

# EVANSTON FIRE DEPARTMENT STRATEGIC PLAN 2015-2020



**Service Professionalism Tradition**

*"For others, with distinction, faithful to our heritage."*



## Forward by the Fire Chief



I am proud to present the Evanston Fire Department's strategic plan for 2015-2020. This plan is the culmination of the strong work of a team of dedicated firefighters across all ranks of our Department. In order to provide comprehensive fire, rescue and emergency medical services to those who work, live and play in Evanston, the Evanston Fire Department must continuously respond to changes, solve problems, collaborate on issues, assess community needs and develop viable solutions. Like many fire departments in our region, we have seen a steady increase in calls for service which challenge our core program service delivery expectations. The strategic planning process allowed us to evaluate all aspects of how we provide service to the City of Evanston, compare that to industry standards and best practices, then develop a plan to ensure we do the very best we can with the resources we have been provided.

We are fortunate to serve a community that recognizes the importance of public safety in maintaining a healthy, livable and vibrant community. We are also fortunate that we have a Department of 107 professional firefighter/paramedics who recognize the value of teamwork, planning, preparation, training and professional development. These two forces have enabled the Evanston Fire Department to be a model of excellence in the fire service throughout the State of Illinois and the United States.

Over the last several months, the strategic planning committee worked to define or redefine our mission, vision, and values and developed goals that we believe are realistic and achievable. The Evanston Fire Department is committed to not only fulfilling our mission, but taking it to the next level. In order to do this, we will need to be vigilant in keeping up with the changing nature of the fire service, while at the same time looking forward to future trends. This plan contains six strategic goals that I am fully confident we will be able to attain. These goals focus on improving our organization through the implementation of enhanced training programs and community outreach, increasing efficiency through the use of research and technology, promoting enhanced special rescue response capability, and better preparing future leaders to manage the organization.

In closing, I would like to thank the members of my command staff and the members of the Evanston Fire Fighters Association, Local 742 for their support in our strategic planning process. The idea that the men and women of the Evanston Fire Department are actively engaged in an ongoing process for improvement is exciting to me. Our members' commitment to this strategic planning process clearly shows their commitment to the community of Evanston. As an organization, we stand united and committed to accepting the challenge of making these strategic goals a reality, enhancing the services we provide our residents, and meeting our future needs.

- *Greg Klaiber, Fire Chief*

## 2017 Update by Fire Chief Brian Scott



It has been my privilege to serve you as Fire Chief since January 2017. One of my primary goals for my first year is to review our current five-year Strategic Plan with the community.

This Strategic Plan “walk-through” will provide the community the opportunity to jointly review the plan with Fire Department leadership so the community can gain a better understanding of our mission, vision and values, as well as provide the Department with indispensable feedback relative to the plan’s established goals and objectives.

This walk-through is meant in no way to diminish the excellent work already under way within the plan, but the goal is to enhance and focus our efforts going forward by gaining a better understanding of community expectations.

We value and appreciate your participation in further developing our long-range perspective relative to offering the very best services to the City of Evanston. Through this collaboration we will continue to work towards best defining the path forward in executing our mission of protecting life, property and environment.

Just as Chief Klaiber did in 2015, I would like to sincerely thank the members of the Department for their hard work in formulating the plan, as well as their continuing efforts over the past two years to successfully realize the important goals the plan has established. Their commitment to this strategic planning process, above and beyond the regular calls of duty that they perform admirably each and every day, clearly shows their commitment to the Department and the community of Evanston.

In service and safety,

A handwritten signature in black ink that reads "Brian H. Scott".

**Fire Chief**

## **INTRODUCTION**

The Evanston Fire Department (EFD) provides fire suppression, emergency medical services, fire prevention, technical rescue, hazardous materials mitigation, domestic preparedness planning and response, fire investigation, and public fire/EMS safety education to the city of Evanston, Illinois. The EFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of the community.

In an effort to work toward self-improvement and create a strategic path for the future, the EFD in joint partnership with the Evanston Firefighters Association, formed a joint labor/management Strategic Planning Committee.

This collaboration has brought us to the development and implementation of the department's first strategic plan in over 12 years. The planning process challenged the membership of the EFD to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." Furthermore, this process provided the membership with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the Department performed an outstanding job in committing to this important project and remaining committed to its completion.

