

Deerfield-Bannockburn Fire Department



Strategic Plan
2008-2011



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The Plan

Introduction

The Deerfield-Bannockburn Fire Department is pleased to present the 2008 – 2011 strategic plan. This document is designed to be a guide for decision-making, resource allocation, and budget prioritization for the next three years. Three Action Plans (Addendums B, C and D) will be created annually to address specific action items, goals and objectives in order to achieve the strategic results defined by the five strategic priorities.

Background

Chief James Quinn presented the concept of creating a strategic plan in January 2006 in order to provide the best possible services and enhance succession planning. Chief Quinn created a planning team comprised of all department officers, a total of 12 personnel. This initial planning team met several times over the beginning of 2006 and worked towards creating a proactive future by producing draft vision and mission statements along with a list of core values. The team also reviewed the external opportunities and threats along with the internal strengths and weaknesses of the department. However, during the planning process, the department began to experience an attrition process caused by retirements at the higher levels of the administrative staff. This caused a delay in strategic planning until these positions could be replaced.

In the fall of 2007, with new administrative staff in position, the second effort of strategic planning was re-started. The planning team was again made up of all department officers. The group reviewed the previous results and began to move forward towards the end result, proactive futuring through a comprehensive strategic plan.

The planning team held three meetings and with input from all department members the mission statement, vision statement and core values were finalized. In addition, the team performed a secondary review of the internal strengths and weaknesses to determine if any changes existed. Utilizing these results, five strategic priorities were identified. These five priorities are the backbone of our strategic plan and will provide a roadmap to create the ideal department that is described in the vision statement.

The team determined that they would meet annually to perform operational planning. At those review meetings, the team will identify the progress and results from the previous year's goals and objectives.



Mission Statement

A mission statement describes the overall purpose of the department. In essence, the mission statement defines the what, who, and how the department does what it does. The statement will provide inspiration to the stakeholders and create unity towards the mission of the department.

Our Mission:

With pride, integrity, and professionalism our members provide emergency response, education, and quality service to all who call upon us.

Values

The members of the Deerfield Bannockburn Fire Department are committed to conducting ourselves in an ethical manner. The department has identified what its values are and these core values will drive the manner in which decisions are made.

Our Values:

Pride

Dedication to the value of our organization, its traditions, and each other.

Integrity

Commitment to honest and ethical behavior while treating all with respect and courtesy.

Professionalism

Compassionate service through continuous commitment to character, knowledge, skills, and ability.



Vision Statement

Strategic planning creates a plan for proactive futuring. A component of being proactive in determining your future is having a vision. By creating a vision statement the department will have a clear picture of what it will look like in the future.

The department is made up of people and those people are the most valuable asset. It is important to create an environment that good people will flourish in. Additionally, the department continues to experience an increase in requests for services, it will be important to identify all available resources to continually provide the best possible service.

Our Vision:

This organization will address the changing needs of those we serve by expanding community involvement and making efficient use of our financial and technological opportunities.

We will commit to improving the knowledge, skills, and abilities of our members by providing opportunities for personal and professional development within a safe and healthy work environment.



Internal and External Analysis

An important part of the strategic planning process is assessing the internal and external environments of the department. A comprehensive review of the external opportunities and threats along with internal strengths and weaknesses was performed during the initial planning meetings.

The department exists to provide a variety of services to the communities it protects. The requirements of the external environment must be assessed first because they will drive the internal setting. The department's external opportunities and challenges were reviewed as part of the planning session.

For the most part, the internal factors are controlled by the fire department. These factors are the strengths and weaknesses inherent to the organization. The planning group performed an initial and then secondary review of its resources, present strategies, and performance.

Listed below are our strengths, weaknesses, opportunities and threats.

Internal Strengths (Revised 2008)

- Personnel & their various experiences
- Competitive salary & benefits
- Accessibility of training
- Encouragement of higher education
- Quality of equipment & apparatus

External Opportunities

- Expand web site
- Customer service surveys
- Increase relations with surrounding municipal agencies
- Expansion of public and private partnerships
- Enhance aid agreements

Internal Weaknesses (Revised 2008)

- Succession planning and career development
- Lack of performance appraisals
- Increased job demands creating erosion of skills
- Loss of pride and ownership
- Recruitment and retention
- Business continuity planning for the department
- Internal communications

External Threats

- Change of existing contracts for District services
- Pension consolidation
- State funding law changes
- Change in District administration

Conclusion

The strategic plan is a reminder of the department's ideal future and the vision that has been created. Serving as a guide, the plan will provide focus and also help gauge the success of the department.



