarding these competencies and request additional exhibits.

B. Agencies will provide exhibits for the following core competencies each year:

- a. 2D.6 – Exhibit 3
- b. 3D.1 – Exhibit 4
- c. 5A.5 – Exhibit 5
- d. 5B.3 – Exhibit 6
- e. 5C.5 – Exhibit 7
- f. 5E.3 – Exhibit 8
- g. 5F.7 – Exhibit 9
- h. 5G.3 – Exhibit 10
- i. 5H.3 – Exhibit 11
- j. 5I.2 – NA
- k. 5J.2 – Exhibit 12
- l. 5K.2 – NA
- m. 9B.10 – Exhibit 12B

C. Have there been any changes in compliance to non-core competencies? YES

Please identify and explain all changes in non-core competencies and provide your plan for improvement (if needed) during the next year (see example below). Ensure you provide exhibits as necessary. Note that during the phone interview regarding your ACR the reviewer may have questions regarding these competencies and request additional exhibits.

1. 4B.1 Financial resources management adheres to generally accepted accounting practices (GAAP) for budgeting and accounting. Appropriate safeguards are in place for expenditures, fiscal reports and provided for administrative decision making, and sufficient flexibility exists to meet contingencies.

Identify and explain: It is recommended the department work with the city to evaluate the process and consider applying for the Certificate of Achievement for Excellence from the Government Finance Officers Association (GFOA).

Plan for improvement: Accepted – In Progress. The agency has a good working relationship with the City Finance Department and we will assist the City should they agree to pursue this certificate.

2. 5A.7 The agency sets specific, targeted, and achievable annual loss reduction benchmarks for fire incidents and fire casualties based upon the community risk assessment and baseline performance.

Identify and explain: It is recommended the department establish specific, targeted, and achievable annual loss reduction benchmarks for fire incidents and fire casualties based upon the community risk assessment and baseline performance.

Plan for improvement: Accepted – In Progress. The agency has hired a new Community Risk Reduction Education Specialist (Exhibit 5A) who will assist in creating a baseline community risk assessment. The agency will use that information, to include available past fire loss data, to establish specific annual fire loss reports and fire loss reduction benchmarks.

3. 5D.6 The agency conducts and documents a vulnerability assessment and has operational plans to protect the agency's specific critical infrastructure, including but not limited to materials, supplies, apparatus, facilities security, fuel, and information systems.

Identify and explain: It is recommended the agency formalize a plan to develop and implement a vulnerability assessment through the city safety coordinator, in order to support an ongoing emergency management and vulnerability assessment to protect critical infrastructure.

Plan for improvement: Accepted – In Progress. Under the direction of the Assistant Fire Chief of Community Risk Management, the city safety coordinator will be reviewing our recently completed security threat assessment (Exhibit 13) and formulating a complete vulnerability assessment and plan.

4. 5D.7 The agency has a documented Continuity of Operations Plan (COOP) that is reviewed and updated at least every 5 years, to ensure essential operations are maintained.

Identify and explain: It is recommended that the department administration aggressively pursue the finalization of the Continuity of Operations Plan (COOP) plan and implement it.

Plan for improvement: Accepted – In Progress. The agency has developed a draft COOP and will be scheduling time with other city departments to address all concerns. Due to the City's COVID-19 response. the final COOP will be completed in quarter 4 of 2020.

5. 6B.1 Each function or program has adequate facilities and storage space. (e.g., operations, community risk reduction, training, support services, and administration).

Identify and explain: It is recommended that the agency follow the Five Bugles Station Assessment Study and implement the recommendations from said study.

Plan for improvement: Accepted – In Progress. The agency is currently working with the City Council and the City Capital Improvement budget to acquire land and begin building fire stations to meet with needs of the organization. This ongoing

process also includes some potential public/private partnerships to achieve the best locations and improve our facilities in a cost-effective manner.

6. 6F.2 Distributed safety equipment is sufficient for the functions performed.

Identify and explain: It is recommended that the agency provide a second set of turnout gear for all uniformed staff.

Plan for improvement: Accepted – In Progress. The agency has budgeted and is currently measuring personnel for a second set of turnout gear for all staff.

7. 7D.2 Current written job descriptions exist for all positions, and incumbent personnel have input into revisions.

Identify and explain: It is recommended that the agency establish current written job descriptions for all positions.

