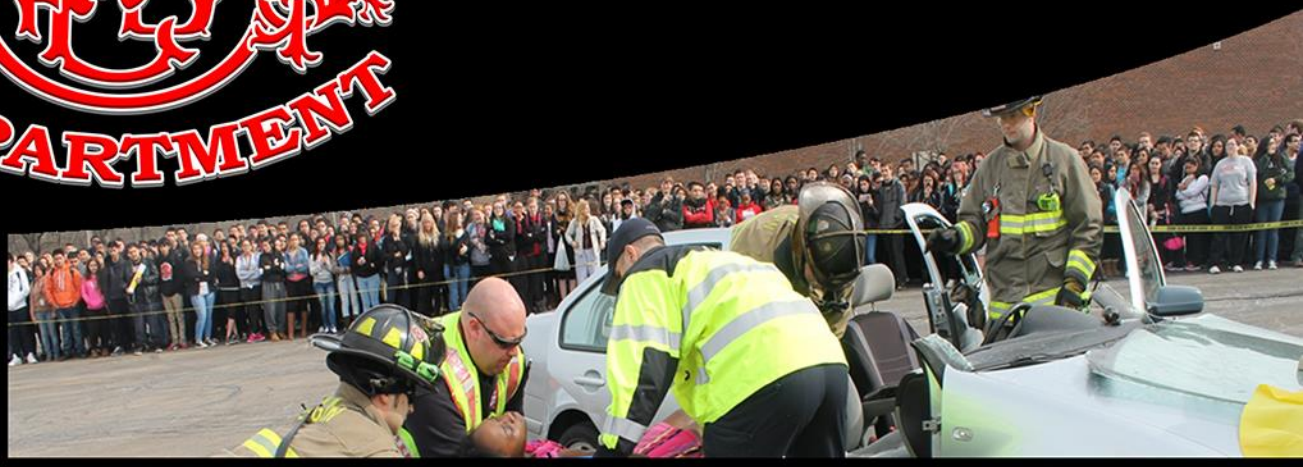
ELGIN FIRE DEPARTMENT



2015-2020 STRATEGIC PLAN

Facilitated by:

CPSE

Center for Public Safety Excellence

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May 12, 2015

With pride and appreciation, I would like to thank Chief Fahy and the men and women of the Elgin Fire Department for their excellent work in developing the 2015-2020 Fire Department Strategic Plan. The department's core values of service innovation, dedication and preparedness exemplify the city's ONE Elgin effort. By looking beyond current demands and preparing for the challenges that lie ahead this plan will help steer the decision making on the fire department over the next five years. The strategies and initiatives developed within this plan are fully aligned with the city councils policies and goals identified in the City of Elgin's Comprehensive Strategic Plan. The city's strategic plan serves as a road map to guide our vision to become "The City in the Suburbs." Inspired by other city planning documents, financial plans, and community conversations, the City of Elgin Strategic Plan outlines priorities and strategies to work towards highlighting our strengths and preparing for challenges that lie ahead.

Simultaneously, the Fire Department's Strategic Plan provides us with the opportunity to articulate their vision and achievements that have consistently resulted in rapid, comprehensive response to fires and life-threatening emergencies as well as extraordinary pre-hospital medical care administered every day to individuals in our community. The strategic initiatives outlined in this plan will further strengthen the department's use of new technologies to monitor the health and safety of its members while utilizing latest technological advances to meet the demands of a quickly changing field of emergency medicine and more. The department has partnered with other city agencies to share critical data on infrastructure, inspections and code enforcement.

This plan identifies broad community priority areas to guide departmental operations and policies. Priority areas were defined through a combined effort by city council members, city staff, residents, businesses and community organizations over the course of the last year. Strategic initiatives are those projects that go above and beyond a department's daily activities to, once again, build upon the city's overall strategic plan.

In closing, this plan lays out the specific strategies and initiatives needed to carry out the Elgin Fire Department's vital mission of saving lives and protecting property. We will complete some within the next three years, and some will extend many years past that - to 2030 and beyond, ensuring that Elgin continues to be one of the model fire departments in the State of Illinois.

Sincerely,

Sean R. Stegall

Sean R. Stegall
City Manager

Introduction

The Elgin Fire Department (EFD) provides fire suppression, emergency medical services, basic and technical rescue, hazardous materials mitigation, fire prevention, fire inspection and investigation, public education, community outreach, domestic preparedness planning, and response to residents, businesses, and visitors of Elgin, Illinois. The EFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the agency's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual* 8th Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the Community–Driven Strategic Planning process to go beyond just the development of a document. It 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." It further provided the membership with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the agency's external and internal stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion.

This strategic plan, with its foundation based in community and membership input, revisits the agency's pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future.

ELGIN FIRE DEPARTMENT STRATEGIC PLAN
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Executive Summary

As Chief of the Elgin Fire Department, I am happy to present the Elgin Fire Department's 2015-2020 community driven strategic plan. We truly believe that the direction, focus and long-term success of our organization is based on our investment in strategic planning. In a few short months, the Elgin Fire Department will be 150 years old. We have served the community since 1867 in a variety of roles that have changed as our community changed. From yesterday's horse drawn steamer engines to today's hazardous materials analytic team, our roles have evolved. These roles and responsibilities are changing more rapidly than ever before. Baseball great Yogi Berra said it best when he said "if you don't know where you are going, you will wind up somewhere else." The intent of this process is to create a road map that will guide us to where we are going.

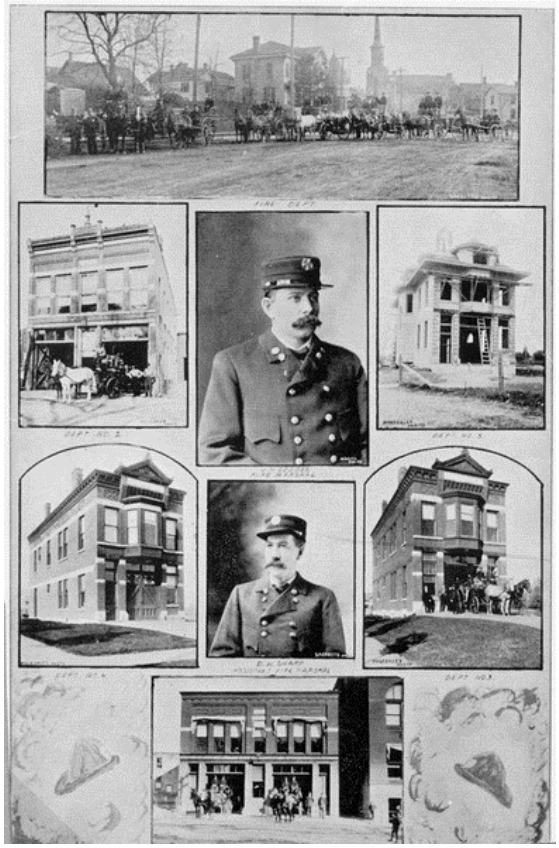
As you will see, this plan was created with strong input from 90 community stakeholders as well as 32 fire department members of all ranks and seniority. Our external stakeholders represented many facets of the community from social service agencies to community service organizations to business professionals as well as concerned citizens. The external stakeholder's community expectations and community concerns are real and provide us with a template for what our mission and values should be. Our internal stakeholder's tenure ranged from 6 months to 36 years of fire department experience. These stakeholders truly represented the past, the present, and the future of the Elgin Fire Department. Their input into this process represents a great cross section of our most valuable asset: "our people."

Finally, I would like to thank the over 100 people both internally and externally for taking time out of their lives to help the Elgin Fire Department become a better organization. It was truly humbling to see this process come together, and I am excited for the community and department to benefit from the results of these improvement efforts.

