



# **Elk Grove Village Fire Department Strategic Plan 2022-2027**



**Elk Grove Village Fire Department  
901 Wellington Avenue  
Elk Grove Village, Illinois 60007**

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Fire Chief

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Strategic Plan  
2022-2027**

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## **Elk Grove Village Fire Department Strategic Plan 2022-2027**

### **1. Mission Statement**

To provide the highest quality fire protection, rescue, emergency medical services, and safety education.

### **2. Statement about the Department**

A dedicated team of public safety professionals, working together to reduce the risks associated with the hazards of daily living in a proactive manner, while maintaining readiness to respond to the needs of the community.

### **3. Address of the Department**

Elk Grove Village Fire Department  
901 Wellington Avenue  
Elk Grove Village, Illinois 60007

### **4. Effective Date**

February 2022



## 5. **Executive Summary**

This Strategic Plan for 2022-2027 is intended to be an accurate assessment of how the Elk Grove Village Fire Department is serving its residents and businesses today, followed by a plan on how best to serve them in the future. This plan is developed by analyzing current performance metrics, gathering input from a cross section of community stakeholders, and attempting to forecast future needs of the community. This is a dynamic process that must be flexible enough to adapt to changing conditions, some predicted, some unexpected.

## 6. **Five Year Plan**

This Strategic Plan has been developed by the Elk Grove Village Fire Department to organize a potential course of activities for the next five years.

The Department remains keenly aware of the continued demand being placed on personnel by the delivery of Emergency Medical Services. The DRAFT/Pilot program of Mobile Integrated Health Care that was initially implemented by the Northwest Community Emergency Medical Services System in 2018, has since been discontinued. The absence of that Mobile Integrated Health Care service delivery system is viewed as a shortcoming by Elk Grove Village. As such, the Elk Grove Village Fire Department has been directed to develop a program of its own in conjunction with the Alexian Brothers Medical Center, the local hospital.

## 7. **Vision Statement**

Honoring tradition, learning from the best, embracing change, we look forward, providing leadership and excellence.





**8. Core Values of the Fire Department and Village / Elected Officials**

**FIRE DEPARTMENT CORE VALUES:**

<b>Compassion:</b>	Understanding the suffering of others and providing such aid as we are capable to relieve that suffering.
<b>Courage:</b>	Functioning under stressful or dangerous conditions and taking reasonable risks to accomplish tasks worthy of such risks.
<b>Education:</b>	Maintaining and increasing our knowledge, and readily using and sharing it to the benefit of others.
<b>Integrity:</b>	Being honest and above reproach, upholding the trust and confidence of the community, and executing our duties while adhering to the highest ethical standards.
<b>Professionalism:</b>	Practicing and adhering to the highest accepted standards and methods of work in our profession.
<b>Teamwork:</b>	Working together in a supportive, harmonious group toward common goals, putting collective effort above individual prominence.

**VILLAGE / ELECTED OFFICIALS CORE VALUES:**

<b>Integrity:</b>	Doing what we say we will do.
<b>Respect:</b>	Treating others the way we want to be treated ourselves.
<b>Responsibility:</b>	Taking the appropriate action at all times.
<b>Initiative:</b>	Taking action when we first identify an issue and not waiting.
<b>Trust:</b>	An open, honest, and transparent environment that allows us to serve, lead, and protect the community.



## 9. Community Profile

While Elk Grove Village itself is just over 65 years old, the area has been settled for nearly 170 years.

Named for the native elk that roamed the northern Illinois forests and grasslands, Elk Grove Village was initially settled in 1834 by pioneer New England farmers. By 1848, German-immigrant farmers soon settled in the area, establishing a thriving community that would eventually become Elk Grove Village.

The rural community transformed into a center of commerce when Douglas Aircraft built a military transport manufacturing plant in nearby Orchard Place during World War II. Following the war, the industrial facility and land was sold for \$1 to the City of Chicago as war surplus. The location would then become the world's busiest airport – O'Hare International Airport. The phenomenal expansion of O'Hare during the 1950s and 1960s closely parallels Elk Grove Village's growth as a successful community and leading Midwest industrial center.

The Village's expansion is also attributed to an enterprising group of Dallas-based land developers that selected Elk Grove Village as its site for a planned community during the 1950s. Centex Corporation chose the Village because of its proximity to rail, the new air facilities, and major highways. The group acquired 1,500 continuous acres of land to build residential and industrial sections of the community, leading to Elk Grove Village's incorporation in 1956. A master plan for the controlled growth of the Village was initiated and construction of industrial buildings, homes, corporate offices, retail establishments, and schools soon followed. Under the comprehensive plan, the Village was divided in half with residential development to the west and a business park to the east, bordering the airport.



Today, those 1,500 acres have increased to almost 7,000 through more than 150 annexations. The small community of 116 original residents is now home to nearly 35,000 people who have come to appreciate the exceptional community of Elk Grove Village.