Strategic Priorities and Action Items

Strategic Priority 1: Promote Community Involvement By Expanding Existing Programs And Implementing New Opportunities.

1. Action Item: Enhance Education and Awareness Programs

- Encourage department visibility at local events
- Develop a Citizen Fire Academy
- Create an annual interactive program with elementary school districts
- Create a formal block party program
- Increase AED awareness
- Provide for target recruitment of new employees
- Update public education displays (live and static)
- Open House program
- Encourage stakeholder input for creation of programs
- Increase consistency and efficiency of public education efforts

2. Action Item: Increase Relationships with Public Agencies

- Increase contributions to village Emergency Operation Plans
- Increase attendance at various village meetings
- Increase annual NIMS training with public agencies in district

3. Action Item: Institute Quality Improvement Programs

- Create a quality improvement program for fire and EMS incidents
- Create a comprehensive "After the Incident" public education program
- Survey our customers on all programs provided

4. Action Item: Develop Partnerships for Community Planning

- Enhance role with Lake Cook Regional Critical Incident Planning Group
- Expand private partnerships within district



Strategic Priority 2: Maximize Access To Technology And Identify More Efficient Uses To Meet Our Mission.

- 1. Action Item: Enhance Technology Operations and Equipment**
 - Develop comprehensive business continuity plan
 - Provide members with internet e-mail
 - Move department scheduling to computer based program
 - Create consistent computer workstation replacement program
 - Identify areas and need for additional computer workstations
 - Review potential options for business phone system improvement
 - Investigate wireless network connections
 - Create department intra-net web site
 - Increase member education on Information Technology in order to decrease reliance on outsourcing
 - Develop a computer based inventory for all apparatus

- 2. Action Item: Apparatus Computer Program**
 - Investigate providing mobile data tablets integrated into EMS system for ambulances
 - Create RED Center MDC grant implementation workgroup
 - Integrate GIS mapping for regional response area
 - Revise pre-incident planning program

- 3. Action Item: Web Site Improvement**
 - Increase department information on web site
 - Create web site improvement workgroup
 - Identify sound web site host

- 4. Action Item: Quality Assurance Program for NFIRS Data**
 - Create quality assurance program for NFIRS data
 - Develop long term plan for data interpretation in order to improve delivery of department services



Strategic Priority 3: Review Current Fiscal Allocations And Identify Additional Resources.

- 1. Action Item: Incorporate Formal Needs Analysis to Adjust and Reallocate Distributions from Annual Budget**
 - Create department proposal format for requesting new programs or allocation of funds for existing programs
 - Shift towards increased programmatic budgeting
 - Investigate group purchasing with surrounding agencies
 - Provide increased education of district budget process

- 2. Action Item: Seek External Funding Resources**
 - Increase the ability to accept donations, fiscal and service based
 - Seek out corporate partnership resources
 - Continue to seek available grants
 - Develop programs to obtain increased reimbursement for department services
 - Identify alternate funding sources for training

- 3. Action Item: Provide Ongoing Risk Management Programs**
 - Identify an ability to suggest new and revise existing policies and rules for District Board
 - Identify the need to create new and revise existing standard operating guidelines
 - Revise and improve department Accident Investigation Guideline
 - Develop department After Action Review Guideline
 - Establish annual firefighter safety performance goals

- 4. Action Item: Identify Increased Energy Efficiency Opportunities**
 - Identify program to decrease building utility bills
 - Create and identify future opportunities to decrease motor fuel expenses

- 5. Action Item: Improve Department Cost Recovery Options**
 - Evaluate responsibilities for department members that provide membership on special teams, workgroups and other assignments
 - Create department reimbursement opportunities for members seeking higher education



Strategic Priority 4: Enhance Professional Development Programs To Improve Personal And Professional Skills.