Plan for improvement: Accepted – In Progress. The agency is currently assessing and re-writing job descriptions with a completion time period set of 4th quarter of 2020 due to delay from COVID-19 response. Job descriptions will be updated with City Human Resources, and also kept online and attached to our Lexipol KMS Position Descriptions Policy.

8. 7F.6 The agency uses near miss reporting to elevate the level of situational awareness in an effort to teach and share lessons learned from events that, except for a fortunate break in the chain of events, could have resulted in a fatality, injury, or property damage.

Identify and explain: It is recommended that the agency establish a formal policy on near miss reporting.

Plan for improvement: Accepted – In progress. The agency is drafting a policy on "Near-Miss Reporting" to provide a process flow for identification and documentation of near-miss situations. This process will capture information on near miss incidents utilizing a standardized format. Intended to connect with the National Near Miss Reporting System and pending training for all staff, this goal has been delayed due to COVID-19 response. Expected completion in quarter 4 of 2020.

9. 7G.2 Distributed safety equipment is sufficient for the functions performed.

Identify and explain: It is recommended that the agency establish facility space to place all work out equipment for Fire Station 2 within a climate-controlled environment and or explore alternative workout options for members.

Plan for improvement: Accepted – In Progress. The LCFD is in the process of replacing Fire Station 2 with a modern facility that will include adequate space to meet the needs of physical training.

10. 7G.5 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.

Identify and explain: It is recommended that the agency establish a formal and documented appraisal which is conducted at least annually to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.

Plan for improvement: Accepted – In Progress. A new partnership is being established with Mayo Clinic and will include an annual appraisal portion that will utilize our formal process and policy to measure the effectiveness of the program. The LCFD will also develop policy in the KMS system to outline fitness and documentation expectations (Exhibit 14).

11. 8A.5 A command and staff development program is in place that encourages pursuit of professional credentialing.

Identify and explain: It is recommended that the agency encourage and support the pursuit of professional credentialing by its company officers and chief officers.

Plan for improvement: Accepted – In Progress. The agency will promote credentialing of its officers through the Training and Professional Standards Division (formerly Training Division). The Training and Professional Standards Division will disseminate opportunities on the internal Training SharePoint site. The Fire Chief will also be including credentialing goals in future personnel evaluation processes, to include his own annual evaluation goals.

12. 8C.6 The agency maintains a current inventory of all training equipment and resources.

Identify and explain: It is recommended that the agency develop and maintain a current inventory and tracking system of all its training equipment and resources.

Plan for improvement: Accepted – In Progress. An existing training equipment inventory will be updated and added to our Target Solutions File Center (Exhibit 15). This equipment inventory will be made accessible to all members of the department. The inventory will include anticipated life cycles and replacement planning timelines.

13. 9B.3 The agency's communications center(s) is/are adequately equipped and designed, (e.g., security, telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting, and map displays).

Identify and explain: It is recommended that the department work with La Crosse County Emergency Services Public Safety Communications to pursue technological advancements relative to continuous improvement systems such as automated dispatching software and automatic vehicle locator system.

Plan for improvement: Accepted – In Progress. The La Crosse County Emergency Dispatch Center (EDC) is set to replace its CAD system in 2021. The agency has already requested to be a part of the working group on this transition and we will pursue enhancements such as GPS location and closest apparatus dispatching.

14. 9B.5 Adequate numbers of fire or emergency dispatchers, supervisors, and management personnel are on duty to handle the anticipated call volume.

Identify and explain: It is recommended the agency work with La Crosse County Emergency Services Public Safety Communications to complete a dispatch staffing study to evaluate the current staffing model in the communications center.

Plan for improvement: Accepted – In Progress. The agency will continue to utilize our identified dispatch liaison officer to move forward with ongoing discussions related to dispatching performance, in effort to further assist the La Crosse County Emergency Dispatch Center (EDC) in pursuing and attaining the additional staffing needed to enhance their service delivery model.

15. 9B.8 Communications training programs for emergency dispatchers and emergency response personnel ensure adequate, timely, and reliable agency emergency response.

Identify and explain: It is recommended that the agency work with La Crosse County Emergency Services Public Safety Communications to identify dispatcher training qualifications that meet the requirements of recognized standards by certifying organizations.