In the Interest of Life Safety,

John P. Fahy
Fire Chief

Organizational Background



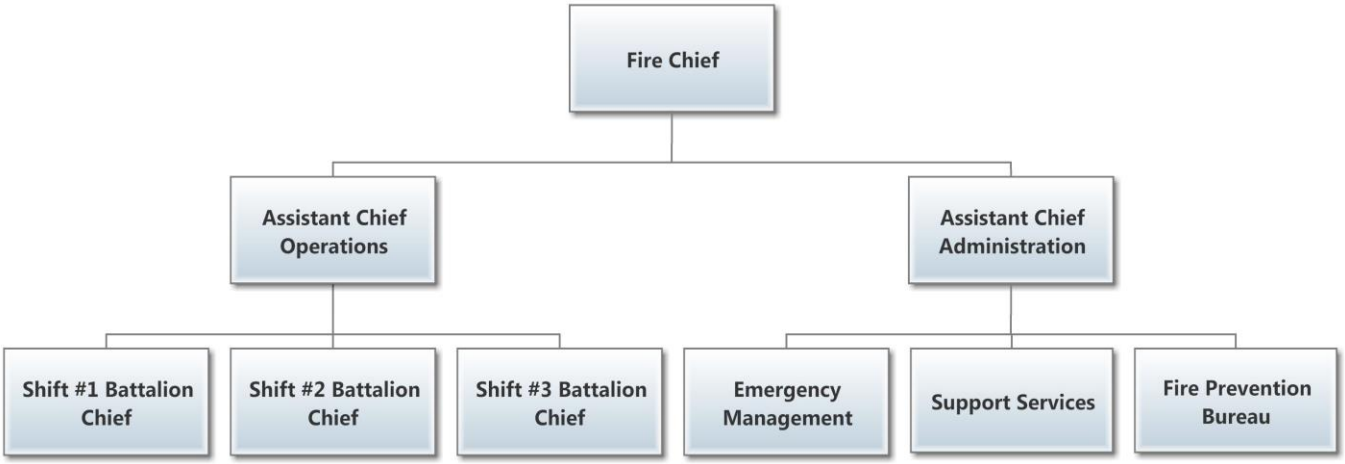
The city of Elgin is in Cook and Kane counties, roughly 35 miles northwest of Chicago, along the Fox River. In April 1835, brothers James and Hezekiah Gifford established Elgin and named it after a Scottish tune by the same name. It was chartered as a city by the State of Illinois in 1854. Early Elgin was known for the butter and dairy goods sold to the city of Chicago, then later for the Elgin Watch Company which was the largest producer of fine watches in the United States from the late 19th to the mid 20th century.

By 2013, the city ranked number one in the Chicago metropolitan area in new home starts and second in new home closings, while boasting a population of more than 110,000 as the eighth-largest city in Illinois. Since 1954 when it became the first in the state, Elgin has been operated by a council-manager form of government. Residents elect eight at-large council members and a mayor who serve four-year terms. The city manager is appointed by the mayor and members of city council.

The all-volunteer Elgin Fire Department was established in 1867 with the Elgin Hook & Ladder Company, which consisted of a ladder wagon and several volunteer firefighters based in the first fire house on Spring Street. In 1869, the City of Elgin organized the Ed Joslyn Hose Company and the James T. Gifford Engine Company (used until January 1887). Over the next several decades, numerous fire companies were added to the department.

Today, the EFD consists of 133 sworn firefighters working from 7 stations. They provide a full range of coverage to the city of Elgin which includes a historic downtown area, two major medical facilities, two college campuses, multiple industrial parks, the state's largest gaming facility, commercial properties, along with single and multi-family homes.

Organizational Structure



Definition of a Community-Driven Strategic Plan

Public demands of the fire service continue to increase, while funding and other resources continue to shrink or remain stagnant. These trends place increased pressure on the modern fire service manager, policymakers, and staff to develop ways to be more effective and efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer or existing resources. To work more efficiently with available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not serve the community. In an effort to ensure that community needs were incorporated, the Community–Driven Strategic Planning process was used to develop this strategic plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort.

What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

> ***"What we have to do today is to be ready for an uncertain tomorrow."***
>
> Peter F. Drucker,
> Professor of Social Science
> and Management

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic, with new information from community members, like-providers, and life changes factored in appropriately.

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities. Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining community focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality services to the public through better, more efficient and less expensive programs.

Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are, indeed, delivering on the promises made in their strategic plans. Goodstein, Nolan, & Pfeiffer define strategic planning as

a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.[1]

The U.S. Federal Consortium Benchmarking Study Team goes on to explain that to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

[1] Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that

maintains a focus on the needs and expectations, both spoken and unspoken,
of customers, both present and future,
in the creation and/or improvement of the product or service provided.[2]

Again, it will be useful to use the U.S. Federal Consortium Benchmarking Study Team's definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a "To Do List," or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

[2] Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

The Community–Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the programs provided to the community.
2. Establish the community's service program priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization.
5. Identify the aspects of the organization that the community views positively.
6. Revise the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
7. Establish the Values of the organization's membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Identify the organization's critical issues.
13. Identify the organization's service gaps.
14. Determine strategic initiatives for organizational improvement.
15. Establish realistic goals and objectives for each initiative.
16. Identify implementation tasks for the accomplishment of each objective.
17. Determine the Vision of the future.
18. Develop organizational and community commitment to accomplishing the plan.

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges the Elgin Fire Department's (EFD) external and internal stakeholders for their participation and input into the Community–Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Fahy for his leadership and commitment to this process.

Development of the EFD's strategic plan took place in April 2015, beginning with a meeting hosted by representatives from the CPSE and EFD for members of the community (external stakeholders). Input received from the meeting revolved around community expectations, concerns, and other comments about the agency. The agency and the CPSE expresses a special 'thank you' to community members who contributed to the creation of this strategic plan. Those present at this meeting were as follows:

Table 1: Elgin Fire Department's External Stakeholders

Jennifer Alisio	*Tom Armstrong*	*Hratch Basmadjian*	*Linda Blank*
Kevin Bohlinger	*Lynne Bosley*	*Ernie Broadnax*	*Don Bryant*
William Burke	*Mary Camacho*	*Duane Careb*	*Maria Catanag*
Gail Cohen	*Teri Ciskoski*	*Pat Crawford*	*Pat Curran*
Mike Danehey	*Paulette DeBartolo*	*Carl DeCarlo*	*Linda Deering*
Tom Donegan	*Susan Ericson*	*Elena Ferrarin*	*Thomas Fordonski*
Jaime Garcia	*Trish Glees*	*Ron Graziano*	*Seth Hanford*
Caleb Hanson	*Becky Hardekopf*	*Patricia Harkin*	*Jim Hepler*
Elsa Hernandez	*Dennis Hewitt*	*Larry Hlavacek*	*Ed Hunter*
Rich Jacobs	*Kyla Jacobsen*	*David Kaptain*	*Mike Kearney*
Chuck Keysor	*Bill Klaves*	*Cindy Lange*	*Katie Lange*
Ron Lange	*Elisa Lara*	*Ileo Lott*	*Cathy Malkani*
Bob Malm	*Steve Maske*	*Beth McClory*	*Michael McKay*
Loni Mecum	*Carole Medal*	*Dan Miller*	*Sue Moylan*
Marc Mylott	*Adam Neisendorf*	*Pete Nelson*	*Dan Olsem*
Tim Perry	*Roger Pollock*	*Phillip Reed*	*Randy Reopelle*
Greg Rokos	*Ray Russell*	*Nick Salzmann*	*Carl Schoedel*
Mark Seigle	*Edward Seisser*	*Velma Sept*	*John Shales*
Don Sleeman	*Dave Strebel*	*Todd Stirn*	*Jim Thomason*
Robert Trueblood	*Jeff Turner*	*Laura Valdez-Wilson*	*Rick VanderForest*
Gretchen Vapnar	*Jan Walters*	*Joe Wars*	*Scott Webb*
Errol Wheeler	*Deidre White*	*Patricia Williams*	*Bill Wolf*

Community Group Findings

A key element of the EFD's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Therefore, the agency invited community representatives to participate in a meeting focusing on the community's needs and expectations of the agency. Discussion centered on the present service programs provided, and on priorities for the future.

Community Priorities

In order to dedicate time, energy, and resources to services most desired by its community, the EFD needs to understand what the customers consider to be their priorities. With that, the external stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison.

Table 2: Community Service Program Priorities of the Elgin Fire Department

PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	521
Fire Suppression	2	515
Rescue – Basic and Technical	3	485
Hazardous Materials Mitigation	4	312
Fire Prevention	5	282
Domestic Preparedness Planning and Response	6	239
Fire Investigation	7	230
Public Fire/EMS Safety Education	8	198
Community Outreach	9	62

Picture 1 External Stakeholders Providing Input

Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed. Following are the expectations of the community's external stakeholders:

Table 3: Community Expectations of the Elgin Fire Department (verbatim, in priority order)

1. Prompt response to calls. Safely and quickly, respond to emergencies.
2. Well-trained personnel in the stations and in the field. Educated/trained fire service - content experts.
3. Quality equipment to perform the various functions of the job.
4. Professionalism. Operate in a professional and efficient manner.
5. Code enforcement. Fire code enforcement. To prevent fires and emergencies by enforcing codes and educating the public. Equitable code enforcement.
6. Community engagement. Great community outreach and service. Community engagement in preparedness. To communicate effectively to the public when an emergency arises to alleviate fear and protect similar situations from occurring.
7. Proper systems for disasters.
8. Education in schools.
9. Communication - prevention and resources. Maintain effective communication with residents and community partners.
10. Be prepared for disasters.
11. Collaborators with other departments, hospitals and doctors. Staff should work well as a team and with other community partners. I want to be confident that my fire department is confident.
12. Promotion of safety. Provide for a safe community.
13. To effectively save lives and prevent human loss of life in emergency situations.
14. Extinguishing and controlling fires. Put out fires.
15. Inspections of our fire suppression system. Regular inspection of property.
16. Expertise.
17. Knowledgeable and helpful.
18. Stable workforce with good pay and benefits (low turnover).
19. Maintain high insurance fire rating - 3 or above.
20. Be ever ready to put out fires.
21. Provide community training on fire prevention.
22. Fire/accident prevention.
23. Appropriate response to situations - caring, competent, timely, responsive.
24. Continue the requirement for higher-level education. Firefighters deal directly with the public more than other public service personnel.
25. I expect that EFD have a good relationship with the local military unit to train together and