Within the 11.1 square miles of Elk Grove Village, there exist two distinct but still united communities: residential and business. Elk Grove Village is known for its excellent parks and recreation, schools, access to transportation, varied housing stock, vibrant economy, low crime rate, exceptional community service, and small-town atmosphere. Thanks to more than \$36 million in revenue collected yearly from sales and commercial property taxes, Elk Grove Village is able to enjoy one of the lowest property tax rates in the Northwest Suburbs.



In addition to Elk Grove’s residential community, it also possesses a booming business community. Beginning with only 90 companies that were opened for business in 1962, there are now over 3,500 firms and service organizations within the Village. It is regionally considered a premier location for business and industry. The five square mile Elk Grove Village Business Park contains the second largest concentration of employment in the state of Illinois, with approximately 100,000 people commuting here for work. It contains a diverse mix of local, national, and international companies.



Another noteworthy source of employment, located outside of the Business Park, is the 125-acre Northwest Point office park. Northwest Point features a 10-story building with 200,000 square feet of office space, a luxury hotel, beautifully landscaped setting, prominent corporate tenants, and other added amenities.

Construction is nearing completion on the 85-acre Elk Grove Technology Park. This development of technology building space on the site of the former Busse Farm is slated to bring hundreds of additional employment opportunities to the Village. The Village was pleased that the Microsoft Corporation is now developing and occupying half of the Elk Grove Technology Park complex.

**10. Land and Real Estate Characteristics**

<b>Counties</b>	Cook and DuPage
<b>Incorporation</b>	July 17, 1956 with a population of 116
<b>Land Area</b>	11.1 Square Miles (Residential 5.5 Square Miles)
<b>Population</b>	32,812 (2020 Census Data)
<b>Number of Registered Voters</b>	19,508
<b>Median Age of Resident</b>	42.4 years
<b>Average Persons Per Household</b>	2.6 persons
<b>Median Family Income</b>	\$71,834/year (est.)
<b>Bond Rating (S&amp;P)</b>	AA+



<b>Motor Vehicles Registered</b>	3296 18791 315 17 4761 32	Trucks Automobiles Motorcycles Recreation Vehicles Seniors and Handicapped Dealer Plates
<b>Average Temperatures</b>	71.0 F Summer 28.0 F Winter	
<b>Average Annual Rainfall</b>	36.88"	
<b>Average Annual Snowfall</b>	37.00"	
<b>Elevation above Sea Level</b>	700 ft. (Avg.) 660 ft. (Min.) 740 ft. (Max.)	
<b>Miles of Streets</b>	182.5	
<b>Miles of Sidewalk</b>	336.1	
<b>Number of Hydrants</b>	2,223	
<b>Number of Water Valves</b>	2,873	
<b>Miles of Sewer Main</b>	329.2	
<b>Miles of Water Main</b>	184.1	

<b>Profile</b>	
Corporate Area (sq. miles):	11.1
Number of Parcels:	10,865
Number of Households:	13,766
Number of Owner Occupants:	10,242
Number of Renter Occupants:	3,524
Number of Businesses:	3,558



**Elk Grove Village is very proud of its reputation as a Great Place to Live, Work & Play!**

**Below are some recent Honors, Awards, and Recognitions which highlight a continued dedication to excellence...**

- Lowest Taxes: Elk Grove Village continues to have the lowest combined property tax rate among comparable Cook County suburbs.
- Internationally Accredited Agency: Since 2020, the Elk Grove Village Fire Department has been an Accredited Agency as awarded by the Commission on Fire Accreditation International, Center for Public Safety Excellence.
- Advanced Meritorious "CALEA" Certified Police Department: Since 1993, the Elk Grove Police Department has been continuously certified as a model of excellence and is now advanced meritorious accredited by CALEA.
- Certificate of Achievement for Financial Reporting for transparency and accuracy of governmental financial reporting. Presented in 2019 by the International Government Finance Officers Association. Elk Grove Village's 36th consecutive recognition.
- Insurance Service Office Rating of Class 2: The Elk Grove Fire Department ranks in the upper 2% of Fire Departments nationwide.
- Small Business Advocate Award as determined by the United States Conference of Mayors.
- Top 10 Resource for Start-Up Businesses as determined by Startup Savant, recognizing the Elk Grove Village Business Resource Guide.
- Tree City, USA rating for more than 33 consecutive years with a "Growth" distinction due to our strong urban forest system.
- Gold Communicator Award for the Village's business website: [egvbizhub.com](http://egvbizhub.com).
- Elk Grove Television named Best of Midwest by the Alliance for Community Media.
- Storm Ready Community: Elk Grove Village has been recognized as a Storm Ready Community since December of 2019.

**...as well as our continued history of National and Regional Excellence:**



- 1st Environmentally Friendly Village Hall (LEED Gold Certified) in the State of Illinois.
- Named as One of the 50 Fabulous Places to Raise a Family in the United States in a book by the same name.
- Seven Governor's Hometown Awards for volunteer excellence in the community.