Plan for improvement: Accepted – In Progress. The agency will continue to use our dispatch liaison officer to bring forward discussions related to dispatch performance. The LCFD will leverage our new response data software (FirstWatch[®]) to provide feedback to La Crosse County Emergency Dispatch Center (EDC) and strengthen our communications and relationship with them. This constructive feedback will be presented to encourage the need for mandated dispatcher certifications to better meet our needs as their customer.

16. 9B.11 The dispatch process utilizes a formal and recognized Emergency Medical Dispatch (EMD) system that allows for pre-arrival instructions and adequate triaging of the medical calls for service.

Identify and explain: It is recommended that the agency work with La Crosse County Emergency Services Public Safety Communications to evaluate the need for adopting a formalized emergency fire dispatch and emergency medical dispatch system.

Plan for improvement: Accepted – In Progress. The agency is already having discussions with Gundersen/Tri-State Ambulance (currently providing EMD) and the La Crosse County Emergency Dispatch Center (EDC) to demonstrate the need for EDC to be a reliable backup-service to the current EMD system in place at Tri-State Dispatch. The Fire Chief will work to reverse previously approved legislation that prohibits EDC from relaying EMD information to first-response agencies.

17. 10B.2 The agency has a process by which their agreements are managed, reviewed, and revised.

Identify and explain: It is recommended that the department develop a formal process or methodology to manage and formally track revisions and annual reviews of all external agency agreements.

Plan for improvement: Accepted – In Progress. The agency will utilize Lexipol KMS to automate annual notifications for the review of LCFD agreements with external agencies. The Fire Chief will be responsible to document the annual reviews of the agreements. The agency will ensure that agreements are updated on a regular and as-needed basis, and that there is comprehension of the agreements between LCFD and the leadership of partnering agencies.

Performance Monitoring

Are you currently meeting the following performance indicators? Yes

If yes, please provide the exhibit. If no, describe your plan for doing so in the future.

2D.8 On at least an annual basis, the agency formally notifies the authority having jurisdiction (AHJ) of any gaps in the operational capabilities and capacity of its current delivery system to mitigate the identified risks within its service area, as identified in its standards of cover.

Identify and explain: After being accredited in 2019 the agency has seen an addition of two new response areas (ARFF coverage at LSE and a long-term contract with the Town of Medary) and has also recognized delays in its overall response times. The main reason for increased times is due to Medary district being a longer response.

Plan for improvement: As part of the Medary agreement, the City has agreed to build a fire station that is directly adjacent to the township and will assist in coverage for that area as well as better coverage for the City's NE response district.

2D.9 On at least an annual basis, the agency formally notifies the AHJ of any gaps between current capabilities, capacity, and the level of service approved by the AHJ.

Identify and explain: The agency when through the accreditation process in 2019 including having a new 5 year strategic plan and SOC approved by the common council. Since that time the agency has seen an addition of two new response districts (ARFF at LSE and Town of Medary). The agency has been updating the Police and Fire Commission on a monthly basis and also reports directly to the City Council (which has LSE airport oversight) as well as attending the Medary Township Board meetings.

Plan for improvement: The agency has begun the implementation process of a new RMS and reporting system (ImageTrend) that will improve transparency with the community through near live forward public facing reporting features. The reporting available to the public will also be replicated and reported on to both the City Council as well as the Township Board with specific data available in person. The agency is also in the planning process for their annual reporting to the Common Council in face to face setting.

2D.10 The agency interacts with external stakeholders and the AHJ at least once every three years, to determine the stakeholders' and AHJ's expectations for types and levels of services provided by the agency.

Identify and explain: This ACR is the agency's first since being accredited in 2019 and is within our time period to have another stakeholder meeting.

Plan for improvement: An external stakeholders session has been added to our 2021 goals sheet and will be completed in Q1 of 2021.

Agency Performance Tracking

Please fill out the spreadsheets below to track and identify your performance in the programs identified below.

Benchmark Performance:

For 90 percent of all moderate fire suppression incidents, the total response time for the arrival of the first unit, staffed with 2 firefighters and 1 officer, shall be: 6 minutes and 20 seconds within the city's jurisdiction. The first due unit shall be capable of: providing 500 gallons of water and 1,250 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing and advancing an attack line flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations.