1. Action Item: Personnel Development Programs

- Provide personnel ability to attend national and local educational seminars and conferences
- Create formal shift training program that utilizes NIPSTA
- Increase formal officer training program
- Develop new officer and acting officer mentor program
- Increase training within the department for NIMS, unified command, regional, state, and federal response plans

2. Action Item: Department Development Programs

- Hire full-time training officer
- Host regional classes and seminars
- Provide department members with education on computer software and hardware training
- Increase training with agencies served
- Develop formal exit interview process
- Create an ability to provide input into the hiring process

3. Action Item: Personal Development

- Develop performance appraisal process for evaluation of department members
- Annually identify career development goals for department members



Strategic Priority 5: Improve The Health And Safety Of Members By Developing And Maintaining Effective Programs And Policies.

- 1. Action Item: Improve Emergency Responses Safety Programs**
 - Participate in the National Near Miss Reporting System
 - Model department near miss reporting program after national program
 - Increase number of personnel certified as Incident Safety Officer (OSFM)
 - Provide for increased responder safety through additional equipment and new training programs
 - Review and revise polices and guidelines to increase responder safety

- 2. Action Item: Create Health and Wellness Program**
 - Implement Peer Fitness Program
 - Certify additional Peer Fitness Trainers
 - Recruit fire department Chaplin
 - Identify programs to increase the harmonious and progressive work environment

- 3. Action Item: Increase Pride and Ownership**
 - Develop guidelines for new employee orientation
 - Develop guidelines for probationary employee recognition
 - Develop guidelines for celebrating department personal and professional achievements
 - Create a workgroup to help plan department award ceremonies
 - Increase department Honor Guard activities
 - Develop workgroup to add department photos around fire stations and other overall fire service traditions



Addendum A

Strategic Planning Team Members

James Quinn

George Coit (2006)

John Sroka (2006)

Ian Kazian

Robert Toporek

Ken Koerber

James Philip

Chris Johnson

Glen Zemke

Charles Glees

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Mark McManaman

Ray Larson



Addendum B 2008-2009 Action Plan

Strategic Priority 1: Promote Community Involvement By Expanding Existing Programs And Implementing New Opportunities.				
Action Item: Enhance Education and Awareness Programs				
Objective	Encourage department visibility at local events			
Task	Priority	Division	Workgroup	Completion
In service units will attend at least 6 community events in 2008	1	Operations	Shift Officers	12/31/08
Objective	Create a formal block party program			
Develop a process for citizens to request Fire Department participation with apparatus & personnel at neighborhood block parties	1	Fire Prevention	Public Education	7/1/08
Objective	Create an annual interactive program with elementary school districts			
Create a program that identifies an annual event that involves the schools or specific grades, which will increase interaction and education.	3	Fire Prevention	Public Education	3/1/09
Action Item: Increase Relationships with Public Agencies				
Objective	Increase annual NIMS training with public agencies in district			
Task	Priority	Division	Workgroup	Completion
Host or facilitate 2 training sessions with village agencies	2	Training	N/A	3/1/09
Action Item: Develop Partnerships for Community Planning				
Objective	Enhance role with Lake Cook Regional Critical Incident Planning Group			
Task	Priority	Division	Workgroup	Completion
Increased number of officers involved in training sessions with the Lake-Cook Regional CIP group	3	Operations	N/A	On Going



Strategic Priority 2: Maximize Access To Technology And Identify More Efficient Uses To Meet Our Mission.				
Action Item: Enhance Technology Operations and Equipment				
Objective	Provide members with internet e-mail			
Task	Priority	Division	Workgroup	Completion
Provide officers with internet e-mail accounts	2	Support Services	N/A	9/1/08
Objective	Move department scheduling to computer based program			
Utilize Outlook Public Calendar to schedule and document all shift activities	1	Operations	Support Services	6/1/08
Objective	Create consistent computer workstation replacement program			
Produce a computer capital replacement program that outlines long term replacement costs and timelines	3	Support Services	N/A	3/1/09
Objective	Review potential options for business phone system improvement			
Identify the capabilities of existing phone system	2	Support Services	N/A	9/1/08
Create guidelines for improving communications within the department utilizing the existing phone system.	3	Support Services	N/A	3/1/09
Objective	Develop comprehensive business continuity plan			
Improve computer back-up hardware to decrease disaster recovery exposure	2	Support Services	IT	9/1/08
Create computer back-up standard operating guideline	3	Support Services	SOG	3/1/09
Objective	Develop a computer based inventory for all apparatus			
Inventory all apparatus and create an inspection process that utilizes Firehouse Software	3	Suppression	N/A	3/1/09
Action Item: Apparatus Computer Program				
Objective	Create RED Center MDC grant implementation workgroup			
Task	Priority	Division	Workgroup	Completion
Identify three to four members interested in serving on committee tasked with creating implementation process for RED MDC computer program	2	Operations	N/A	7/1/08
Prepare for integration of the RED MDC computer grant	3	Operations	New Workgroup	3/1/09
Objective	Revise pre-incident planning program			
Improve pre-incident plans to identify responders needs and create ability to integrate into MDC program	1	Fire Prevention	Pre Plans	7/1/08