	"be on the same page" in regards to any terrorist training or planning. (EPD would be part of this too).
26.	To use all resources available to keep residents safe.
27.	Protect residents from danger.
28.	Staffing/equipment.
29.	Optimally located facilities to serve customers. Fire houses within realistic distances from point A to point B.
30.	Accessibility.
31.	Rescue and suppression - equal priority - medical assistance services.
32.	I expect the fire department to be more involved in the community.
33.	Expect department to grow as city grows.
34.	Provide safety to the community by having enough resources.
35.	Compassion/courtesy. Courteous and patient personnel.
36.	A symbol to the community, through prevention and public training, and readiness.
37.	Be ever ready to respond to a medical emergency.
38.	Skillful approach to suppressing fires.
39.	Concentrate on life-saving measures as opposed to fire suppression (save property first).
40.	That they work with the city to utilize unsafe and abandoned housing for controlled burn trainings and to take the opportunity to train and educate the neighborhood around them.
41.	Attitude, aptitude, and ability are important values to maintain.
42.	EMT knowledge.
43.	Competent and timely follow up.
44.	Make residents feel safe.
45.	Response capability.
46.	Inspection and investigation - equal priority.
47.	Suppression of major oil tank car fire - railroad derailment.
48.	Trusted part of the community.
49.	Trained to handle different (all) persons.
50.	Safety in driving to, setting to work, and mutual support.
51.	Education of public in references to fire hazards.
52.	Provide training on hazardous materials for environment.
53.	Responsive to and respectful of all members of the community.
54.	Teamwork, volunteerism.
55.	Contain and lower cost.
56.	Fire drills.
57.	Planning and response info for residents and staff.
58.	Good watchdog of taxpayer money. Cost effective, efficient department which lowers tax burden.
59.	I expect the fire department to visit places where seniors live and reach out to benefit the seniors. I expect them to give more lectures about fire safety, natural disasters responses, etc. to senior placements or senior living facilities.
60.	Representative of the community.

61. Ensure paramedics are held to high standards and use best practices to deliver medical.
62. Safety education for all citizens, including those who cannot afford it.
63. Wise purchase of sturdy equipment.
64. Improvement in EMS - (training and education).
65. EMS equipment upgrades.
66. Proper follow up on safety issues.
67. Analyze any situation quickly and provide the proper response.
68. Provide new ideas and technology to increase efficiency.
69. Make a commitment to ongoing advancement and use of current fire science methodologies.
70. Equipment training.
71. Educational safety info for residents and staff.
72. Diverse workforce reflecting the Elgin population.
73. Upkeep of property.
74. Be knowledgeable of multi-unit properties.
75. EFD to have the necessary resources to care for the mental wellness of our firefighters.
76. Improve fire investigation techniques.
77. Knowledge of local NPO services to be able to refer residents depending on needs.
78. Placing high(er) priority on prevention and education.
79. The EFD should communicate to all stakeholders the most important information to help prevent hazards or dangerous situations.
80. Transparency.
81. Budget money for communication to residents and businesses, i.e. sending out postcards reminding people to check smoke detector batteries, dryer vents, etc.
82. Consistency in inspections (which there is now great consistency!).
83. Everyone in the fire department will help with public safety, but also be safe in their work - so less fireman casualties.

Picture 2 External Stakeholders Providing Input

Areas of Community Concern

The Community–Driven Strategic Planning Process would be incomplete without an expression from the community regarding concerns about the agency. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

Table 4: Areas of Community Concern about the Elgin Fire Department (verbatim, in no particular order)

• Need to find a way to recruit and find and hire more African-American firemen.
• Are there enough Spanish-speaking fire personnel to be able to communicate quickly and effectively when dealing with non- or limited-English speakers?
• Fire safety education to Spanish-speaking community.
• That the department is well-equipped for their safety and the customers' safety.
• A program to assist with fire detectors/CO detectors for needy customers (elderly, low income, hearing impaired…)
• Ability to communicate effectively with a variety of citizen (language – handicap).
• Interdepartmental cooperation with city staff.
• Training – ongoing?
• Community outreach – enough?
• Improvements in suppression techniques.
• Improvements in investigation techniques.
• Code enforcement – fire or police responsibility?
• Awareness of stations near home/work.
• Concerned that we, as residents, do not know local fire department staff.
• Not enough fire staffing per shift.
• Awareness of community outreach events and coordinate with local NPO to increase participation.
• Working with residents to develop a fire safety plan for home.
• A good response time for an EMT call.
• Professional and empathetic to residents.
• Response to terrorist act – training?
• Rigid codes (especially with respect to use/re-use of older structures).
• Street width mandates result in wider streets, greater vehicle speed, and increased number of accidents.
• Short staffed.
• Short ambulance.
• Ability to speak to non-English residents on issues of education and prevention, as well as in emergencies.
• Budget cuts will limit the training opportunities and equipment purchasing that is required.
• Community growth in areas will outpace ability to provide adequate and timely services.
• If budget cuts happen for city, how does that affect your services?
• I don't know how EFD prioritizes and prepares for the different dimensions of their work.

• How do they spend their time and money? What's important to or required of them?
• I don't know what EFD SWOTs are in order to support or assist.
• Please don't continue to put yourselves in situations where you are open to lawsuit.
• I feel bad that the training facility is now in Burlington and not closer.
• Possibly increase the amount of minority recruitment.
• I think there is a lack of publicity of fire/EMS public education. Other than knowing they do something in the schools, I never learn of any programs for the public.
• Is the FD/PD prepared for natural disasters and acts of terrorism? Should the public be better educated as to what we should do?
• Need to keep working on minority recruitment.
• Response times in the downtown due to trains and one-way streets.
• When inspecting codes making sure violations or problems are explained thoroughly.
• That departments are receiving current, up-to-date training as new threats to safety occur.
• That politics/funding/budget constraints never compromise service and performance.
• That the department is diverse enough to effectively communicate to our diverse community.
• That the public is somewhat unaware of the new(er) codes in place around fire safety in new housing developments.
• The low utilization station #7 - Can it be moth-balled or have something done to bring its costs more in to line with its low level of utilization?
• Too large, too many men/women.
• Cost of all the staff with pensions.
• Cost of all of the equipment.
• Cost to provide full range of services.
• Further expansion of the city will stress current resources.
• The amount of specialized equipment and people to do all their tasks.
• Not concern but request to offer more proactive consulting/coach/counsel on risk mitigation.
• Pension cost – operation cost.
• 24-hour shifts are outdated and inefficient.
• Is there too much staffing on a full-time basis, given the frequency of these events above? [suppression, rescue, hazmat, emergency response, prevention].
• Should fire be in EMT business? To what degree are they?
• Given rising cost of pension benefits, can we switch, going forward, to 401-style retirement plan, allowing the community to continue to afford enough fire services?
• Cost of over-staffing and manning.
• Improved building plan review with quick turnarounds.
• Sprinkler system for single family homes.
• Resources (time and cost) may not have strong ties to service actually performed by department.
• Use of personnel resources – are they effectively being used during work (daytime) hours?
• They may be stretched too thin.
• This is tough as over the last five years, there have been no concerns.

• External professional development for FD at all levels.
• The political contest they face/operate in.
• Challenging times.
• None.
• Financially sound, long-term funding.
• Member accepted on merit while representing all cultures/ages.
• Is funding adequate?
• "New" department members aren't familiar with the building and our services.
• Encourage tours of properties and learn services.
• Response time in rush hour traffic.
• Lack of traffic signal coordination over toll way on Randall Road.
• We don't know the diversity of the department (race, gender, age).
• The department pushing in-home fire suppression systems. This makes affordable housing unattainable to many citizens.
• Ensure union contracts are structured so services are delivered in an efficient and cost effective manner.
• Make better use of employees' time when not responding to emergencies – particularly during the evening hours.
• Our neighborhood is on the northeast side of Elgin and in order to get to any hospital we have to cross a set of railroad tracks both east and west.
• Retirement funding for firefighters.
• Outside factors determining how many firemen the city should have.
• Adequate pay and training for the fire department.
• Maintenance and upgrades of equipment.
• That the community has been supportive so firemen have all the tools they need.
• Control of finances.
• Knowledge of fire safety equipment in older buildings.
• Future budget cutbacks.
• Disaster training.
• Future cutbacks and budget reductions.
• Needing more firefighters.
• Needing more stations.
• Enhanced technology.
• Increased programs for psychological, emotional, spiritual care such as more chaplains.
• If changes are approved, how much will it cost?
• Will changes be phased in over time?
• How much will it cost per resident?
• Will there be new facilities? Where?
• Maintenance of equipment.
• Ongoing training of new/current firefighters.
• City providing adequate budget funding.