## 11. Economic Characteristics

Standard and Poor's (S&P) Financial Services has assigned Elk Grove Village a rating of AA+ based on a stable financial outlook for the Village.

In making the decision to rate Elk Grove Village, S&P noted that Elk Grove has extremely competent management, strong budgetary performance, very strong economy, very weak debt and contingent liability profile, strong budgetary flexibility and liquidity. The stable outlook reflects Elk Grove Village's structurally balanced financial operations and anticipation it will maintain very strong budgetary flexibility and liquidity.

Property taxes are utilized by multiple units of local government for revenue. The Village of Elk Grove is one of approximately 10 units of local government that comprise the typical resident's overall property tax bill. Elk Grove Village accounts for approximately 10% of the overall property bill. As separate, independent units of government, the Village has no control over the other components of a resident's property tax bill. However, Elk Grove Village continues to retain the lowest combined property tax rate in the northwest suburbs.

## 12. Community Risk Profile

The Elk Grove Village Fire Department is a "full service" emergency response organization, providing fire, rescue, and transport emergency medical services, hazardous materials response, water rescue response, technical rescue response, community risk reduction programs (public education and fire prevention), and general support to the municipal operation and the community. Emergency medical service responses make a vast majority of the bona fide incidents handled by the department. With more than 3,500 business and manufacturing entities in the Village, the risk for industrial accidents, both medical and otherwise, certainly exists. Being located directly adjacent to Chicago O'Hare International Airport also presents the risk of incidents involving commercial aircraft, and a network of freight rail lines through the business park offer the challenges associated with bulk railcar material distribution.



### **13. Background Statement**

The Elk Grove Village Fire Department achieved Accredited Agency Status from the Commission on Fire Accreditation International in 2020. The Department works to protect residents, visitors and members of the business community. The Department does so first and foremost by preventing fires from occurring. This is done through proper building design and construction, the installation and maintenance of proper detection and suppression systems, on-going life safety inspections, and community education efforts.

While fire prevention is a major focus, the Fire Department is also prepared to handle fire incidents when they do occur by staffing three (3) fire stations throughout the Village on a full-time basis to provide fire and rescue services to the community, any time of the day or night, any day of the year.

In addition to fire prevention and fire suppression activities, the Fire Department also responds to emergency medical incidents. Fire suppression vehicles are each equipped with advanced life support (ALS) equipment and are each staffed with Paramedics to deliver pre-hospital care to patients suffering traumatic injuries or medical emergencies. The Fire Department operates three ALS ambulances, each staffed with two Firefighter Paramedics to transport patients to the hospital while administering emergency medical care.

Other services provided by the Fire Department include hazardous materials response, technical rescue operations, water rescue, fire investigation services, and response to natural or manmade disaster situations. Members of the Fire Department train regularly to maintain appropriate professional certifications and work closely with neighboring agencies to provide mutual aid services as needed.

Historically the Fire Department has welcomed the opportunity to meet with residents to share information about its mission, and to share fire and life-safety messages. Unfortunately, the worldwide pandemic has significantly reduced the number of opportunities for the Department to interact with the public in non-emergency situations. Both the Department and the public look forward to the time when regular visits, both scheduled and spontaneous, can once again be safely conducted.

Smoke alarms and sprinkler systems save lives, but the best protection of all is to prevent a fire from happening.



## 14. (A)SWOT Analysis

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis of the Department was conducted. Input was solicited from Fire Department members and Village Staff as internal stakeholders, with input from the Village Business Leaders Forum, and Elk Grove Village residents. This input was obtained through an “(A)SWOT” questionnaire, which cited “Anomalies” as well as Strengths, Weaknesses, Opportunities, and Threats. A second portion of the process solicited open feedback regarding the services provided by the Fire Department.

The following responses were received by the (A)SWOT Analysis.

### **ANOMALIES - Internal (Fire Department) Responses:**

- 24-48 work schedule
- Significant downtime (24 hours less call and training time)
- Data centers (25)
- Busse Woods
- LGBTQ+ staff
- Stand-by equipment
- PTSD (cumulative)
- Cancer rates in Firefighters
- Emergency response (lights & sirens)
- Service-type calls (not a medical emergency)
- No “balance billing” for ambulance services

### **ANOMALIES - Internal (Village Staff) Responses:**

- Elk Grove Rural Fire Protection District challenges
- Ability to reach business community in meaningful way for economic development purposes
- Class 1 ISO is within reach
- Home Integrated Health Care - The promise of the Obama Generation!
- Redevelopment within the community - Data Center Infrastructure
- Hospital in Elk Grove
- New expressways on the border of the community
- In the current climate of Law Enforcement and the direction our profession is heading with mental health situations and the cry for social workers rather than police officers showing up to handle situations, the FD may be placed in more vulnerable positions without law enforcement presence. The risk of injury could increase if FFs are required to go hands-on with these patients.
- COVID-19
- Fire protection service in the Industrial/Technology Park
- We would believe it is the same as the police department in many ways on how we deal with the pandemic. Keeping your employees as safe as possible.