Addendum B: 2008-2009 Action Plan
Deerfield-Bannockburn Fire Department

<i>Action Item: Web Site Improvement</i>				
Objective	Increase department information on department web site			
Task	Priority	Division	Workgroup	Completion
Provide expanded and updated information on department web site.	2	Support Services	IT	10/1/08
<i>Action Item: Quality Assurance Program for NFIRS Data</i>				
Objective	Create quality assurance program for NFIRS data			
Task	Priority	Division	Workgroup	Completion
Identify two personnel tasked with ensuring consistent and proper NFIRS data exist in Firehouse Software	1	Support Services	NFIRS QIP	6/1/08



Strategic Priority 3: Review Current Fiscal Allocations And Identify Additional Resources				
<i>Action Item: Incorporate Formal Needs Analysis to Adjust and Reallocate Distributions from Annual Budget</i>				
Objective	Provide increased education of district budget process			
Task	Priority	Division	Workgroup	Completion
Allocate training resources to improve department officers involvement in department budget process	2	Operations	Training	On Going
<i>Action Item: Seek External Funding Resources</i>				
Objective	Continue to seek available grants			
Task	Priority	Division	Workgroup	Completion
Identify grants available from Federal, State and Local sources	1	N/A	Grant Writer	On Going
Objective	Identify alternate funding sources for training			
Maximize training funding sources: IFSI training credit, ITTF, Homeland Security, NFA	1	Training	N/A	On Going
<i>Action Item: Provide Ongoing Risk Management Programs</i>				
Objective	Identify the need to create new & revise existing standard operating guidelines			
Task	Priority	Division	Workgroup	Completion
Be proactive in identifying required operating guidelines that reduces risk exposure	1	N/A	SOG	On Going
Objective	Revise and improve department Accident Investigation Guideline			
Update accident reporting guideline utilizing department's risk management insurance provider's resources	2	Training	Health and Safety	10/1/08
Objective	Develop department After Action Review Guideline			
Develop guideline that provides instruction on the proper time and method to conduct an incident review	2	N/A	SOG	10/1/08
Objective	Establish annual firefighter safety performance goals			
Create program that measures the number of recordable, restricted, or lost workday injuries/illnesses	1	Training	Health and Safety	6/1/08



Strategic Priority 4: Enhance Professional Development Programs To Improve Personal and Professional Skills				
Action Item: Personnel Development Programs				
Objective	Create formal shift training program that utilizes NIPSTA			
Task	Priority	Division	Workgroup	Completion
Develop a shift training program utilizing NIPSTA's training facilities	2	Training	N/A	10/1/08
Objective	Increase formal officer training program			
Create a formal quarterly officer training program with timely and pertinent topics	3	Suppression	Officers	3/1/09
Objective	Increase training on NIMS, unified command, regional, state, and federal response plans			
Provide 2 separate drills/training sessions on NIMS and local emergency response plans	3	Operations	Training	3/1/09
Action Item: Department Development Programs				
Objective	Provide members with education on computer software & hardware			
Task	Priority	Division	Workgroup	Completion
Provide training to develop member proficiency in word processing and data management programs	3	Support Services	Training	3/1/09
Action Item: Personal Development				
Objective	Develop performance appraisal process for department members			
Task	Priority	Division	Workgroup	Completion
Create process that assess and records staff performance and provides constant feedback	3	Operations	Chief Officers	3/1/09
Objective	Annually identify career development goals for department members			
Develop ability to track employee career goals and provide guidance for achievement	3	Operations	Chief Officers	3/1/09