• Up-to-date emergency plans for all areas of city and neighborhoods.
• Ability to play necessary part in response to domestic terrorism.
• None. My experience with the EFD has been positive.
• None. EFD is perfect!
• I don't have any problems with them. I have had them respond to my location several dozen times over the years. The only thing I would like to see them do would be more pre-planning such as walkthroughs of our buildings so they are familiar with our layout and so our staff know what to expect from them. They do a good job when they respond, and are professional.
• The recently enacted residential sprinkler code stands to negatively impact new housing starts; one of the strongest economic contributors to Elgin. It should be repealed.
• Diversity at all levels.
• Enough firemen, EMTs, and management/supervisors to meet community need.
• That cuts will affect timeliness of responses – balanced with – that they have too large program that is out of step with the needs of the community.
• Availability of ambulance.
• Availability/response time of fire apparatus.
• Funding.
• Sustainability.
• Being able to address future needs
• Working better with other stakeholders.
• Impact of other groups who wish to absorb the FD duties.
• Ability to work beyond traditional geographic boundaries – intergovernmental cooperation.
• Challenged by overall fiscal/budgetary concerns of state and local government.
• Can they effectively do the variety of things they try to do with current staff/budget levels?
• None!!
• Our facility is alarmed – the call now goes to a third party – not directly to the department – the extra step could become of concern – has not been to date.
• Manpower, do you have enough or are you relying too much on jump companies?
• Would rather see money spent on personnel, training, and equipment than elaborate fire stations.
• Smaller and more strategically placed stations might be better.
• Cost (overtime).
• Over-reaching regulations.
• Provides too many services – hospital transportation in non-life threatening situations.
• Coordination with other city departments regarding inspections when opening business.
• Placing a higher focus on elderly and shut-ins.
• Entry-level firefighters uninformed about current fiscal circumstances of city.
• Maintaining a reasonable tax burden.
• Adopting fire codes that are reasonable and consider other factors important to the community.
• Department growing faster than community.
• Not enough support from the City Manager's office for the men and women of the EFD.

• Not enough men and women of a diverse background and ethnicities, hired to protect the public.
• EFD management not involved enough in community (beyond the Fire Chief).
• Budget cuts!
• Budget cuts.
• Reduction in forces.
• Reduction in training and education within the department.
• Reduction of emergency medical services.
• Adequate staffing of firehouses with qualified personnel.
• Equipment and personnel required to achieve above. [expectations: EMS, fire suppression, hazmat, domestic preparedness planning and response, rescue – basic and technical]
• Training of personnel to achieve above. [expectations: EMS, fire suppression, hazmat, domestic preparedness planning and response, rescue – basic and technical]
• Community training and updates.
• Community awareness of capabilities.
• Any concerns are more with code and how to modify the current code for second story residential over retail.
• Is the fire department properly funded?
• Do we have "continuing education" at all levels?
• Are we keeping pace with new life-saving technologies?
• More involvement in the community
• More community outreach.
• High personnel costs.
• High pension costs.
• Strange hours kept by firefighters. On one hand we don't want to over-tax firefighters, but it appears to be quite common for firefighters to hold multiple jobs because they have so much free time.
• Because of high personnel and pension costs, I would like to see a FAIR evaluation of outsourcing all EMT work.
• Lack of fire drills at office buildings – office towers, i.e.: professional building needs to understand evacuation plans.
• Coordination with police or news or social media of street accidents which would close a street or neighborhood.
• Diversity.
• Enough staff – is there enough trained paramedics and firefighters?
• Preparedness for disasters.
• Working with community to build a common-ground relationship.
• Don't feel there is enough communication with fire department and community.
• Community engagement and education needs partner with health care providers.
• Not SROs – police are – EMS – hospitals – community – clergy
• Constant education – content experts – compassionate providers
• Debriefing process for providers need support.

• Is the department spread too thin in materials and manpower?
• To what extent has the department trained for a large scale disaster or terrorist action?
• How does the fire department involve stakeholders, police/hospitals/schools/government agencies/community, in its trainings?
• Is there proper coverage, given the city's expansion out west?
• The influence of the union and its desires that may be in conflict with what is best for our community.
• The city's ability to pay for the fire pensions.
• Since the majority of calls are medically related, should the EFD take a more proactive role in preventative health?
• Need to increase efforts to have a diversified department.
• This is not the fire department issue, however, water pressure can be a concern during an emergency – old pipes.
• Codes for buildings may be outdated or irrelevant at times.
• Staffing levels appropriate.
• Charges for ambulance services.
• Are all businesses held to the same accountability when it comes to code enforcement?
• Staff diversity.

Picture 3 External Stakeholders Providing Input

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the agency's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Table 5: Positive Community Comments about the Elgin Fire Department (verbatim, in no particular order)

• Great department led by quality individuals.
• Well trained department.
• Quick response.
• Well trained firemen.
• Affordable services.
• Community relations – excellent.
• Outreach to – schools/students.
• Visible identity in the community.
• Reputation of professional standards.
• History of heroic lifesaving and rescue procedures.
• Professional, knowledgeable.
• Responsive, knowledgeable, good with elderly residents.
• Excellent response time.
• Show they really care.
• The responses I have seen (from station 2 on Big Timber) have been fast and adequate with enough people showing up.
• The investigator (might be a deputy chief) is always out in his black SUV and seems like he works non-stop.
• Adequacy of facilities and equipment.
• Competency of staff.
• Emergency response time.
• Striving leadership in place.
• Youth programs.
• Community fire station/equipment tours.
• Usually timely and always well prepared when called.
• Caring – nonjudgmental attitude at site.
• Always professional and appear to be well trained to meet the need.
• They have been professional and helpful when my clients need to be transported for a petition for inpatient care.
• The fire department has been very responsive to any and all calls made. They have come to the property with many firefighters which makes our residents feel protected.
• Cooperation with community (outreach, etc.)
• Community wide training.

• EMS response time.
• Fire suppression response time.
• Fire suppression time.
• Overall training/preparedness – Excellent.
• Staffing/equipment – Very good.
• Ability to respond – Very good.
• Prevention – Good.
• Community outreach – Good.
• Professional staff.
• Good public image in community.
• Good/above average intergovernmental relationships.
• EMS capable engine companies.
• Good relations with regional partners.
• Providing improved mutual assistance.
• Very responsive to our needs.
• Deal very well with the variety of people they serve.
• Care for the community.
• Well-staffed firehouses where they seem to be needed.
• Seem to be innovative.
• Taking time to see the big picture.
• Response – immediate, effective, professional, EXCELLENT.
• Inspectors – in our public building – experience has been EXCELLENT – thorough! When there has been concerns, suggestions are offered and re-inspection scheduled.
• FRIENDLY – especially with the children in our building. Willing to spend time with children explaining the seriousness of "pulling an alarm" in error or making a false report.
• Great ALS care from paramedics.
• Keep the engines red!
• Firefighters and paramedics always nice and well mannered, get them out in the community more!
• Community outreach – with little kids.
• Quick response time.
• Well trained.
• Very personable.
• Quick response.
• Very thorough, re: inspections.
• Very community minded.
• Good presence in community on a regular basis.
• Leadership promotes "team" mentality with other city departments.
• Well trained personnel.
• Good coverage of district.
• Many, if not most, rank and file EFD members are engaged in the community; very charitable

with their time and treasure.
• Since living in Elgin (1979) – I have only needed to call the fire department twice, response was quick and encounter with personnel (paramedic) was professional. One situation provided education of carbon monoxide units in my home.
• They provide prompt response to medical emergencies.
• They are genuinely concerned about the wellbeing of patients.
• They are courteous and friendly.
• They take extra steps to be helpful.
• They utilize resources to benefit the community.
• The EFD is very knowledgeable, involved in the community, and very approachable.
• The chief is always open to answer questions and is a good leader!
• Our department shows quick response to fire and ambulance calls.
• Please keep dressed fire personnel shopping, getting petro, fast food, etc. – Presence
• Despite what I don't know under "concerns," I reside in a safe community.
• They are very prompt in attending to fire alarms - be it false or real.
• They have shown great improvement throughout the years.
• The EFD does a great job in protecting Elgin.
• All the firefighters I know are very caring people.
• The EFD union "fill the boot" is a great contribution.
• Response time is incredible.
• EMS staff understanding and helpful.
• Public training and willingness to keep public informed.
• Keeping on building owners to be in compliance on safety codes.
• Well trained for fire suppression.
• Department members seem to be in good physical condition.
• Codes seem to be in alignment with other cities.
• Would like to see more diversity among employees.
• Getting more involved with community – to see what needs are, at first.
• Appreciate their dedication and hard work.
• Would like more community education on fire prevention.
• Hope to encounter more community events with fire department.
• Leadership great.
• Collaborations with community are good – can improve. More community outreach.
• Caring staff – great.
• More education for diversity and language outreach diversity.
• They involve stakeholders in the strategic planning process.
• They communicate well.
• The firemen seem to be well trained.
• They act in a professional manner.
• They care for their equipment.
• Appreciate community involvement in non-fire department activities.