**STRENGTHS - Internal (Fire Department) Responses:**

- EMS capabilities
- Well-funded
- Good training
- Public affection
- Resources/equipment
- Good infrastructure
- Location
- Working relationships
- Technology
- Relations with other government entities
- Local hospital
- Support from Village Board
- Good recruits
- Professionalism
- Smart members - We have an abundance of intelligent employees with increasingly diverse backgrounds/life experiences.
- Financial resources - We have the budget to do things the correct way.
- Village Official (both elected and management) support - We have the support/direction to do things the right way.

**STRENGTHS - Internal (Village Staff) Responses:**

- Certified!
- Great staff
- Great training
- Great equipment
- Great financial resources
- Great Foreign Fire Fund Balance
- Great training facility
- Great 911
- Great water supply
- New fire stations
- Newer equipment
- Stable administrative and political environment
- Redevelopment of water/sewer/electric/streets/etc.
- High level response
- Training, training, training. One of your greatest attributes is your department's ability to train and stay current with changing trends. Like any agency, it is so important to stay current with the times and I believe your Fire Department does a great job.
- Strong management and leadership team
- High quality of service
- Quality equipment and apparatuses



- New facilities
- Large budget
- Specialized trainings
- Community outreach - Social media presence, Citizen's Academy, Open House, Farmers Market, CPR Programs, etc.
- From experience it is obvious the FD is well trained in many areas, especially EMS.

**WEAKNESSES - Internal (Fire Department) Responses:**

- ISD inspection frequency
- Pension optics
- Injuries (long-term)
- Fire risk analysis (maintenance)
- SOG with auto aid units
- SOG process (committee, document locations)
- Updated box cards
- Lack of fires & other high risk/low frequency events = lack of hands-on experience
- Community nurse/social services/mental health functions
- Loss of knowledge through retirements
- Negativity/pride and ownership
- Involvement (teams, community, Pub Ed)
- Health and wellness
- Police Department collaboration
- Succession planning
- Communications
- Sense of entitlement
- Village-wide EMA embracement
- Telling our story internally - We have improved but we can do more to share with our members the how and why of decisions that impact them.
- Telling our story externally - I am not sure our community knows the services, training and level of professionalism we have. I know we are liked by our citizens, but would they be more impressed if they knew the whole story?
- ISD - We have not been able to bring to bear the resources needed for a proactive CRR division.
- Buy-in for using data to influence change and decisions

**WEAKNESSES - Internal (Village Staff) Responses:**

- Elk Grove Rural Fire Protection District
- Aging housing stock
- Aging industrial areas
- Aging population
- Aging infrastructure



- I will mention training again but this is within the Village with all departments especially the police department. By no fault of yours, it would be nice if there was more training together with the PD. I know our schedules limit our ability to complete some of this but we can never have enough training together. This would increase the confidence in all of our employees if this was achieved.
- Mobile integrated health care (more of an opportunity to meet needs)
- Communication/relationship between sworn personnel and civilian personnel
- One complaint I have heard many times over the years is communication. On numerous occasions the FD has requested the PD but would not communicate with dispatch what the request is for. The PD like the FD want to know what they are responding to for safety reasons. The FD and the PD do not communicate well enough to understand each other's job functions more. This is on the PD as much as it is the FD.

#### **WEAKNESSES - External Public Responses:**

- Media does a good job of showing Firefighters as heroes. Everyone loves a Firefighter until the Inspector shows up.
- Perception that calling the FD may result in an invoice.
- The perception of the FD should be one of prevention. But who drives the perception?
- Business owners are fearful of the unknown costs associated with updating their code compliance. Does the Village subsidize these costs?
- Business owners do not know what to look at when they are picking a new location. Can FD help us on the front end to understand what might be needed?
- We think the Inspector is coming in solely punitive. I see that as untrue with EGVFD, but have that leftover from other occurrences elsewhere. We need to try to be more "personal" with our interactions.
- When the FF show up on inspections they are frowning, so it sets the tone of seriousness and potentially punitive.
- ServPro statement - For every one fire restoration we are involved in we have three that are from people breaking their suppression system.
- No clue on the Village and FD permitting process.
- One member did not have contact with the FD until FM came out for Occupancy Certification. "It is the unknown, it comes out of nowhere." I signed a lease, I am getting ready to bring up my business and then big changes are needed. I have no idea how I would have known any sooner.
- How do you keep your data from inspections? How is data stored and who is it shared with? How do I go about getting access to it? The people want to know what past inspection activity has happened on a property they are interested in (like Carfax for a property).
- We had no clue that when we remodel we need to call the Village or FD when doing work. It is expensive to do this after.
- Anonymous question asking - How do I ask questions to remove the punitive version? Can I talk to the Fire Chief or Deputy without it triggering the Inspector coming?