Strategic Priority 5: Improve The Health And Safety Of Members By Developing And Maintaining Effective Programs And Polices				
Action Item: Improve Emergency Responses Safety Programs				
Objective	Participate in the National Near Miss Reporting System			
Task	Priority	Division	Workgroup	Completion
Educate members on national system and create ability to report any department near misses	2	Training	Health and Safety	10/1/08
Objective	Increase number of certified as Incident Safety Officer (OSFM)			
Ensure all officers have attend OSFM Incident Safety Officer Program	3	Training	N/A	03/1/09
Action Item: Create Health and Wellness Program				
Objective	Implement Peer Fitness Program			
Task	Priority	Division	Workgroup	Completion
Complete PFT SOG's and begin program implementation	1	Training	Health and Safety	6/1/08
Objective	Identify programs to increase the harmonious and progressive work environment			
Update guidelines for work environment disinfection and provide proper training	3	EMS	Health and Safety	3/1/09
Action Item: Increase Pride and Ownership				
Objective	Develop guidelines for new employee orientation			
Task	Priority	Division	Workgroup	Completion
Finalize guideline for providing new employee recognition	2	Training	Officers	9/1/08
Objective	Develop guidelines for probationary employee recognition			
Finalize guideline for providing probationary employee recognition	2	Training	Officers	8/1/08
Objective	Develop guidelines for celebrating department personal and professional achievements			
Enhance current department program to provide improved recognition of employees and their achievements	3	N/A	Officers	3/1/09
Objective	Create a workgroup to help plan department award ceremonies			
Create three to four person workgroup to provide necessary planning of department bi-annual awards ceremony	2	N/A	New Workgroup	9/1/08
Objective	Increase department Honor Guard activities			
Increase membership and further define Honor Guard roles and responsibilities in department activities	3	N/A	Honor Guard	3/1/09
Objective	Develop workgroup to add department photos around fire stations and other overall fire service traditions			
Increase pictures in fire stations to project history of fire service & department	3	N/A	Honor Guard	3/1/09



Addendum C 2009-2010 Action Plan

Strategic Priority 1: Promote Community Involvement By Expanding Existing Programs And Implementing New Opportunities.				
Action Item: Enhance Education and Awareness Programs				
Objective	Encourage department visibility at local events			
Task	Priority	Division	Workgroup	Completion
In service units will attend at least 12 community events in 2009	1	Operations	Shift Officers	12/31/09
Utilize Chicago Tribune <i>Local Online</i> web site to publicize department information	1	Fire Prevention	Public Education	5/1/09
Objective	Create a formal block party program			
Formalize department block party program and market to public	2	Fire Prevention	Public Education	6/1/09
Objective	Provide for target recruitment of new employees			
Expand areas of recruitment for next firefighter eligibility list to include local candidates	3	Operations	N/A	12/1/09
Objective	Create annual interactive program with elementary school district			
Develop ceremony to place new engine in service in conjunction with local school	2	Fire Prevention	Public Education	9/1/09
Action Item: Increase Relationships with Public Agencies				
Objective	Increase annual NIMS training with public agencies in district			
Task	Priority	Division	Workgroup	Completion
Conduct one multi-agency mass causality response drill in conjunction with Deerfield Police Department	2	Operations	Training	10/1/09
Host two training sessions with Deerfield and Bannockburn Police	3	Training	N/A	3/1/10