The Evanston Fire Department's strategic plan sets forth a comprehensive vision and mission statement that provides the Department with a clear path into the future. Additionally, this strategic plan identifies the core values that embody how the department's members, individually and collectively, will carry out its mission. In the following pages, the EFD identifies our goals, objectives, and strategies that will allow the department to realize its vision.



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## ORGANIZATIONAL BACKGROUND

The City of Evanston is located in Cook County, Illinois, United States, 12 miles north of downtown Chicago, bordered by Chicago to the south, Skokie to the west, and Wilmette to the north.

The city is governed by a council-manager system of government and is divided into nine wards, each of which is represented by an Alderman, or member of the Evanston City Council.

The history of the Evanston Fire Department (EFD) is a well-documented source of local pride. The EFD's roots date back to 1875 when the Fire Department began as a volunteer department borne of civic pride and a desire to serve, just like today.

Currently, the department serves approximately 75,000 residents and many visitors within the 7.8 square-miles of the city. The EFD provides progressive and high-quality fire, emergency medical, hazardous materials mitigation and technical rescue emergency services utilizing a cadre of 108 full-time civilian and sworn employees.

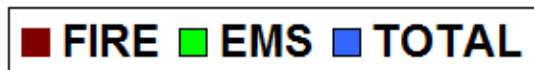
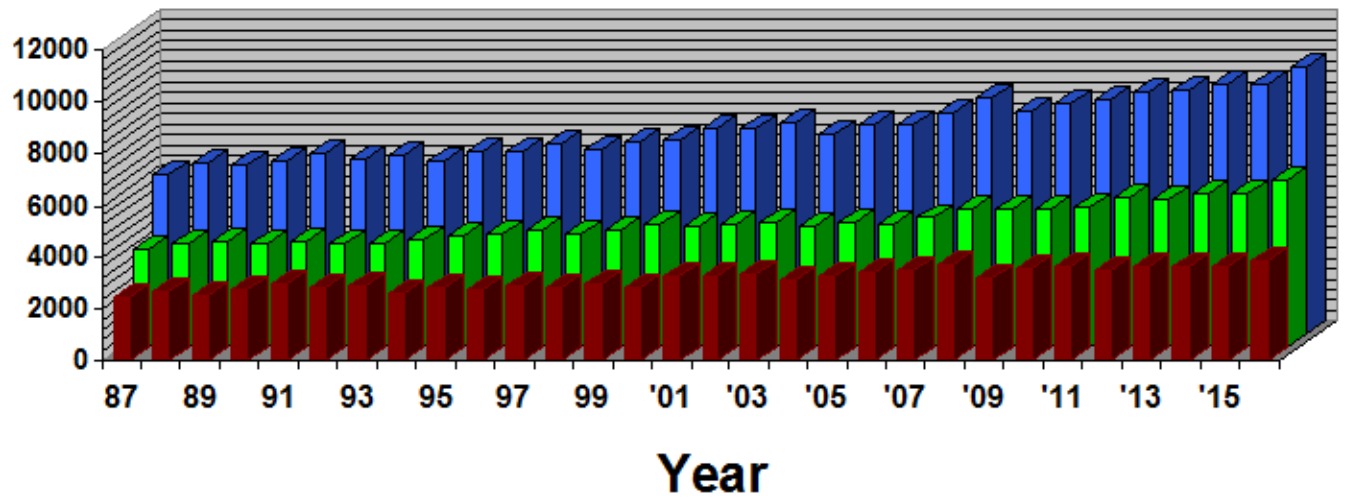
Emergency responders are deployed from five stations, with five engine companies, two ladder truck companies, two advanced life support ambulances, a heavy rescue squad and a command vehicle. It should be noted that every engine and truck company is equipped with Advanced Life-Support equipment. This means that as soon as an engine or aerial truck arrives, it can begin life-saving treatment, even before the ambulance arrives.

In addition to responding to over 9,200 emergency calls in 2014, the EFD administers numerous programs. These programs include local/state/federally mandated training, fire and life safety inspections (commercial and residential), environmental inspections, plan checks and reviews, and arson investigation.

The Department is committed to excellence through education and training. Community involvement is also a top priority with the EFD. We provide programs and services such as Public Education, Citizen Fire Academy and Explorer programs, along with community outreach participation.