For 90 percent of moderate risk fire suppression incidents, the total response time for the arrival of the effective response force (ERF), staffed with 14 personnel shall be: 10 minutes and 20 seconds within the city's jurisdiction. The ERF shall be capable of: establishing command; establishing an incident safety officer; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with the Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; and performing salvage and overhaul. The ERF for moderate risk fires shall also be capable of placing elevated streams into service from aerial ladders.

Baseline Performance:

For 90 percent of moderate risk fire suppression incidents, the total response time for the arrival of the first due unit, staffed with 2 firefighters and 1 officer, is: 5 minutes and 33 seconds within the city's jurisdiction.

For 90 percent of moderate risk fire suppression incidents, the total response time for the arrival of the ERF, staffed with 14 firefighters and officers, is: 12 minutes and 29 seconds within the city's jurisdiction.

Moderate Fire Suppression - 90th Percentile Times - Baseline Performance			2019
Alarm Handling	Pick-up to Dispatch	Urban	01:07
Turnout Time	Turnout Time 1st Unit	Urban	01:28
Travel Time	Travel Time 1st Unit Distribution	Urban	06:16
	Travel Time ERF Concentration	Urban	13:14
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	06:52
			n=33
	Total Response Time ERF Concentration	Urban	14:38
			n=33

Benchmark Performance:

For 90 percent of all EMS responses, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters shall be: 6 minutes within the city’s jurisdiction. The first-due unit shall be capable of: assessing scene safety and establishing command; sizing up the situation; conducting an initial patient assessment; obtaining vitals and patient’s medical history; initiating mitigation efforts within one minute of arrival; providing appropriate treatment; including automatic external defibrillation (AED); initiating CPR; providing intravenous (IV) access-medication administration; providing Advanced Life Support when a Paramedic is present; and assisting transport personnel with packaging the patient.

For 90 percent of all moderate risk EMS response incidents, the total response time for the arrival of the effective response force (ERF), staffed with a minimum of 4 firefighters shall be: 6 minutes. The ERF shall be capable of: providing incident command and producing related documentation; appointing a site safety officer; completing patient assessment; providing appropriate treatment; performing AED; initiating CPR; providing IV access-medication administration; providing ALS when a paramedic is present; and assisting transport personnel with packaging the patient.

Baseline Performance:

For 90 percent of moderate risk EMS response incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters, is: 5 minutes and 35 seconds within the city’s jurisdiction.

For 90 percent of all moderate risk EMS response incidents, the total response time for the arrival of the ERF, staffed with a minimum of 4 firefighters, is: 6 minutes and 44 seconds within the city's jurisdiction.

Moderate EMS - 90th Percentile Times - Baseline Performance			2019
Alarm Handling	Pick-up to Dispatch	Urban	01:25
Turnout Time	Turnout Time 1st Unit	Urban	01:51
Travel Time	Travel Time 1st Unit Distribution	Urban	04:42
	Travel Time ERF Concentration	Urban	04:49
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	05:58
			n=1,082
Total Response Time	Total Response Time ERF Concentration	Urban	07:08
			n=716

Benchmark Performance:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, shall be: 6 minutes and 20 seconds in urban areas. The first-due unit shall be capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources; and providing basic life support to any victim without endangering response personnel.

For 90 percent of all technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 15 firefighters and officers including the technical response team, shall be: 10 minutes and 20 seconds in urban areas. The ERF shall be capable of: appointing a site safety officer; establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing first responder medical support.

Baseline Performance:

There is no baseline determination due to insufficient incidents. It should be noted that the agency is currently migrating it's data into a new RMS system and will begin counting, USAR, Water and Extrication responses into Technical Rescue umbrella vs how it currently only counts USAR responses.

Moderate Technical Rescue - 90th Percentile Times - Baseline Performance			2019
Alarm Handling	Pick-up to Dispatch	Urban	01:14
Turnout Time	Turnout Time 1st Unit	Urban	02:35
Travel Time	Travel Time 1st Unit Distribution	Urban	04:54
	Travel Time ERF Concentration	Urban	NA
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	04:54
			n=9
	Total Response Time ERF Concentration	Urban	n=XX

Benchmark Performance:

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be: 6 minutes and 20 seconds in urban areas. The first-due unit shall be capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone.

For 90 percent of all moderate risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF) including the hazardous materials response team, staffed with 17 firefighters and officers, shall be: 10 minutes and 20 seconds within the city's jurisdiction. The ERF shall be capable of: appointing a site safety officer; and providing the equipment, technical expertise,

knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

Baseline Performance:

For 90 percent of all moderate risk hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, is: 6 minutes and 11 seconds within the city’s jurisdiction.