- Pop inspections are meant to be punitive.
- I did not know that FD and ISO keep our insurance rates down.
- What does the Village think is the first step for a person that wants to move into the Village? Our answer was to call Josh or Nick, but the business owner says that is not what is on the website.
- I had 7-8 vehicles at my rented building and no one came to tell me what was happening. Not a word and not a hello.
- Calling 911 means I have having true emergency. I called the non-emergency number and they told me to hang up and call 911. The act of calling 911 is emotional and troubling. It places you in the chain of events and maybe we don't want to be involved.
- When I ask someone to come into my building or if I call 911 I feel vulnerable or attacked.
- How do we address the business case for cost of compliance?

#### **OPPORTUNITIES - Internal (Fire Department) Responses:**

- Many new hires - Set expectations ("will do" list) as part of new manual
- All-employee "to do" list (possibly by rank)
- Create a culture of leadership and involvement
- Make stations more FD, less municipal building
- Work with fire academies to start instilling values from the beginning
- Put "service" back in the fire service
- Embrace events in town held by other organizations
- Return on investment (to the community)
- Need the community to "stick with us" when times are tough
- Need more diversity
- Expand candidate pool
- Succession program for leaders
- Officer meetings (recap of varying experiences)
- Meetings with mutual aid BCs
- Training tower - Opportunity to become more of a regional player in training efforts
- Pension training (annual)
- Provide annual on-site physicals to members (also a CPSE recommendation)
- Improve EMA involvement
- Drone use
- PD/FD liaisons
- Family support/mental health (virtual programs)
- Diversification of responsibilities leading to deeper engagement of our employees
- Focus on creating a proactive Community Risk Reduction division that covers more than code compliance.

**OPPORTUNITIES - External Public Responses:**

- If someone reaches out to FD, can you send out your “safety consultant” to give us advice on what would be involved? Maybe give them ideas and types of systems and what contractors to work with. Someone to walk around with them ahead of time to give them the scope of what is involved in what they may be planning.
- Hotel property comment - Provide training on what a safe property looks like. Not a lot different than what PD does for safety. An off-site program that educates them (because they may not want us in their property yet).
- Develop a one page flier that tells business what we offer (i.e. pre-lease walk through, CPR). We are approachable, but we are not approached enough.
- Webinar or videos to educate. You will get more than zero.
- Spot inspections are far more challenging. Can we do it when it is convenient for you (the business)?
- I do not mind that we have seven violations spotted and that I need to fix them, but tell me how to fix them.
- If we schedule an inspection and then offer them the opportunity to meet quickly with a safety consultant, we can get the goal of safety.
- How about a central location on the Village site, showing what the steps and expectations are if you are moving here.
- Maybe a button on the website that triggers notifications to key people.
- Each business likely has an EH and S person for employee health and safety. Maybe target that person.
- We should have this more often!

**THREATS - Internal (Fire Department) Responses:**

- Active Shooter Hostile Event (ASHE) incidents
- Political instability (all levels, including local)
- Covid-19
- Mental health
- Economic instability
- PD/FD operational challenges/disparities
- Cyber threats
- Airport/tank farm/Oasis Manufactured Home Park
- Community Risk Assessment threats (buildings)
- Employee turnover
- Highway/roadway incidents
- Electric cars
- Lithium batteries
- Public perception
- Excessive downtime
- Inertia - We have an underlying current of resistance to change.
- Turnover - By the end of this strategic plan period it is likely that we will have turnover of four Chief Officers and six actively involved Lieutenants.

**THREATS - Internal (Village Staff) Responses:**

- Epidemics: Covid and similar future concerns
- Serving Elk Grove Rural Fire Protection District - Hazy direction
- Competing budget interests
- Large pension costs
- COVID-19/staffing challenges due to spread of virus
- Uncertain economy
- Supply chain delays
- Injuries
- Maintaining adequate training, policy compliance, and especially the safety of employees are always threats.

**(A)SWOT Analysis General Comments:****COMMENTS - Internal (Fire Department) Responses:**

- Keeping an open mind to change
- Hold people accountable
- Justify holiday pay for documentable illness/injury
- Sick leave use
- Technology use/phones/interpersonal skills
- Soft skills/bedside manner development
- Is BC 24-hour radio monitoring necessary?

**COMMENTS - Internal (Village Staff) Responses:**

- Communication has greatly improved over the years. I would like to mention that sometimes we all over communicate or act too quickly with information instead of taking a step back and realizing how the message I'm about to communicate will impact other departments.
- As an employee of Elk Grove Village, I have always had extremely positive interactions with all employees of the Fire Department. Employees of the department are professional, service driven, and dedicated to their profession. This is evident through the constant trainings and advancements the department is completing on a regular basis. The Fire Department has a great reputation within the Village and are strongly supported by the community and followers of the Fire Department Facebook page.
- One idea brought to me was regarding more communication after major incidents. A debriefing with not just administration but with Firefighters and police officers would better help to understand what we do and why and where we can improve. Last year all departments participated in RTF training. More training like this would be very beneficial for both the PD and FD.