• I feel very good about the fire department – they provide a high level of service. Keep up the good work!
• Always hear you have a courteous group of men trained to help people in a different situation.
• The intentional strategic planning is very refreshing.
• Involving the Elgin community is great.
• Quick response to emergency issues at our facility in east Elgin.
• Very professional EMS team.
• Sharing information.
• Positive facility inspections.
• Very responsive.
• Easy to talk to.
• Very helpful when they are asked for input.
• Updated equipment and firehouses.
• Professionalism.
• Expertise.
• Community engagement.
• They have a good relationship with the public and its resident's →positive image.
• Locations (fire stations) around the city are good – easily accessible to all neighborhoods.
• Enforce safety occupancy.
• Providing free smoke detectors.
• Very professional, well trained.
• Continue in education and outreach.
• Increase training (always new things to learn).
• Increase budget for new equipment.
• Continue in seeking strengths and weaknesses.
• Caring response to a wide variety of community needs.
• Good work with schools and other community organizations.
• Congrats on this process – hope you get meaningful feedback.
• Thank you.
• Well-run department.
• Well trained staff.
• I respect the efforts being made to find African-American firemen.
• Appreciate Elgin Fire Academy.
• Elgin has good relationships with its African-American community.
• Suggest fire department representatives visit Elgin African-American churches in person.
• I believe the fire department does an excellent job with EMS service. They also do a good job regarding code enforcement as it relates to preventing fires.
• Please share the awards you have won and do more to advise the public about your talents and abilities.
• Continue to participate in any programs that will help the community know all that you do and the opportunities there are in the fire department.

• Well respected by other fire departments.
• Size, resources, standards and expertise are highest levels.
• Volunteer time with Boys and Girls Club! Huge impact on kids that are at risk in the community.
• Fire prevention programs are super impactful and important.
• Thank you for your service!
• Professional organization committed to forward looking planning.
• High quality personnel.
• Impressed by the continuous training of EFD staff at all levels.
• Willingness to partner with community organizations for outreach and education.
• I appreciate the innovative approaches to maintaining safe equipment, as well as working on response plans with other communities.
• Positive image.
• Employees who care.
• Great history.
• Very professional while handling critical/time sensitive emergencies.
• Quick response time.
• Very professional.
• Well distributed facilities.
• Well maintained facilities.
• I do see them involved frequently with the local schools!
• Firemen are very open to children who stop by the station to meet a firefighter and get a truck tour unannounced! (great hospitality ☺)
• They do a great job with their educational efforts. They are patient, kind and receptive in these settings.
• They do a great job responding to false alarms – they don't make you feel bad or like you are bothering them.
• They are awesome with kids, making them feel safe and teaching them preventative safety tips.
• In the community, they are always willing to participate and be visible.
• Quick response to fires and emergency incident situations.
• Good cooperation with the police department.
• Good community outreach (come to neighborhood picnics and National Night Out).
• Keep the public informed.
• They must be doing a great job because I do not hear complaints about the department and people do like to complain.
• The members of the fire department are very professional and courteous.
• The equipment always looks good.
• Quick response.
• Safety when going to a fire (traffic alert by siren and lights).
• Friendly.

• Helpful when called with non-emergency questions.
• Generally, the fire department personnel are very courteous and kind to deal with.
• The fire department personnel seem to be proud of their jobs and so willing to help.
• During a recent inspection of our property, the fire department went above and beyond to assist us in becoming compliant on a matter.
• Solid organizational structure.
• Solid workforce.
• Outward thinking.
• The non-profit work done by members is awesome!
• Very professional organization!
• They have community trust.
• KEEP UP THE GREAT WORK!
• Fire department leadership/open minded/innovative/community oriented.
• Use of science and best practices to guide decision making.
• Fire department personnel/committed and professional.
• Community support.
• Quality city-wide strategic plan to model.
• Our building/construction project inspections are accurate and helpful, in that the person accompanying the inspector tends to come away better educated and become advocates themselves for safe(r) conditions.
• Response times seem very short – keep it up!
• Although I have never personally needed the departments services, I've consistently been impressed by rapid response and professionalism in our neighborhood of older frame houses. I'm also impressed by Chief Fahy's efforts at outreach.
• As individuals, they are almost unanimously friendly, helpful, and enthusiastic about their jobs.
• Quick response to fire and EMS situations.
• Safety conscious.
• Great community relations.
• High marks for EMS.
• Culture of caring for the community.
• From all I can see, they do an excellent job.
• Appreciate continued education and learning.
• Appreciate all we've been in contact with, professionalism and politeness.
• Good people.
• Response times are good.
• I have high regard for the way Elgin Fire Department is being run.
• Our facility has been so fortunate to the department come volunteer.
• They have also provided suggestions for our facility and plans for fire drills and disasters.
• BC's and officers have close meaningful relationships with responders.
• Fire department personnel exhibit great pride in being members of the department.

Other Thoughts and Comments

The Community was asked to share any other comments they had about EFD or its services. The following written comments were received:

Table 6: Other Community Comments about the Elgin Fire Department (verbatim, in no particular order)

• Great department.
• This is a positive event.
• Thanks for asking.
• I would like to see more firefighters stand-by at lower pay and be on-call. They would drive from wherever they were to the site of a fire. More or less, they would be acting like paid volunteers. They would be paid more than volunteers, but less than those on-duty at the station. The point being to lower costs.
• Spend more time or resources in giving out lectures and outreach services to senior places in the area.
• Thanks for our fire department's professionalism.
• Important to provide fire prevention in the local schools.
• Keeping a strong fire department ensures public safety and confidence.
• This is a great opportunity for our feedback. Thank you!
• I would like the department to reconsider their position on residential sprinkler systems as it creates a competitive disadvantage for Elgin's housing industry when compared to neighboring communities.
• I am very comfortable with our FD as a resident and business owner.
• Thanks for the opportunity to participate.
• We the taxpayer don't mind spending money on good fire and police protection as long as we feel the money is protected and spent well, not wasted.
• Couldn't ask for ANY BETTER! Well-trained – cordial, professional, accommodating, only POSITIVE experiences!
• Would have liked to see an organized snow shoveling of fire hydrants over the winter. Not to the say it should be done by the FD but organized by them.
• I applaud the department for undertaking this process and seeking community involvement. It is a further demonstration of the department's commitment to Elgin.
• Willingness to engage in processes like this shows appropriate responsiveness to community.
• This was a great exercise and highlights the great reputation of the city and FD.
• Once complete the mission/values statements must be no more than 6-8 words each in order for EVERY stakeholder to recite from memory without scrambling to find paragraphs of worthless text!
• Reach out to the community, call and talk to us so we know you. You guys do a good job!
• Having a lock box on our buildings was a great idea!
• I appreciate the service and help given to all our schools and neighborhoods – happy to know the fire station is just down the block. Good to have firefighters living and working in our community.

• Thank you for external session – St. Edward High School.
• This was hard for me to fill out at times because I didn't have enough background information on other emergency services in the area that could assist in hazardous waste spills, terrorist attacks, etc. A bit more background in the presentation would have been very helpful.
• Thanks for the invite.
• Thanks for inviting me.
• Thank you for doing this.
• I understand that some type of box can be attached by the front door to enable emergency personnel to enter a locked house. I heard about it from a friend. I think this is a very important opportunity for the public. Why isn't this publicized frequently, or at least once!! I've never seen anything in the newspapers or the city's newsletter!
• In the area of code enforcement/mandates – fire department needs to engage the community and other city departments in development, review and adoption of codes.
• A good exercise with a variety of people from the community – many different views as it pertains to their profession/service/municipality.
• Former Chief VanDeVoorde instilled a love of fire service personnel in me. Have you ever honored him?
• You are in my prayers. Be safe.
• Elgin has a great fire department and I feel good that they are attempting to improve the department even more.
• I would like to see continued involvement with the community.
• Looking forward to more discussions regarding emergency management plans.
• I love to community activity at our fire department [sic].
• Seems like in times of financial crisis in our community, city has made many cuts and sacrifices. I don't see the same thing happening with fire (or police). How can we be better educated on anything that has been done and what more can be done to participate in keeping tax dollars well spent?
• Thank you for engaging the community!
• Building code consistency with local department codes helps in designing and maintaining projects, e.g.: fire and community development codes being on the same page.
• This is an outstanding opportunity for Elgin. Great to see such a large turnout! Happy to be involved. Look forward to reading the finished report. Well done!
• The EFD has a great attitude to the citizens! Thank you!
• Community involvement and feedback is important.
• Need code change to require sprinklers in all new building, both business and homes.
• Have some sort of grant program to help retrofit sprinkler systems in businesses and homes.
• Everyone has been supportive at our nonprofit – we appreciate all they do!
• Thank you!

Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the agency's approach to Community-Driven Strategic Planning, with focus on EFD's Mission, Values, Core Programs and Support Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad agency representation in attendance, as named and pictured below.

Table 7: Elgin Fire Department's Internal Stakeholders

Terry Bruce Battalion Chief	*Robb Cagann* Captain	*Rich Carter* Captain	*Dick Cummings* Captain
Carl DeCarlo Firefighter	*Randy Freise* Lieutenant	*Joe Galli* Firefighter	*Steve Hillgoth* Firefighter
Mark Hryniewicz Lieutenant	*Dave Hudik* Lieutenant	*Chris Kennedy* Firefighter	*Steve Lundy* Firefighter
Tim Maroder Assistant Chief	*Bryan McMahan* Battalion Chief	*Anthony McMeel* Firefighter	*Tim Michaels* Battalion Chief
Mike Murtagh Firefighter	*Craig Pleva* Lieutenant	*Mike Przybylski* Firefighter	*Patrick Rasmussen* Firefighter
Dan Rink Captain	*Tim Ryan* Lieutenant	*Dave Schmidt* Assistant Chief	*Ron Sessions* Fire Code Official
Josh Smith Firefighter	*Wayde Smith* Firefighter	*Joe VanDorpe* Lieutenant	*Dan Wagner* Lieutenant
Jason Walczak Firefighter	*Mitch Whalen* Firefighter	*Patrick Wiebe* Firefighter	*Todd Wilmington* Lieutenant

Picture 4 Internal Stakeholders

Mission

The purpose of the Mission is to answer the questions:

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

A work group of EFD's internal stakeholders met to review the existing Mission and collectively agreed to the following.

Table 8: Mission of the Elgin Fire Department

The Elgin Fire Department is dedicated to providing a safe community through prevention and mitigation of emergencies in a professional and caring manner.

Values

Establishing values and associated statements embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. EFD's internal stakeholders agreed to the following values.

Table 9: Values of the Elgin Fire Department

Respect	The EFD is committed to meeting the needs of the community and our members in a caring and compassionate manner.
Integrity	The EFD is committed to be honest, trustworthy and accountable. The interests of our community drive our every action.
Professionalism	The EFD is dedicated to safely and efficiently provide the highest quality of service through continued training, education and technology.
Unity	The EFD embraces every opportunity to actively engage with one another and the community as a family.

The Mission and Values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Elgin Fire Department are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Picture 5 Internal Stakeholders during a Work Session

Programs and Services

The EFD internal stakeholders identified the following core programs provided to the community, as well as the services that enable the agency to deliver those programs:

Table 10: Core Programs of the Elgin Fire Department

• Fire Suppression	• Emergency Medical Services
• Rescue – Basic and Technical	• Hazardous Materials Mitigation
• Fire Prevention	• Public Fire/EMS Safety Education
• Fire Investigation	• Community Outreach
• Domestic Preparedness Planning and Response	

Table 11: Internal and External Supporting Services of the Elgin Fire Department

• Finance	• CERT	IAFF Local 439	• DHS
• Law Enforcement	• Public Works	• Housing Authority	
• Mutual aid/automatic aid	• IDOT	• ComEd	• Nicor
• Unified school district	• Railroads	• Red Cross	• City code
• Mass transportation	• EPA	• Vendors	• ITS
• Governing body	• Media	• Elgin Fire (Dispatch)	
• Water reclamation	• LEPC	• Coroner's office	
• State Fire Marshal	• Legal	• OEM	• FEMA
• Outside training agencies	• ATF	• IDPH	• DCFS
• Recovery companies	• DNR	• OSHA	• Coast Guard
• KDOT	• Senior services	• Hospitals	• IEMA
• Army Corps of Engineers	• Chaplains	• EAP	• NWS
• Human Resources	• CISD	• Fleet Maintenance	
• Pipeline companies	• Clerical	• Training	

Picture 6 Internal Stakeholders during a Work Session

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an agency candidly identify its positive and less-than-desirable attributes. The EFD participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds. Through a consensus process, the internal stakeholders identified the strengths of the EFD as follows:

Table 12: Strengths of the Elgin Fire Department

Training (with resources we have)	Effective internal communication
Quality of personnel	Inter-departmental cooperation
Quality of equipment/facilities	Local 439 relation with department
Overall level of education	Camaraderie
Educational opportunities	Promotional process
Professionalism	Open mindedness
Level of experience	Diversified backgrounds
Dedication	Commitment to safety
Special teams	Outward thinking/creativity
Opportunities for involvement (teams/committees)	
Adaptability (doing more with less)	Innovative workforce
Opportunity for advancement	Foreign Fire Insurance Tax
Efficient with daily use of personnel/time; organizational structure	
Technology	Tradition, history, culture, lore
EMS – cardiac code, increased return of spontaneous circulation, additional training	Decisive administration – not afraid to make decision
Officer development	Low turnover
Suppression – command and control, tactical	Relationship with City Hall
Accountable – to each other and community	Relationship with PD
Reputation	Relationship with Elgin Community College
Fiscal stewardship	ALS engines
Community outreach	New firefighter expectations
Health and safety – physicals, fitness, behavioral	

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the internal stakeholders as weaknesses:

Table 13: Weaknesses of the Elgin Fire Department

Lack of staff - Support/admin/ITS - EMS - Training - Fire Prevention Bureau	Lack of political influence Jump companies Lack of Spanish speaking personnel Lack of consecutive work hours CAP Dependent on overtime
Lack of internal surveys	Aging workforce
Shift staffing	Increase reliance on auto/mutual aid
Lack of public education	Acting officer burnout
Apparatus deficiencies	Lack of diversity
Industrial F.S.	Resistance to change
Elimination of Elgin Regional Fire Academy	Decreased fire ground activities
EMS burnout	Assignment overload
Communication/expectations/perception	Female locker rooms (5's)
Culture (respect) - Failure to pursue outside training	Grade School Fire Safety Education (previously eliminated)
Deafening station tones - Warning devices	Internal information dissemination - Overreliance on email
Logistical challenges of on-shift meetings/training	
Placement of apparatus/apparatus deployment	
Uninvolved personnel	Lack of community involvement/inclusion
Behavioral health	Failure to properly use probationary period
Labor/management relations	Outside socialization
Technology issues	Centralization of power

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

Table 14: Opportunities for the Elgin Fire Department

Education/Training - IFSI -Cornerstone Program- - NFA - Spanish - ECC	Local 439 PAC – improved political relationship - Citizen Fire Academy - Fire Ops 101 - Explorer Program
More personnel - Grants (SAFER) - Budget increase for hiring and fire prevention	Community Partnerships - Improved public education (U-46, nursing homes, etc.) and grade school fire safety education program
Corporate sponsorship/buy-in - Fundraising events	Improved citizen feedback - Surveys to EMS patients, fire, etc.
Community engagement - Block parties - HOAs - Community events - Community outreach	Improved intergovernmental relationships - Mutual/Auto Aid organizations - Surrounding jurisdictions - Other city departments - Federal partners
Improved media relations/info dissemination -PSAs, social media, newsletter	Expanding current physical fitness program (partnerships) - The Centre
Fire hydrant sponsorship program - Shoveling out in winter	Vehicle leasing program for new apparatus/fleet
Regional fire academies	Hospital partnerships for wellness checks
Growth of city (tax base)	Revenue (gaming, billing, all other sources)
Grants (full/match when available)	Training with EPD
CERT (rehab, open house)	Training mutual aid departments to our practices
Dedicated fire dispatch	7G Agreement

Picture 7 Internal Stakeholders during a Work Session

Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders were as follows:

Table 15: Threats to the Elgin Fire Department

Budget cuts (state/local/federal)	Social media
Local politics + state politics	Climate change
Increased expectations	Litigation
Privatization	Future development without infrastructure to support
Natural disasters	Increased call volume (doing more with less)
Special interests	Outsourcing/sub-contracting (privatization)
Hazmat disasters (rail traffic)	Public perception/uninformed public
Unfunded mandates	Electronic security (hacking)
Pension concerns	Terrorism
Exposure risks	Surveillance/recordings
Aging work force/population	Concealed carry
Economy/recession	Obesity
Increased reliance on auto-aid	Increased community language barrier
Emission requirements	Dispatch competency/lack of training
Competition for budget dollars	Medicare – single pay
Electric cars	Pandemics - Exposure risks - Increased resistance - Notification
Technology	
Workplace violence/safety	
7G Agreement	
Frequent flyers - Apparatus availability	Lightweight construction/building codes - weakened/modern fires
Decreased income from casino	Illegal housing/renovation
City/labor relations	Department of Code Administration reductions
Unnecessary change	Affordable Care Act
Overcrowding	The unknown
Lack of community paramedic program	
Mobile Integrated Health without additional staffing	
Mutual/Auto Aid vs. hiring personnel and adding stations/vehicles	

Critical Issues and Service Gaps

After reviewing the EFD's core programs and support services, and identifying internal strengths and weaknesses along with external opportunities and threats, the internal stakeholders identified their primary critical issues and service gaps as the foundation for the development of goals and objectives in order to meet their future vision.