Because of these efforts, property owners in Evanston enjoy the insurance premium benefits of an Insurance Services Office Fire Protection "Class 2" rating. Out of the 49,010 communities graded by ISO in the United States last year, only 750 departments have the distinction of a Class 2 designation, placing the EFD in the top 1.5% of the nation's fire departments.

## Evanston Fire Department 30-Year Comparison



## Strategic Planning Process

What is a Strategic Plan? It is a critical management tool that:

- Provides direction for the Department
- Builds a shared vision from all ranks
- Sets measurable goals and objectives
- Optimizes use of resources

*"Strategic Planning is a process by which we can envision the future and develop the necessary procedures and operations to influence and achieve that future".*

**- Clark Crouch**

*"If you don't know where you are going, you are certain to end up somewhere else."*

**- Yogi Berra**

### Our Strategic Planning Process Outline

1. Define the services provided to the community and establish the community's service priorities.
2. Redevelop the Department's Mission Statement.
3. Reestablish the values of the department's membership.
4. Identify the strengths and any weaknesses of the department.
5. Identify areas of opportunity for and potential challenges to the Department.
6. Establish realistic goals and objectives, along with critical tasks for each objective.
7. Develop a vision of the future.
8. Develop organizational commitment to the plan.



Development of the EFD's Strategic Plan took place in the fall of 2014, during which time surveys were distributed to all members of the department. In September, representatives from IAFF Local 742 and the EFD Command Staff held a two-day workshop to review the surveys and formulate the strategic plan. Valuable commentary and useful concerns were collected.

**Special thanks to the members of the Strategic Planning for all their hard work and commitment to the betterment of our great department:**

<b>Rank/Position</b>	<b>Name</b>
Shift Chief	Dave Arreguin
Firefighter	Jason Hays
Division Chief	Dwight Hohl
Division Chief	Tom Janetske
<b>Chief of the Department</b>	Greg Klaiber
Captain	Dan Lynch
Shift Chief	Jeff McDermott
Shift Chief	Bill Muno
Firefighter	Dan Philipaitis
Firefighter	Kevin Roche II
Firefighter	Ryan Roeder
Division Chief	Brian Scott
<b>Captain/IAFF L742 President</b>	Matt Smith
Captain	Glen Vanek

## OUR MISSION AND VALUES

The purpose of the Mission Statement is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

For the first time since 1997, we reviewed our existing Mission Statement and presented a modification as noted below.

### **Evanston Fire Department Mission Statement**

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**The Evanston Fire Department exists 24 hours of every day, to protect life, property and the environment. Our members have professionally served the City of Evanston with honor, bravery and unwavering dedication since 1875.**

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### **Values**

Establishing values embraced by all members of an organization is extremely important. The EFD recognizes the features and considerations that make up the personality of the organization. The strategic planning committee developed three core value statements:

- ◆ **Service:** We will continue our unwavering commitment to protect and serve.
- ◆ **Professionalism:** Demonstrating the highest levels of skill and knowledge.
- ◆ **Tradition:** Preserving and carrying forward the honored legacy of those who have served and sacrificed before us.

***“For others, with distinction, faithful to our heritage.”***

## Vision

The next step in the process was to establish a vision of what the EFD should be in the future, building upon the framework and foundation of the mission and values. Our vision provides us targets of excellence that the organization will strive toward and provide a basis for its goals and objectives.

### Our Vision Is...

- That we are recognized as one of the finest fire departments in the nation, which demonstrates consistent superiority in the delivery of its services
- That we strive to continually improve services and programs to the community, ensuring they are made available and are clearly understood by our stakeholders
- That we proactively identify and analyze our community's risks, thereby maintaining the most efficient and effective operational response model possible
- That our organizational culture reflects a diverse, respectful and professional atmosphere, nurtured by teamwork and the best traditions of the fire service
- That comprehensive training, leadership development and succession planning will ensure the future success of our fire department
- That we effectively manage our resources and proactively learn about and utilize the latest technology and research to best accomplish the mission
- That our leadership and members will hold one another accountable for honoring our mission and values, while continuously striving to reach our strategic goals.

## Goals

In accordance with our strategic planning process, the following goals were developed after establishing core values, and recognizing our strengths, weaknesses, opportunities, challenges, critical issues and service gaps. Those essential steps in the process are included to follow this section, as are the complete set of goals and objectives with action steps and timeframes.