No sufficient data available.

Moderate Hazmat - 90th Percentile Times - Baseline Performance			2019
Alarm Handling	Pick-up to Dispatch	Urban	01:34
Turnout Time	Turnout Time 1st Unit	Urban	01:55
Travel Time	Travel Time 1st Unit Distribution	Urban	05:52
	Travel Time ERF Concentration	Urban	NA
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	07:01
			n=82
	Total Response Time ERF Concentration	Urban	NA
			n=XX

Benchmark Performance:

For 90 percent of all high-risk fire suppression incidents, the total response time for the arrival of the first unit, staffed with 2 firefighters and 1 officer, shall be: 6 minutes and 20 seconds within the city’s jurisdiction. The first due unit shall be capable of: providing 500 gallons of water and 1,250 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing and advancing an attack line flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations.

For 90 percent of high-risk fire suppression incidents, the total response time for the arrival of the ERF, staffed with 18 personnel shall be: 12 minutes and 20 seconds within the city’s jurisdiction. The ERF shall be capable of: establishing command; establishing an incident safety officer; providing an uninterrupted water supply; advancing an attack line

and a backup line for fire control; complying with the Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; and performing salvage and overhaul. The ERF for high risk fires shall also be capable of placing elevated streams into service from aerial ladders..

Baseline Performance:

For 90 percent of high-risk fire suppression incidents, the total response time for the arrival of the first due unit, staffed with 2 firefighters and 1 officer, is: 5 minutes and 12 seconds within the city’s jurisdiction.

For 90 percent of high risk, fire suppression incidents, the total response time for the arrival of the ERF, staffed with 18 firefighters and officers, is: 12 minutes and 32 seconds within the city’s jurisdiction.

High Fire Suppression - 90th Percentile Times - Baseline Performance			2019
Alarm Handling	Pick-up to Dispatch	Urban	00:57
Turnout Time	Turnout Time 1st Unit	Urban	01:23
Travel Time	Travel Time 1st Unit Distribution	Urban	03:44
	Travel Time ERF Concentration	Urban	31:02
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	05:01 n=13
	Total Response Time ERF Concentration	Urban	32:56 n=13

Benchmark Performance:

For 90 percent of all EMS responses, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters shall be: 6 minutes within the city's jurisdiction. The first-due unit shall be capable of: assessing scene safety and establishing command; sizing up the situation; conducting an initial patient assessment; obtaining vitals and patient's medical history; initiating mitigation efforts within one minute of arrival; providing appropriate treatment; including automatic external defibrillation (AED); initiating CPR; providing intravenous (IV) access-medication administration; providing Advanced Life Support when a Paramedic is present; and assisting transport personnel with packaging the patient.

For 90 percent of all high-risk EMS response incidents, the total response time for the arrival of the ERF, staffed with a minimum of firefighters and 1 officer shall be: 8 minutes. The ERF shall be capable of: providing incident command and producing related documentation; appointing a site safety officer; completing patient assessment; providing appropriate treatment; performing AED; initiating CPR; providing IV access-medication administration; and providing advanced life support when a paramedic is present; and assisting transport personnel with packaging the patient.

Baseline Performance:

For 90 percent of high-risk EMS response incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters, is: 5 minutes and 53 seconds within the city's jurisdiction.

For 90 percent of all high-risk EMS response incidents, the total response time for the arrival of the ERF, staffed with a minimum of 5 firefighters, is: 8 minutes and 37 seconds within the city's jurisdiction.

High EMS - 90th Percentile Times - Baseline Performance			2019
Alarm Handling	Pick-up to Dispatch	Urban	01:27
Turnout Time	Turnout Time 1st Unit	Urban	01:42
Travel Time	Travel Time 1st Unit Distribution	Urban	05:13
	Travel Time ERF Concentration	Urban	07:47
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	06:29
			n=274
Total Response Time	Total Response Time ERF Concentration	Urban	09:47
			n=274

Benchmark Performance:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, shall be: 6 minutes and 20 seconds in urban areas. The first-due unit shall be capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources; and providing basic life support to any victim without endangering response personnel.