Table 16: Critical Issues and Service Gap Issues Identified

Communication - Fear - Over-reliance on email - Chain-of-command barriers - Public and department - Culture - Emergency - Logistics	EMS - Burnout - Culture/Perspective - Technology - Scheduling/Staffing - Teamwork - Lack of input - Maintain competency	Wellness - Physicals (medical) - Fitness - Behavioral - Safety
Fire Prevention - Pre-planning - GSFSE - Industrial safety - PubEd	Outreach - Diversity - Language - Community Events - Recruiting	Labor Management - Morale - Expectations - Accountability - Communications - Transparency
Involvement - Overlooking - Lack of interest - The process (how to?) - Incentives	Disaster Preparedness - Training - SOPs - Planning - Mitigation - Public Preparedness	Community Involvement - Pub Ed - Outreach - Block party - Social media
Utilization of Personnel - Workload - 7G - EMS - Increased/decreased expectations - Assignments - Apparatus		Health - Behavioral - Physical
External Communication - Types - Workload - Schedule - Social media	Culture - Us vs. them - EMS driven - Barn boss - Courage/openness - Us vs. me - Pride	Internal Communication - Morale - Types of communication - Individual workload - Schedule - Chain-of-command - Labor management

Strategic Initiatives

Having reviewed the agency's critical issues and service gaps, the following strategic initiatives were identified to guide the agency in establishing the goals and objectives.

Table 17: Strategic Initiatives of the Elgin Fire Department

Internal Communications	Workforce Planning and Development
Disaster Preparedness	Health and Wellness
Fire Prevention	Public Education
External Communication and Community Outreach	

Picture 8 Internal Stakeholders during a Work Session

Goals and Objectives

The Community-Driven Strategic Planning Process, to this point, has dealt with establishing the Mission, Values, S.W.O.T., Critical Issues and Service Gaps, and Strategic Initiatives of the EFD. In order to achieve the mission of the EFD, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide individual members with clear direction, and address the concerns of the community. The internal stakeholders met for several hours to complete this phase of the planning process.

> ***"If you don't keep score, you're only practicing."***
>
> Vince Lombardi,
> American Football Coach and Motivator

Leadership of the EFD should establish work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change. When work groups have been established and have met to review the goals and objectives, they should report back to the EFD leadership with a plan on how the goals are to be achieved.

As goals and objectives are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now become the focus of the efforts of the agency. By following these goals and objectives carefully, the agency can be directed into its desired future while having reduced the obstacles and distractions along the way.

Goal 1	Develop community outreach to improve service through two-way communication with the public.

Objective 1A	Identify and conduct enhanced community driven and focused assessments of needs and resources to guide fire department communications with the citizens.		
Timeframe	9 – 12 months	Assigned to:	
Critical Tasks	• Assign coordinator • Develop surveys • Target audience • Conduct surveys • Propose budget.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 1B	Use assessments to develop and create an alignment with external stakeholders to facilitate and improve communications.		
Timeframe	9 – 12 months	Assigned to:	
Critical Tasks	• Assemble Team • Analyze survey results • Create programs • Identify resources needed - Implicit/explicit costs		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 1C	Implement community outreach programs through multiple media outlets.		
Timeframe	2 years - ongoing	Assigned to:	
Critical Tasks	• Program implementation as developed and available. • Establish and maintain public contact. • Continued marketing of fire department initiatives. *Anticipated media outlets: Facebook, 311, newsletters, newspapers, press release, meetings, etc.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 1D	Annually evaluate, maintain or improve the program and team.		
Timeframe	Annually	Assigned to:	
Critical Tasks	• Establish feedback from the public on the effectiveness of the programs. • Evaluate effectiveness of individuals programs. • Implement revisions to programs. • Budget assessment of programs.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Goal 2	Enhance the internal communications to support the mission and values of the Elgin Fire Department.

Objective 2A	Identify the forms of internal communications.		
Timeframe	1 week	Assigned to:	
Critical Tasks	• Establish focus group from all levels of organization. • List all sources of information. • List modes of delivery of information. • Identify the frequency of all sources and modes.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 2B	Analyze forms of internal communications and their impact on the organization.		
Timeframe	1 month	Assigned to:	
Critical Tasks	• Create an evaluation tool to assess the effectiveness of all forms of communications. • Implement the evaluation tool. • Collect and review data received from the evaluation tool. • Identify processes that are working well. • Identify Processes that are not working well.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 2C	Develop and enhance processes to improve communications.		
Timeframe	3 – 6 months	Assigned to:	
Critical Tasks	• Eliminate ineffective processes. • Enhance/improve sub-par processes with potential. • Maintain current effective processes. • Develop/create new processes. • Develop draft SOP/policy.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 2D	Provide training on new and updated processes.		
Timeframe	3 – 6 months	Assigned to:	
Critical Tasks	• Develop training program. • Implement training program. • Incorporate the training into new hire program. • Obtain feedback from training. • Evaluate and adjust processes as necessary.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 2E	Implement the identified communication processes.		
Timeframe	1 year	Assigned to:	
Critical Tasks	• Disseminate SOP/policy. • Monitor utilization of SOP/policy. • Correct/address any issues with utilization of SOP/policy.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 2F	Re-evaluate processes.		
Timeframe	Annually/ongoing	Assigned to:	
Critical Tasks	• Re-issue and collect evaluation tool. • Analyze results from evaluation tool. • Adjust SOP/policy and processes as indicated by data analysis.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Picture 9 Internal Stakeholders during a Work Session

Goal 3	Provide quality services by establishing adequate staffing through personnel management and organizational development.

Objective 3A	Analyze current staffing models and how they relate to service demands.		
Timeframe	6 months	Assigned to:	
Critical Tasks	• Create a benchmark task sheet. • Create a survey to identify EFD personnel's level of involvement in special assignments and current level of professional development. • Create a service demand matrix.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 3B	Identify staffing needs based on demands for service.		
Timeframe	6 months	Assigned to:	
Critical Tasks	• Create a comprehensive list of all services provided. • Develop an organizational chart for all services provided, based on list. • Incorporate assigned personnel into the organizational chart. • Identify additional personnel needs for each service provided.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 3C	Develop pathways for organizational development to meet service demands.		
Timeframe	6 months	Assigned to:	
Critical Tasks	• Identify department program coordinators. • Create a job description and qualifications for each position. • Develop steps for each identified pathway. • Identify specific pathway entry requirements. • Communicate available pathways to all department members.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 3D	Develop a model which supports equitable distribution of the workload.		
Timeframe	6 months	Assigned to:	
Critical Tasks	• Define expectations and parameters. • Identify current trends and practices. • Develop a staffing rotation model. • Annually re-evaluate the staffing rotation model.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 3E	Evaluate the personnel management and organizational development programs.		
Timeframe	6 months	Assigned to:	
Critical Tasks	• Conduct internal surveys • Evaluate data from surveys. • Recommend/implement adjustments based on data.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Goal 4 Improve the overall health and wellness of all department members.