Goal One	Determine adequate staffing level for the Evanston Fire Department
Goal Two	Enhance our special rescue operations capability
Goal Three	Develop a Forward Innovative Thinking Team (F.I.T.T.)
Goal Four	Implement a career development and succession planning program
Goal Five	Re-brand our name back to the Evanston Fire Department
Goal Six	Create community outreach initiatives



## Programs and Services

Prior to the development of the Department's goals, the team identified the following core programs provided to the community:

<b>Fire Suppression</b>	<b>Emergency Medical Services</b>
<b>Specialized/Technical Rescue</b>	<b>Code Enforcement</b>
<b>Public Education and Outreach</b>	<b>Disaster/Terrorism Preparedness</b>
<b>Fire Investigation</b>	<b>Hazardous Materials Mitigation</b>

## C.O.W.S. Analysis

The Challenges Opportunities Weakness and Strength Analysis (C.O.W.S.) is designed to allow a department to make candid observations. The entire Department participated in this analysis by noting department strengths and weaknesses, as well as possible opportunities and potential challenges. The strategic planning team reviewed these surveys and through consensus formulated the following observations.

### Challenges

Understanding that challenges are not completely and/or directly controlled by the Department, possible challenges were identified in an effort to reduce the potential for loss. Some of the current and potential challenges identified by the team were:

- **Local, state and national economic uncertainty**
- **Staffing**
- **Leadership**

### Opportunities

Potential opportunities were identified both within, as well as beyond, our traditional service area. Some of the current and potential opportunities identified by the team were:

- **Department size and call volume**
- **Youth of the membership**
- **Skokie Fire Department Training Tower**

### Weaknesses

For any department to begin or continue to move forward, it must identify areas where its functions can improve. The areas which can be improved upon consist of internal issues and concerns that may slow or inhibit progress. Some of the current and potential weaknesses identified by the team were:

- **Specialized rescue capabilities**
- **Staffing**
- **Budget**

### Strengths

It is important to identify department strengths in order to ensure capability of the provision of services requested by the community, and to ensure consistency with the issues facing the department. Some of the current and potential strengths identified by the team were:

- **Youth of the department**
- **IAFF Local 742**
- **Response times/Fire Station locations**

### Goals and Objectives

In order to achieve the mission and vision of the EFD, the strategic planning team established six realistic strategic goals. These are management tools that the Fire Chief will update on a continuing basis in order to identify what has been accomplished.

By carrying out these goals and objectives, the Department will be directed toward its desired future. Each objective has an established timeframe for completion, thus leadership should look to responsible parties and/or work groups to report progress and adjust as needed.

**Strategic GOAL #1:** Determine adequate staffing levels for the Evanston Fire Department

**Goal Statement:** We will analyze previously conducted studies, as well as interpret Evanston Fire Department data, statistics, and annual reports to identify our community's risks and needs. This comprehensive analysis and emergency response requirements will determine if we are maintaining the most efficient and effective operational response model based on current and future needs.

**Overall Funding Estimate:** Minimal

#### Objective 1A: Data Gathering

ACTION STEPS	TIME FRAME	L/M LEAD
Analyze 2005/2006 Fire and EMS Evaluation	12 months	Klaiber/Scott Smith/Lynch
Analyze 2006 GIS study from IAFF	<b>2017 Update:</b> Data analysis completed. Determined need to compete Community Hazard Assessment / Standards of Cover analysis.	
Compare previous studies to current City of Evanston budgets, buildings, occupancies		
Determine need for alternate internal data collection e.g. simultaneous calls, rigs calling off Auto-Aid companies, A3		
Analyze internal data		

### Objective 1B: Present to City Manager

ACTION STEPS	TIME FRAME	L/M LEAD
Analyze data in light of emergency response requirements to determine optimal operational needs.	6 months	Klaiber/Scott Smith/Lynch
Create bound book	<b>2017 Update:</b> Yet to be undertaken.	
Create PowerPoint presentation		

### Objective 1C: Present to City Council

ACTION STEPS	TIME FRAME	L/M LEAD
Revise presentations if needed	2 months	Klaiber/Scott Smith/Lynch
Present to the Council	<b>2017 Update:</b> Yet to be undertaken.	