For 90 percent of all technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 15 firefighters and officers including the technical response team, shall be: 10 minutes and 20 seconds in urban areas. The ERF shall be capable of: appointing a site safety officer; establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing first responder medical support.

Baseline Performance:

There is no baseline determination due to insufficient incidents. It should be noted that the agency is currently migrating it's data into a new RMS system and will begin counting, USAR, Water and Extrication responses into Technical Rescue umbrella vs how it currently only counts USAR responses.

High Technical Rescue - 90th Percentile Times - Baseline Performance			2019
Alarm Handling	Pick-up to Dispatch	Urban	01:01
Turnout Time	Turnout Time 1st Unit	Urban	00:02
Travel Time	Travel Time 1st Unit Distribution	Urban	03:34
	Travel Time ERF Concentration	Urban	03:34
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	03:34
			n=1
	Total Response Time ERF Concentration	Urban	NA
n=XX			

Benchmark Performance:

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be: 6 minutes and 20 seconds in urban areas. The first-due unit shall be capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone.

For 90 percent of all high-risk hazardous materials response incidents, the total response time for the arrival of the ERF including the hazardous materials response team, staffed with 17 firefighters and officers, shall be: 10 minutes and 20 seconds within the city’s jurisdiction. The ERF shall be capable of: appointing a site safety officer; and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

Baseline Performance:

No sufficient data available.

High Hazmat - 90th Percentile Times - Baseline Performance			2019
Alarm Handling	Pick-up to Dispatch	Urban	NA
Turnout Time	Turnout Time 1st Unit	Urban	NA
Travel Time	Travel Time 1st Unit Distribution	Urban	NA
	Travel Time ERF Concentration	Urban	NA
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	NA
			n=
	Total Response Time ERF Concentration	Urban	NA
			n=

Strategic Recommendations

Recommendation	ACCEPTED	IMPLEMENTED	REJECTED
<p><u>2B.1 The agency has a documented and adopted methodology for identifying, assessing, categorizing, and classifying risks throughout the community or area of responsibility.</u></p> <ul style="list-style-type: none"> • It is recommended that a policy and procedure be adopted and implemented which will identify and require personnel to consistently enter data upon the inspection of existing and new buildings. • It is further recommended the department communicate inspection information to the designated emergency communications personnel for inputting into computer aided dispatch system on a timely basis. 	<p>ACR 2020 AGENCY Policy 402 establishes procedures for our inspectors to enter building and code violation information into our current inspection program.</p> <p>The AGENCY will modify policy 402 to include the department requirement to merge follow-up data with our "IAmResponding Emergency Responder Reply System™" and our CAD system so that data is available to all responders in the field</p>		
<p><u>5A.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against</u></p>		<p>ACR 2020 AGENCY Policy 217 requires that the agency developed reporting template be sent to the Fire Chief.</p>	

<p><u>adopted loss reduction goals.</u></p> <ul style="list-style-type: none"> It is recommended that the department continue to conduct a formal and documented appraisal at least annually to determine the effectiveness of the community risk reduction program and its impact on meeting the agency's goals and objectives. This recommendation also applies to the following core competencies: 5C.5 (Fire Investigation, Origin and Cause Program). 			
<p><u>5E.1 Given its standards of cover and emergency deployment objectives, the agency meets Its staffing, response time, station(s), pumping capacity apparatus, and equipment deployment objectives for each type and magnitude of fire suppression incident(s).</u></p> <ul style="list-style-type: none"> It is recommended that the department revise its first due unit on scene benchmarks for all structure fire responses. 		<p>ACR 2020 The agency continues to actively analyze all aspects of emergency response. Turn out times are being addressed and overall benchmarks will be modified after evaluation.</p>	
<p><u>5F.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment</u></p>		<p>ACR 2020 The agency is well underway in building our strengthened</p>	