Objective 4A	Identify the health and wellness needs of the department.		
Timeframe	6 months	Assigned to:	
Critical Tasks	• Anonymous survey conducted to asses areas of critical need. • Perform physical fitness assessments to establish baselines of members. • Comprehensive physicals (medical) completed on all members. • Offer a behavior health screening to individual members. • Compile, organize, and distribute all data.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 4B	Develop and implement a health and wellness program based on identified needs.		
Timeframe	Ongoing	Assigned to:	
Critical Tasks	• Physical - Develop regularly scheduled multi-company training based on overall departmental deficiencies. - Distribute nutritional education on Target Safety on a monthly basis. - Include a "physical fitness participation" category to evaluations. • Medical - Ensure all members complete a comprehensive physical annually whether with or without Sherman. - Offer/establish tobacco-free incentive. • Behavioral - Quarterly periodicals through Target Safety on behavioral health topics. - Offer continued consultation with qualified behavioral health specialist. (i.e. financial wellness, substance abuse, anger management, etc.) - Increase use and awareness of behavioral health committee and peer counselors.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 4C	Explore creative options and opportunities to keep members encouraged and engaged.		
Timeframe	Ongoing	Assigned to:	
Critical Tasks	• Physical - Propose incentive-based, voluntary annual physical fitness tests. - Create a library of instructional videos for unique firefighter-style workouts. • Nutritional - Address the different dietary needs of members. - Compile and make accessible various recipes for EFD cookbook.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 4D	**Assess, analyze, and adjust annually to ensure program is meeting the needs of the department.**		
Timeframe	Annually/ongoing	**Assigned to:**	
Critical Tasks	• Follow up survey to measure program effectiveness. • Physical fitness assessment to measure and determine progress. • Compile all data and distribute. • Make necessary adjustments based on our findings.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Picture 10 Internal Stakeholders during a Work Session

Goal 5 Establish an effective and comprehensive fire prevention program.

Objective 5A	Evaluate existing fire prevention program and processes.		
Timeframe	4-6 months	Assigned to:	
Critical Tasks	• Identify what the fire prevention bureau does now. • Identify time commitments for each task. • Research comparable departments. • Examine current and future growth/exposure.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 5B	Identify and conduct a fire prevention bureau risk assessment.		
Timeframe	4-6 months	Assigned to:	
Critical Tasks	• Determine what fire prevention tasks are not being met. • Examine example fire prevention models. • Time commitment to complete tasks.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 5C	Determine the EFD fire prevention model.		
Timeframe	6-12 months	Assigned to:	
Critical Tasks	• Task based building of an organizational structure. • Conduct a cost analysis. • Establish buy-in with - Fire department - City Hall (DOCA, water, public works) - Political - Public • Adjust based upon external factors.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 5D	Implement the new EFD fire prevention model.		
Timeframe	6 months	Assigned to:	
Critical Tasks	• Allocate resources. • Distribution of assignments. • Coordination amongst stakeholders.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 5E	Evaluate and adjust the fire prevention model.		
Timeframe	3 year cycle	Assigned to:	
Critical Tasks	• Evaluate the fire prevention program. • Re-visit objectives 5A, 5B, 5C.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Goal 6 Educate the community through effective fire and life safety programs.

Objective 6A	Identify the needs and desires of the community.		
Timeframe	6 months	Assigned to:	
Critical Tasks	• Survey the needs/desires of the community. • Gather demographic data. • Analyze data from community surveys.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 6B	Prioritize and develop special programs to meet the needs and desires of community.		
Timeframe	6 months	Assigned to:	
Critical Tasks	• Identify programs currently offered by department versus needs. • Evaluate the current programs being offered. • Prioritize programs to be developed based on community needs. • Develop new program to fulfill community needs.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 6C	Market the identified programs.		
Timeframe	1 year	Assigned to:	
Critical Tasks	• Identify the best medium to market programs to specific groups. • Utilize the best medium to market each program. • Seek feedback to determine delivery opportunities.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 6D	Implement programs.		
Timeframe	1 year	Assigned to:	
Critical Tasks	• Schedule delivery of programs based on community requests. • Coordinate with instructors to deliver programs. • Provide the program to the group.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 6E	Evaluate the effectiveness of the implemented program.		
Timeframe	1 year	Assigned to:	
Critical Tasks	• Evaluate individual programs based on pre/post survey data. • Analyze run data to determine trends. • Evaluate and adjust program based on data.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Goal 7	Prepare for, respond to, mitigate, and recover from natural and man-made disasters.

Objective 7A	Identify potential disaster scenarios.		
Timeframe	1 month	Assigned to:	
Critical Tasks	• Identify natural disasters. • Identify man-made disasters. • Prioritize based on credibility.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 7B	Conduct risk assessment of community.		
Timeframe	6 months	Assigned to:	
Critical Tasks	• Identify and assess critical infrastructures. • Identify and assess critical installations. • Prioritize based on threat assessment.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 7C	Identify resource capabilities to be utilized during disasters.		
Timeframe	6 months	Assigned to:	
Critical Tasks	• Identify available resources based on results of threat assessment. • Identify unavailable resources based on results of threat assessment. • Establish/update notification processes and memorandums of understanding. • Create and disseminate (as appropriate) resource list.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 7D	Update emergency management program to address disasters.		
Timeframe	8-12 months	Assigned to:	
Critical Tasks	• Develop risk-threat/frequency matrix. • Update Emergency Operations Plan (EOP). • Distribute updated EOP for review and feedback.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 7E	Provide training on emergency management program.		
Timeframe	1 year	Assigned to:	
Critical Tasks	• Develop training program. • Implement training program. • Obtain feedback. • Evaluate and adjust.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 7F	Implement emergency management program.		
Timeframe	1 year	Assigned to:	
Critical Tasks	• Disseminate EOP. • Monitor utilization of EOP. • Correct/address any issues with utilization of EOP.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Objective 7G	Re-evaluate program.		
Timeframe	Annually	Assigned to:	
Critical Tasks	• Re-evaluate program effectiveness, post-incident(s). • Conduct annual city-wide training and evaluation. • Update based on results of training/incidents. • Reassess 7A, 7B, 7C.		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:

Picture 11 Internal Stakeholders during a Work Session

Vision

On the final day of the process, the CPSE presented the EFD a vision of where the agency will be in the future if the strategic plan is accomplished. This vision is intended as a target of excellence to strive toward, and provides a basis for its goals and objectives.

Table 18: Vision of the Elgin Fire Department

The Elgin Fire Department 2020 vision

is to be known as an example of excellence in mission delivery.

Respect for and understanding of our community's needs will be paramount to the successes within our expanded fire prevention, public education, external communications, and community outreach programs. We will further demonstrate our commitment to Elgin through the provision of community-specific preparedness, response, recovery and mitigation.

Integrity and professionalism, while continuously demonstrated in our interaction with the public, will also be evident within the EFD culture that fosters an environment of understanding, unity, and effective communication. All of this will be accomplished by our appropriately staffed and developed workforce, supported by a comprehensive health and wellness program.

As we carry out our mission, live our values, and accomplish our community-driven goals, we will celebrate bringing this vision to fruition.

Performance Measurement

"Managing for Results"

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."[3] They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

> …successful strategic planning requires continuing review of actual accomplishments in comparison with the plan…periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked. [4]

Why Measure Performance?

It has been said that:

- ***If you don't measure the results of your plan, you can't tell success from failure.***
- ***If you can't see success, you can't reward it.***
- ***If you can't reward success, you're probably rewarding failure.***
- ***If you can't see success, you can't learn from it.***
- ***If you can't recognize failure, you can't correct it.***
- ***If you can demonstrate results, you can win public support.***

Reinventing Government
David Osborn and Ted Gaebler

In order to establish that the EFD's Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

[3] Collins Good to Great and the Social Sectors. Boulder, 2009
[4] Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.

A "family of measures" that is typically utilized to indicate and measure performance includes the following:

- **Inputs:** Value of resource used to produce an output.
- **Outputs:** Quantity or number of units produced which are activity-oriented and measurable.
- **Efficiency:** Inputs used per output (or outputs per input).
- **Service Quality:** The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome:** Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate "why" of providing a service.

The Success of the Strategic Plan

EFD has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and the Community-Driven Strategic Planning Process to compile this document. The success of the EFD's strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the agency, and the community at-large.

> *"No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point."*
>
> Good to Great and the Social Sectors
> Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders 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.[5]

[5] Matthews (2005). *Strategic Planning and Management for Library Managers*

Glossary of Terms, Acronyms, Initialisms

For the purposes of the Community-Driven Strategic Planning, the following terms and acronyms have the meanings set forth below:

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
ALS	Advanced Life Support
ATF	Alcohol, Tobacco and Firearms
CERT	Community Emergency Response Team
CFAI	Commission on Fire Accreditation International
CISD	Critical Incident Stress Debriefing
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
DCFS	Department of Children and Family Services
DHS	Department of Homeland Security
DNR	Department of Natural Resources
EAP	Employee Assistance Program
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
EPA	Environmental Protection Agency
FEMA	Federal Emergency Management Agency
Haz-Mat	Hazardous materials
IAFF	International Association of Fire Fighters
IDPH	Illinois Department of Public Health
IDOT	Illinois Department of Transportation
IEMA	Illinois Emergency Management Agency
Input	A performance indication where the value of resources are used to produce an output.

ITS	Information Technology Systems
KDOT	Kane County Division of Transportation
LEPC	Local Emergency Planning Committee
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NPO	Non-Profit Organization
NWS	National Weather Service
OEM	
OSHA	Occupational Safety and Health Administration
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim; the final result of action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

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