**Strategic GOAL #2: Enhance Special Operations**

**Goal Statement:** Improve the overall readiness and capability of all special teams of the Evanston Fire Department

**Overall Funding Estimate:** Based upon training needs

**Objective 2A:** Increase member numbers for each special team per shift

ACTION STEPS	TIME FRAME	L/M LEAD
Audit current members for special rescue certifications.	24 months	Scott Roeder
Determine number of members needed per shift for each discipline	<b>2017 Update:</b> Completed	
Decide where we lack in certifications among the membership		
Conduct and/or sponsor training to increase qualified members to predetermined levels		

**Objective 2B:** Formation of independent in-house special teams

ACTION STEPS	TIME FRAME	L/M LEAD
Designate team and shift leaders	12 months	Scott Roeder
Use current special team selection MOU for the process	<b>2017 Update:</b> Completed	
Form teams and set minimum qualified members. Staff will encourage cross-membership across the teams.		



### Objective 2C: Formation of Special Operation Command (SOC) structure

ACTION STEPS	TIME FRAME	L/M LEAD
Formulate SOC Command Structure	12 months	Scott/Vanek Roeder
Designate SOC Division Chief	<b>2017 Update:</b> Yet to be undertaken	
Designate SOC Battalion Chief		
Formation of response procedures		
Formation of training schedule		
Manpower study and report for Squad 21 manning		

### Objective 2D: Designate and phase in SOC apparatus designations.

ACTION STEPS	TIME FRAME	L/M LEAD
Establish priority of apparatus	12 months	Scott/Vanek Roeder
Establish assignment standards for assignment	<b>2017 Update:</b> Yet to be undertaken	
Create phase-in schedule		



### Strategic GOAL #3: Develop a Forward Innovative Thinking Team (FITT)

**Goal Statement:** To establish the EFD as an elite innovator of firefighter, rescue and EMS technologies and tactics through established partnerships with manufacturers, industry, researchers and educators.

**Overall Funding Estimate:** Minimal, with possible cost savings based upon outcomes

#### Objective 3A: Form the Committee

ACTION STEPS	TIME FRAME	L/M LEAD
Select Members	6 months	Janetske/Hohl Roche, K./Koopman
Form relevant sub-committees	<b>2017 Update:</b> Completed	
ID and Prioritize Department Needs		
Create FITT team priorities for 2015-2020		

#### Objective 3B: Develop Partnerships

ACTION STEPS	TIME FRAME	L/M LEAD
Internal groups (L/M Committees, City departments)	12 months	Janetske/Hohl Roche, K./Koopman
Nationwide outreach to other Fire Departments	<b>2017 Update:</b> Completed.	
Other Life Safety Agencies (NFPA, UL, NIST)		

### Objective 3C: Research

ACTION STEPS	TIME FRAME	L/M LEAD
Using the agreed priorities and leveraging the established new partnerships, conduct R/D on new technology	12 months	Janetske/Hohl Roche, K./Koopman
Using the agreed priorities and leveraging the established new partnerships, conduct R/D on cost saving and new revenue streams	<b>2017 Update:</b> In progress. Considering the following projects: <ul style="list-style-type: none"> <li>• SAFER Grant Funding</li> <li>• FD use of UAS Drones</li> <li>• Radio Accountability System</li> <li>• NU/EFD Pre-Plan integration.</li> </ul>	

### Objective 3D: Advanced Practice Para-Medicine (APPM)

ACTION STEPS	TIME FRAME	L/M LEAD
Research best practices of APPM	24 months	Janetske/Hohl Roche, K./Koopman
Formulate decision if to implement	<b>2017 Update:</b> In progress	
If a "go", create APPM program for the Department	Currently, looking at best practices of Mobile Integrated Healthcare.	
Implement agreed-upon program		



**Strategic GOAL #4: Career Development and Succession Planning Program**

**Goal Statement:** Develop a formal recruitment to retirement program to identify, prepare, mentor and educate future leaders of the Evanston Fire Department

**Overall Funding Estimate:** Minimal

**Objective 4A:** Develop in-house Candidate School

ACTION STEPS	TIME FRAME	L/M LEAD
Develop curriculum in coordination with Training Committee and Mentoring Program.	12 months	Scott/Vanek Jennings
Implement	<b>2017 Update:</b> Completed	
Review and Revise		