**COMMENTS - External Public Responses:**

- Additional cross training for on-shift personnel or having a 3rd party company on retainer to supply inspection services to customers when the current inspectors are out of the office.
- Consider in-house plan review service/staffing to better assist the community in expediting plan reviews, answering questions, conducting field site visits for consultation, etc.

**15. Strategic Initiatives**

Considering the Village's roadmap for customer service success, the Fire Department's overarching strategic initiatives include delivering taxpayer value while serving in an effective, responsive, and efficient manner.

- Data Driven Decisions - The Fire Department will work to further institutionalize continuous improvement through the regular gathering and analytical use of data to influence decisions and spur change.
- Right Size/Right Work Organization - Provide the necessary training and direction to the administrative support staff to assure organizational tasks are being accomplished at the correct level of responsibility, with the correct number of personnel.
- Chief Officer Development - Continue to expose Chief Officers and potential Chief Officers to opportunities that will prepare them for additional career responsibilities and advancement.
- Plan for Career Growth - Work to further develop Fire Department personnel through a revamped evaluation process that gives accurate and specific performance feedback while also asking personnel to engage in creating an individualized plan for career growth.
- Mobile Integrated Healthcare Plan - Develop and implement a Mobile Integrated Healthcare Plan specifically for Village residents, working in conjunction with Alexian Brothers Medical Center and the Northwest Community EMS System.
- Inflatable Fire Safety House - The Department purchased an inflatable Fire Safety House for use in fire safety presentations. The portable nature of this device allows it to be transported to various schools and events for individualized presentations. The Fire Department will renew its efforts to deliver fire safety lessons to schools and other target audiences, once COVID restrictions are eased and it is both safe and smart to do so.



- Annual Open House - In October of each year, the Department hosts a Public Safety Open House, at which fire safety lessons are shared with the community and fire equipment is demonstrated. Law enforcement equipment and practices are also displayed, as well as Northwest Central Dispatch information, Emergency Management Agency information, and various public utility services.
- Citizen's Fire Academy - Offerings of the Elk Grove Village Fire Department eight-week Citizen's Fire Academy have been put on hold due to the worldwide COVID pandemic. The Fire Department anxiously anticipates offering this program to Village residents again, once it is safe and smart to do so. This program allows the Fire Department to share fire safety information and Fire Department practices with the general public. The annual Academy has been extremely popular with the community, and generally fills to capacity as soon as registration is announced. One indicator of the success of this program, is previous participants often suggesting that the Department offer a follow-up program, or an "alumni association" to extend their experience even further.
- Business Fire Academy - Offerings of the Business Fire Academy have been put on hold due to the worldwide COVID pandemic. The Fire Department anxiously anticipates offering this program to Village businesses, once it is safe and smart to do so. In this program, selected members of an organization participate in classroom fire safety lectures, CPR training, and hands-on fire extinguisher training. Major emphasis is placed on preventing fires in the commercial/industrial setting, while also teaching the importance of quick extinguishment with portable fire extinguishers.

## **16. 2022 Update of Previous Short and Medium Term Goals**

**Goal #1:** In the first quarter of calendar year 2019, the Fire Chief will review the effectiveness of the Inspectional Services Division, and by second quarter of 2019, make the adjustments deemed necessary to increase the number of fire inspections completed in the community.

*2022 Update: Additional part-time Fire Inspectors were authorized and the positions were filled. Unfortunately those who applied to participate ultimately discontinued their involvement with the part-time fire inspection program. One new full-time Fire Inspector position has been approved and filled as part of the FY-23 Fire Department Budget.*

**Goal #2:** Beginning in January 2019, the Management Analyst will accurately track, monitor, and report identified monthly response data, for use in operational decision making.

*2022 Update: This data is being tracked and analyzed monthly as outlined in the Goal.*





**Goal #3:** Beginning in January 2019, improve internal communications by having the Department Secretary prepare an agenda for the Monthly Staff Meeting, record the minutes from those meetings, and distribute the minutes and related support information to Chief Officers. This will preferably be accomplished the same day as the meeting, but no later than two business days after the Monthly Staff Meeting.

*2022 Update: Agendas for monthly Staff Meetings are created and distributed in advance of each meeting. Meeting minutes are recorded and distributed as described in the Goal.*

**Goal #4:** During calendar year 2019, the Emergency Medical Services Battalion Chief will monitor the effectiveness of the Mobile Integrated Health Care Pilot Program that is in place at the Northwest Community Emergency Medical Services System, and by the end of the fourth quarter of 2019, provide a recommendation regarding whether or not Elk Grove Village should pursue a similar venture.