<p><u>deployment objectives for each type and magnitude of emergency medical incident(s).</u></p> <ul style="list-style-type: none"> • It is recommended that the department develop a written agreement with Gundersen/Tri-State Ambulance that establishes response performance benchmarks for the ambulance and requires the reporting of the service's baseline performance regularly to the fire department for those calls occurring within the fire department's jurisdiction. 		<p>relationship with Gundersen/Tri-State Ambulance. A Management team from both organizations is meeting regularly to engage on mutual goals. The agency has also had retained a seat at quarterly meetings to discuss response times and issues with EDC, MedCom (EMD operated by GTSA).</p>	
<p><u>5F.7 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the EMS program and its impact on meeting the agency's goals and objectives. This includes an evaluation of the agency's standard operating procedures, protocols, and equipment.</u></p> <ul style="list-style-type: none"> • It is recommended the department establish a plan to coordinate the locations of all automatic external defibrillators in the community in the existing technology to enhance public access. 		<p>ACR 2020 The agency is working with a liaison from Gundersen Health System (GHS) to formally document AED locations throughout the City and the information will be stored and utilized in the Pulse Point system for emergency notifications. The agency's CRM Education specialist is the lead on the project from our end.</p>	

<p>5J.1 <u>Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), extinguishing agency requirements, apparatus, and equipment deployment objectives for each type and magnitude of marine and shipboard incident.</u></p> <ul style="list-style-type: none"> • It is recommended that the department consider adopting a policy prioritizing maintaining a minimum staffing of three water rescue team members at Fire Station 2. • It is recommended that the department provide a dedicated response vehicle appropriately sized and powered; capable of towing the primary response trailer and boats. • It is recommended that the department provide training and certifications for two members as Public Safety Scuba Instructors. 	<p>ACR 2020 The agency will continue to monitor daily staffing needs throughout the city to include balancing all special operations response needs.</p> <p>The agency will request a replacement vehicle in the City's 2021 Capital Equipment Budget to address the needs listed.</p> <p>Funding to meet the training and certification goal to develop two internal Public Safety Scuba Instructors was denied in the 2020 operating budget and AFG grant funding. The need for funding will be addressed in the during the 2021 budget cycle.</p>		
<p>7G: The agency has a wellness/fitness program for recruit and incumbent personnel. The agency specifies and</p>	<p>ACR 2020 The agency is currently finalizing details with the Mayo</p>		

<p>communicates the provisions if employees/members do not comply with the wellness/fitness program.</p> <ul style="list-style-type: none"> • It is recommended the department develop a wellness/fitness policy that addresses the program. 	<p>Clinic, City Administration, and IAFF Local 127 to establish a wellness/fitness program for all AGENCY employees.</p>		
<p><u>7G.1 The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.</u></p> <ul style="list-style-type: none"> • It is recommended that the department provide annual comprehensive medical evaluations for all its members. 	<p>ACR 2020 The agency is currently working to finalize details with the Mayo Clinic, City Administration, and IAFF Local 127 to establish a wellness/fitness program for all AGENCY employees. This program will include annual comprehensive medical evaluations for all members.</p>		
<p><u>8B.3 The agency evaluates individual and crew performance through validated and documented performance-based measurements.</u></p> <ul style="list-style-type: none"> • It is recommended that the agency establish minimum training standards to evaluate 		<p>ACR 2020 The agency has developed and is expanding further task-level measurement practices to identify training needs and improve in specific areas and department needs</p>	

individual and crew performance measurements for all response capabilities.		in all aspects of response capabilities. This is being led by the Training Division.	
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Exhibit List

- Exhibit #1: ARFF Nov18 Resolution
- Exhibit #1B: ARFF Nov18 MOU
- Exhibit #2: Medary Dec19 Resolution
- Exhibit #2B: Medary Dec19 Agreement
- Exhibit #3: August 2019 Police and Fire Commission Report
- Exhibit #4: LCFD Goals
- Exhibit #5: Formal Annual Appraisal CRR 2019
- Exhibit #5A: Creation of CRM Educational Specialist
- Exhibit #6: Formal Annual Appraisal Public Education 2019
- Exhibit #7: Formal Annual Appraisal Fire Investigation 2019
- Exhibit #8: Formal Annual Appraisal Suppression 2019
- Exhibit #9: Formal Annual Appraisal EMS 2019
- Exhibit #10: Formal Annual Appraisal USAR 2019
- Exhibit #11: Formal Annual Appraisal HazMat 2019
- Exhibit #12: Formal Annual Appraisal Water 2019
- Exhibit #12B: Formal Annual Appraisal Communications 2019
- Exhibit #13: City of La Crosse Security Assessment
- Exhibit #14: Physical Fitness
- Exhibit #15: Training Inventory

Verification

I verify that the information contained in this report is complete and true to the best of my knowledge.



Signature of Agency Head

Fire Chief
Title

09/20/2020
Date