**Objective 4B:** Career Development Program for all Ranks

ACTION STEPS	TIME FRAME	L/M LEAD
Committee formation	18 months	Scott/Vanek Jennings
Establish career “road map” for all ranks prior to next promotion process.	<b>2017 Update:</b> Curriculum complete  Will present program in 4 <sup>th</sup> quarter of 2017.	
Develop Curriculum Guidelines		
Implementation		
Evaluate and revise as necessary		

**Objective 4C:** Active recruitment of members to fill promotable positions

ACTION STEPS	TIME FRAME	L/M LEAD
Identify promotable positions	18 months	Scott/Vanek Jennings
Identify eligible members	<b>2017 Update:</b> Yet to be undertaken	
Supply members with succession guide or road map to success		
Assign senior leadership as mentors to assist, including promotion test preparation		
Encourage an environment where members are prepared and motivated to promote to the next level		
Evaluate and revise as necessary		



**Strategic GOAL #5: Returning to our Traditional Title of Evanston Fire Department**

**Goal Statement:** We will rebrand EF&LSS back to our traditional name of the Evanston Fire Department

**Overall Funding Estimate:** \$10,500

**Objective 5A:** Design of new department logo and patch

ACTION STEPS	TIME FRAME	L/M LEAD
Commission of possible new emblems/logos	12 months	Hohl McDermott, J.
Staff/SP Committee narrows choice down to two finalists	<b>2017 Update:</b> Completed	
Membership vote on final emblem selection		

**Objective 5B:** Apparatus/Station Decals

ACTION STEPS	TIME FRAME	L/M LEAD
Commission decals for all front line apparatus and stations for new emblem and core values (Service-Professionalism-Tradition)	18 months	Hohl McDermott, J.
Have decals applied to vehicles, stations and HQ	<b>2017 Update:</b> In progress	

**Objective 5C:** Uniform change over

ACTION STEPS	TIME FRAME	L/M LEAD
Through attrition, replace those uniforms with old emblem with new patches as appropriate	36 months	Hohl McDermott, J.
Start with Class A uniforms	<b>2017 Update:</b> In progress	
Continue with regular station duty uniforms		

**Strategic GOAL #6: Community Outreach Initiative (COI)**

**Goal Statement:** Develop and implement a community outreach program for the City of Evanston.

**Overall Funding Estimate:** Minimal

**Objective 6A: Formation of COI Committee**

ACTION STEPS	TIME FRAME	L/M LEAD
Recruit members for first COI Committee	6 months	Polep Hays
	<b>2017 Update:</b> Yet to be undertaken	

**Objective 6B: Develop COI Mission and Goals**

ACTION STEPS	TIME FRAME	L/M LEAD
Committee will formulate goals, expectations and mission statement	6 months	Polep Hays
	<b>2017 Update:</b> Yet to be undertaken	

**Objective 6C: Research Phase**

ACTION STEPS	TIME FRAME	L/M LEAD
Research trends in FD-based community outreach initiatives	12 months	Polep Hays
Solicit community feedback through social media and surveys	<b>2017 Update:</b> Yet to be undertaken	

### Objective 6D: Topic Selection and Development

ACTION STEPS	TIME FRAME	L/M LEAD
Based upon research and surveys, committee will select 2-3 topics	12 months	Polep Hays
Write draft proposals	<b>2017 Update:</b> Yet to be undertaken	
Secure funding through public and private sources		

### Objective 6E: Implementation and Evaluation

ACTION STEPS	TIME FRAME	L/M LEAD
Create subcommittees for each program	36 months	Polep Hays
Implement each program as funding will allow	<b>2017 Update:</b> Yet to be undertaken	
Evaluate progress and success of each program		





### **The Success of the Strategic Plan**

The EFD has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from members of the Department during the development stage of the planning process. The success of the EFD's Strategic Plan will not only depend upon implementation of the goals and their related objectives, but also from the support received from the City of Evanston, membership of the Department, and the community at-large.

The final step in the Strategic Planning Process is to develop organizational commitment to the plan. Everyone who has a stake in the present and the future of the EFD also has a role and responsibility in this Strategic Plan.

Provided that the strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify us through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.