*2022 Update: The Mobile Integrated Health Care Pilot Program established by the Northwest Community Emergency Medical Services System has been put on hold indefinitely. There was no progress on this Goal through no fault of the Elk Grove Village Fire Department. Because there has been no System progress, in calendar year 2022 the Elk Grove Village Fire Department will work to develop its own Mobile Integrated Health Care Program.*

**Goal #5:** During the first half of calendar year 2019, the Public Education Coordinator will investigate options available to improve Community Risk Reduction efforts between the Elk Grove Village Fire Department, and its residents and businesses.

*2022 Update: The Department had looked forward to increasing the number of in-person Community Risk Reduction program deliveries. This was not possible due to the worldwide COVID pandemic. In place of the in-person programs, the Department increased its "virtual" Community Risk Reduction efforts. The more desirable in-person deliveries have started again now in 2022.*

**Goal #6:** During the first half of calendar year 2019, Fire Administration personnel will work to improve opportunities for Fire personnel to be involved in Village-wide training opportunities and projects.

*2022 Update: The Fire Department supports the efforts put forth by the Village to further develop its personnel. In the complicated environment of the COVID pandemic, many programs were put on hold to reduce the amount of close interaction taking place between employees.*

**Goal #7:** Fire Administration personnel will work together with the Finance Department and the Village Manager's Officer in the first quarter of calendar year 2019 to investigate



options for increasing Department revenues, including Ambulance transport fees and Inspectional Services Division fees.

*2022 Update: The Village will not be restructuring its fee structure at this point and permit fees will remain the same for now. The Village did opt to participate in the Ground Emergency Medical Transport program, which significantly increased Emergency Medical Services revenues received.*

**Goal #8:** Continue efforts to have all members of the Department operate within the identified turnout time benchmarks.

*2022 Update: Turnout time reports are reviewed at the Monthly Fire Department Staff Meeting. Individual Battalion Chiefs then address the effectiveness of each crew's performance with their Company Officers. This has led to improvements in turnout times.*

**Goal #9:** In the first half of calendar year 2019, both the Village and the Fire Department will review the process of offering educational opportunities that prepare personnel for increased levels of responsibility in municipal management, and improve the coordination and delivery of these programs.

*2022 Update: The Fire Department continues to offer a wide variety of training opportunities from private sector offerings, college-level courses, state training opportunities, and National Fire Academy coursework. Village efforts for training opportunities are being re-evaluated in 2022 to identify programs with the greatest employee reach and impact.*

**Goal #10:** The Fire Department will strive to have the greatest number of employees participating in each offering of the Village Blood Drive.

*2022 Update: The Fire Department has not had success in this goal.*

**Goal #11:** In calendar year 2019, the Village of Elk Grove will implement activities necessary to bring the Village water supply into compliance with ISO Class 1 standards.

*2022 Update: The Village will receive an ISO Evaluation in August of 2022, after which a definitive answer will be known.*

**Goal #12:** Elk Grove Village will undertake a process by which all Village employee performance evaluations will be updated and implemented by Fiscal Year 2022.

*2022 Update: This is currently a "work in progress" that is not yet near completion.*

**Goal #13:** The Department will take immediate steps in calendar year 2019 to improve communications with the fire union to reduce stresses associated with misunderstanding.



*2022 Update: The Deputy Chief handles most communications from the Department to the Union. As a former Union Officer he has excellent insight into questions and concerns that may arise. This is working very well for both labor and management.*

**Goal #14:** The Department will begin researching options for automated staffing and personnel callback systems for possible implementation in fiscal year 2023.

*2022 Update: Installation and initial testing of the "Slate" software determined the program did not meet the needs of the Fire Department. Evaluation of this and other options for automated staffing options will continue.*

**Goal #15:** Continue to work with neighboring municipalities to develop a plan for providing fire protection and EMS to unincorporated areas after the Elk Grove (Rural) Township Fire District disbands.

*2022 Update: Numerous versions of Intergovernmental Agreements have been drafted by the three municipalities that will likely inherit Fire and EMS responsibilities in the Elk Grove (Rural) Township Fire District when it inevitably becomes financially insolvent. All versions of the Agreement have been rejected by the Elk Grove (Rural) Township District. As of this writing there is no agreed upon plan in place to address response capabilities in that area once their current services cease.*

## **17. Newly Established Short and Medium Term Goals**

**Goal #1:** The EMS Battalion Chief and the Fire Chief will work together with Alexian Brothers Medical Center and the Northwest Community Emergency Medical Services System in FY-23 to establish a program in which Elk Grove Village residents can receive basic medical services in their home, thereby decreasing the number of non-emergency Ambulance incidents handled by emergency response personnel.

**Goal #2:** The Fire Marshal will work to compile the necessary data and documents to achieve a Class 1 Property Protection Classification Rating through the comprehensive analysis conducted by the Insurance Services Office, Inc. in calendar year 2022.

**Goal #3:** The Training Battalion Chief will continue the current process of further developing the cadre of dedicated, motivated, enthusiastic professional fire service leaders who are prepared to take on new and challenging roles, as needs warrant.