Strategic Priority 2: Maximize Access To Technology And Identify More Efficient Uses To Meet Our Mission.				
<i>Action Item: Enhance Technology Operations and Equipment</i>				
Objective	Identify areas and need for additional computer workstations			
Task	Priority	Division	Workgroup	Completion
Identify availability to expand computer workstations	3	Support Services	N/A	3/1/10
Objective	Review potential options for business phone system improvement			
Identify the capabilities of existing phone system	2	Support Services	N/A	10/1/09
Objective	Develop a computer based inventory for all apparatus			
Develop an apparatus inventory system that utilizes Firehouse Software	3	Suppression	N/A	12/1/09
Develop a NFPA compliant apparatus monthly inspection program that utilizes Firehouse Software	3	Support Services	N/A	12/1/09
<i>Action Item: Apparatus Computer Program</i>				
Objective	Create RED Center MDC grant implementation workgroup			
Task	Priority	Division	Workgroup	Completion
Create department guidelines for RED Center MDC/AVL implementation	1	Operations	SOG	6/1/09
Objective	Revise pre-incident planning program			
Create pre-plan workgroup tasked with developing pre-incident plans	1	Fire Prevention	Pre Plans	7/1/09
Objective	Integrate GIS mapping for regional response area			
Provide GIS based wall maps for stations	2	N/A	Mapping	8/1/09
<i>Action Item: Web Site Improvement</i>				
Objective	Increase department information on department web site			
Task	Priority	Division	Workgroup	Completion
Create ability to work with web site designer in order to provide updated information	2	Support Services	IT	7/1/09
<i>Action Item: Quality Assurance Program for NFIRS Data</i>				
Objective	Create quality assurance program for NFIRS data			
Task	Priority	Division	Workgroup	Completion
Create monthly reports to audit current quality control programs	1	Support Services	N/A	6/1/09



Strategic Priority 3: Review Current Fiscal Allocations And Identify Additional Resources

Action Item: Incorporate Formal Needs Analysis to Adjust and Reallocate Distributions from Annual Budget

Objective	Provide increased education of district budget process			
Task	Priority	Division	Workgroup	Completion
Develop action plan to create proactive approach to decreasing operating budget	1	Operations	Officers	On Going
Objective	Create department proposal format for requesting new programs or allocation of funds for existing programs			
Implement new proposal format for members that are requesting implementation of a new program	2	Operations	SOG	9/1/09
<i>Action Item: Seek External Funding Resources</i>				
Objective	Continue to seek available grants			
Task	Priority	Division	Workgroup	Completion
Complete 2009 Assistance to Firefighter Grant	2	Operations	Grant Writer	On Going
Complete 2009 Illinois EMS regional grant	1	EMS	Grant Writer	6/1/09
Objective	Identify alternate funding sources for training			
Enhance department college education policy to require requesting members seek out available scholarships	1	Operations	N/A	On Going
<i>Action Item: Provide Ongoing Risk Management Programs</i>				
Objective	Identify the need to create new & revise existing standard operating guidelines			
Task	Priority	Division	Workgroup	Completion
Be proactive in identifying required operating guidelines that reduces risk exposure	3	N/A	SOG	On Going
Develop comprehensive monthly facility inspection guideline	2	Support Services	SOG	8/1/09
Prepare new engine in-service program	2	Suppression	Training	9/1/09
Provide department officers education on Infection Control Program and create notification flowchart	3	EMS	Infectious Control Officer	12/1/09
Objective	Revise and improve department Accident Investigation Guideline			
Update accident reporting guideline utilizing department's risk management insurance provider's resources	2	Training	Health and Safety	6/1/09
Objective	Establish annual firefighter safety performance goals			
Establish and communicate an annual employee safety performance goal	2	Operations	Health and Safety	6/1/09



Strategic Priority 4: Enhance Professional Development Programs To Improve Personal and Professional Skills				
Action Item: Personnel Development Programs				
Objective	Create formal shift training program that utilizes NIPSTA			
Task	Priority	Division	Workgroup	Completion
Utilize NIPSTA's training facilities to improve department training	2	Training	N/A	3/1/10
Objective	Increase formal officer training program			
Create a formal quarterly officer training program with timely and pertinent topics	1	Operations	Officers	3/1/10
Objective	Increase training on NIMS, unified command, regional, state, and federal response plans			
Provide attendance at local agencies' response planning or training exercises	1	Operations	Training	On Going
Objective	Develop new officer and acting officer mentor program			
Develop new acting officer mentor program	3	Operations	Training	3/1/10
Action Item: Department Development Programs				
Objective	Provide members with education on computer software & hardware			
Task	Priority	Division	Workgroup	Completion
Improve member proficiency in word processing and data management programs through in house training programs and resource material	2	Support Services	Training	10/1/09
Action Item: Personal Development				
Objective	Develop performance appraisal process for department members			
Task	Priority	Division	Workgroup	Completion
Create process that assess and records staff performance and provides constant feedback	2	Operations	Chief Officers	3/10/10
Objective	Annually identify career development goals for department members			
Develop ability to track employee career goals and provide guidance for achievement	2	Operations	Chief Officers	3/1/10



Strategic Priority 5: Improve The Health And Safety Of Members By Developing And Maintaining Effective Programs And Polices				
<i>Action Item: Improve Emergency Responses Safety Programs</i>				
Objective	Provide for increased responder safety through additional equipment and new training programs			
Task	Priority	Division	Workgroup	Completion
Provide increased rehab training and provide needed equipment to improve rehab operations	2	Training	Health and Safety	9/1/09
<i>Action Item: Create Health and Wellness Program</i>				
Objective	Implement peer fitness program			
Task	Priority	Division	Workgroup	Completion
Create comprehensive capital replacement program for fitness equipment	3	N/A	Peer Fitness Coordinator	3/1/10
<i>Action Item: Increase Pride and Ownership</i>				
Objective	Develop guidelines for celebrating department personal and professional achievements			
Task	Priority	Division	Workgroup	Completion
Develop department award and recognition program to provide firefighter citations	3	Operations	N/A	3/1/10
Objective	Increase department Honor Guard activities			
Update department personnel photos	1	N/A	Honor Guard	7/1/09
Objective	Develop workgroup to add department photos around fire stations and other overall fire service traditions			
Increase pictures in fire stations to project history of fire service & department	1	N/A	Honor Guard	12/1/09



Addendum D

2010-2011 Action Plan

Strategic Priority 1: Promote Community Involvement By Expanding Existing Programs And Implementing New Opportunities.				
<i>Action Item: Enhance Education and Awareness Programs</i>				
Objective	Encourage department visibility at local events			
Task	Priority	Division	Workgroup	Completion
In service units will continue to attend community events in 2010-2011	1	Operations	Shift Officers	5/1/11
Increase interaction with press including greater utilization of Chicago Tribune <i>Local Online</i> web site	1	Fire Prevention	Community Relations	5/1/11
Objective	Update public education displays (live and static)			
Update pictures and effectiveness of displays, including use of computer technology	3	Fire Prevention	Public Education	5/1/11
<i>Action Item: Increase Relationships with Public Agencies</i>				
Objective	Increase annual NIMS training with public agencies in district			
Task	Priority	Division	Workgroup	Completion
Conduct table top exercise with local agencies	2	Operations	Training	5/1/11
<i>Action Item: Institute Quality Improvement Programs</i>				
Objective	Create a comprehensive "After the Incident" public education program			
Task	Priority	Division	Workgroup	Completion
Develop base program and include checklists for incident command personnel	3	Fire Prevention	N/A	3/1/11
Objective	Survey our customers on all programs provided			
Create web based survey for customers to provide feedback on department services	2	Operations	Support Services	3/1/11
<i>Action Item: Develop Partnerships for Community Planning</i>				
Objective	Enhance role with Lake Cook Regional Critical Incident Planning Group			
Task	Priority	Division	Workgroup	Completion
Encourage increased officer attendance at Lake Cook CIP meetings	3	Operations	N/A	On Going
Objective	Expand private partnerships within district			
Increase coordination with corporate partners on evacuation and business continuity plans	1	Fire Prevention	N/A	On Going



Strategic Priority 2: Maximize Access To Technology And Identify More Efficient Uses To Meet Our Mission.				
Action Item: Enhance Technology Operations and Equipment				
Objective	Develop a computer based inventory for all apparatus			
Task	Priority	Division	Workgroup	Completion
Develop an apparatus inventory system that utilizes Firehouse Software	2	Support Services	Firehouse Software	5/1/11
Action Item: Apparatus Computer Program				
Objective	Investigate providing ambulance EMS mobile data tablets			
Task	Priority	Division	Workgroup	Completion
Install computer tablets on front line ambulances to provide electronic Patient Care Reports	1	EMS	Firehouse Software	5/1/11
Objective	Revise pre-incident planning program			
Develop pre-incident plan for target hazards that can be deployed to MDC	1	Fire Prevention	Pre Plans	3/1/11
Objective	Integrate GIS mapping for regional response area			
Provide updated wall maps for stations	1	N/A	Mapping	11/1/10
Action Item: Web Site Improvement				
Objective	Increase department information on department web site			
Task	Priority	Division	Workgroup	Completion
Create new and updated web site	1	Support Services	IT	12/1/10
Increase and keep current information available on web site by assigning department web master	3	Support Services	IT	3/1/11
Action Item: Quality Assurance Program for NFIRS Data				
Objective	Develop long term plan for data interpretation in order to improve delivery of department services			
Task	Priority	Division	Workgroup	Completion
Increase number of personnel involved in Firehouse administration	1	Support Services	N/A	12/1/10



Strategic Priority 3: Review Current Fiscal Allocations And Identify Additional Resources

Action Item: Seek External Funding Resources

Objective	Continue to seek available grants			
Task	Priority	Division	Workgroup	Completion
Complete 2011 Assistance to Firefighter Grant	1	Operations	Grant Writer	4/1/11
Complete 2011 Illinois EMS regional grant	1	EMS	Grant Writer	5/1/11

Action Item: Provide Ongoing Risk Management Programs

Objective	Identify the need to create new & revise existing standard operating guidelines			
Task	Priority	Division	Workgroup	Completion
Be proactive in identifying required operating guidelines that reduces risk exposure	1	N/A	SOG	On Going
Develop comprehensive monthly facility inspection guideline	1	Support Services	SOG	12/1/10
Review department policy manual to prepare for complete revision	3	Operations	N/A	On Going
Create policies to deal with the use of social media, photos, and video	2	Operations	N/A	3/1/11

Objective **Revise and improve department Accident Investigation Guideline**

Update vehicle and equipment accident reporting guideline	2	Operations	Health and Safety	1/1/11
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Action Item: Improve Department Cost Recovery Options

Objective	Evaluate responsibilities for department members that provide membership on special teams, workgroups, and other assignments			
Task	Priority	Division	Workgroup	Completion
Review required number of personnel on special teams and determine costs involved	3	Suppression	Special Team Leaders	1/1/11



Strategic Priority 4: Enhance Professional Development Programs To Improve Personal and Professional Skills				
<i>Action Item: Personnel Development Programs</i>				
Objective	Create formal shift training program that utilizes NIPSTA			
Task	Priority	Division	Workgroup	Completion
Utilize NIPSTA's training facilities to improve department training	2	Training	N/A	3/1/11
Objective	Increase formal officer training program			
Provide officer training on collective bargaining agreement and other management / leadership items	1	Operations	Officers	On Going
Objective	Increase training on NIMS, unified command, regional, state, and federal response plans			
Complete newly required NIMS training for officers	1	Operations	Training	11/1/10
Objective	Develop new officer and acting officer mentor program			
Develop new acting officer mentor program	1	Operations	Training	3/1/11
<i>Action Item: Department Development Programs</i>				
Objective	Provide members with education on computer software & hardware			
Task	Priority	Division	Workgroup	Completion
Provide formal training in word processing and data management programs for members that require it	3	Support Services	Training	3/1/11
<i>Action Item: Personal Development</i>				
Objective	Annually identify career development goals for department members			
Task	Priority	Division	Workgroup	Completion
Determine implications of new OFSM Advanced Firefighter certification on current department personnel and develop action plan	3	Training	N/A	3/1/11



Strategic Priority 5: Improve The Health And Safety Of Members By Developing And Maintaining Effective Programs And Polices

Action Item: Improve Emergency Responses Safety Programs

Objective	Provide for increased responder safety through additional equipment and new training programs			
Task	Priority	Division	Workgroup	Completion
Review and improve existing traffic incident management system	3	Operations	Training	3/1/11
<i>Action Item: Create Health and Wellness Program</i>				
Objective	Implement peer fitness program			
Task	Priority	Division	Workgroup	Completion
Review current fitness program and revise as required	3	N/A	Peer Fitness	3/1/11
Objective	Certify additional peer fitness trainers			
Investigate certifying additional peer fitness trainers	2	N/A	Peer Fitness	3/1/11
Objective	Identify programs to increase the harmonious and progressive work environment			
Establish annual firefighter safety performance goals.	1	N/A	Health and Safety	12/1/10
Review and update Return To Work Policy	2	Operations	N/A	1/1/11
<i>Action Item: Increase Pride and Ownership</i>				
Objective	Develop workgroup to add department photos around fire stations and other overall fire service traditions			
Task	Priority	Division	Workgroup	Completion
Continue to increase pictures in fire stations to project history of fire service & department	3	Support Services	Honor Guard	3/1/11