**Goal #4:** In the absence of a new Village-wide performance evaluation system, the Deputy Chief will oversee the creation and implementation of a new job-specific performance evaluation system for Fire Department employees. The system will provide accurate and



specific performance feedback while also creating individual career growth plans, for use starting in calendar year 2024.

**Goal #5:** The Fire Chief will develop and implement a system in calendar year 2022 by which Police and Fire personnel, both Command Staff and line personnel, meet regularly and train together on topics of mutual interest.

**Goal #6:** The Training Battalion Chief and Fire Chief will develop and deliver a customer service training program in FY-23 to improve the soft/human skills of Fire Department personnel. The goal will be to increase the comfort level of patients and family members during emergency incidents, and decrease the stresses often experienced by the business community during fire inspections and emergency incidents.

**Goal #7:** In calendar year 2022, the Fire Marshal will more clearly define and communicate the fire code compliance requirements, and processes by which compliance can be achieved for those businesses looking to modify or occupy commercial or industrial space in Elk Grove Village.

**Goal #8:** Hire and train one additional full-time Fire Inspector in FY-23, and work to regenerate internal interest in the existing part-time Fire Inspector positions.

**Goal #9:** Prior to the end of FY-23, work with Northwest Central Dispatch to achieve closer compliance with the benchmark times for the response protocols that have been established by the Fire Department.

**Goal #10:** In the third quarter of 2022, the Deputy Chief will work with Fleet Services and the Village Manager's Office to determine if the Village will purchase a new Quint in FY-24 as part of a previously drafted plan to reduce maintenance costs and increase resale value.

**Goal #11:** In calendar year 2023, the Fire Chief and Deputy Chief will prepare to participate in negotiations prior to the 2024 expiration of collective bargaining agreement.

**Goal #12:** The Fire Chief will oversee the development of a Fire Department Explorer program in calendar year 2022, with the intention of the program starting in calendar year 2023.

**Goal #13:** In conjunction with the Board of Fire and Police Commissioners, Fire Administration will investigate measures to improve recruitment and hiring practices prior to the next entrance examination scheduled for mid-2023.

**Goal #14:** The Fire Chief and Deputy Chief will develop a succession plan prior to the Fire Chief's retirement, which is tentatively planned for mid to late 2025.



## **18. Department Budget Analysis**

The Fiscal Year 2023 Fire Department budget request is in the amount of **\$23,335,123**.

The Fiscal Year 2023 Fire Department budget request holds expenses to a responsible level and was created with significant, thoughtful input from Fire Department personnel. The Fire Department Officers and staff accept their duty to be responsible stewards of Village finances and carefully work to balance that responsibility while still meeting the operational needs of the Department.

The Fire Department continues to research available technologies to improve overall efficiency within our operations. New electronic scheduling software will improve the efficiencies of the shift Battalion Chiefs and Shift Scheduling personnel by streamlining the, currently all-manual, scheduling process.

The Village had intended to purchase a new Quint in the FY-23 budget process. This purchase was to fulfill the plan of replacing aerial apparatus prior to the second half of their expected service life. Unfortunately the concept of receiving and increased resale value did not prove to be as beneficial as was thought. This program will be revisited at the start of the next fiscal year.

Major FY-23 budgeted items include:

- Purchase of an additional battery operated extrication tool - \$12,000
- Replacement of four (4) SCUBA one-hour air cylinders, for use during water rescue incidents that require higher capacity air bottles - \$9,000
- Replacement of all EMS laptops for ambulances - \$35,000
- Replacement of two (2) laptops for the Command Van and one (1) sonar tablet - \$15,000
- New Fire Marshal vehicle - \$55,000 (transferred to Capital Replacement Fund with a 5-year repayment)
- Purchase of a new pumper - \$740,000 (Capital Replacement Fund)
- Purchase of a new Ambulance - \$230,000 (Capital Replacement Fund)
- Purchase of a new Training/Safety Vehicle - \$60,000 (Foreign Fire Fund)
- Install Emergency Response Notification (HAAS Alert) System on each Fire Department vehicle (Foreign Fire Fund)

## **19. Existing Interagency Memberships**

- Northwest Central Dispatch System
- Northwest Community Emergency Medical Services System
- Mutual Aid Box Alarm System (Division 1 and State of Illinois)



- Illinois Task Force -1 (USAR)
- Joint Emergency Management Agency
- Illinois Fire Chiefs Association

## **20. Closing Summary**

The Elk Grove Village Fire Department provides a wide variety of services to the community, and that work is appreciated by residents and businesses alike. While held in high regard by the community, the Department does also realize it has room for improvement in several areas. This dynamic, strategic plan is intended to create a basic roadmap for what the Department will work to accomplish over the next five years.



## **Appendix A – (A)SWOT Analysis Questionnaire**

Fire Department Strategic Plan Update

December 2021

Please take a few minutes to provide your observations about the Elk Grove Village Fire Department. First is a basic (A)SWOT Analysis, followed by a section in which you can share your general observations/comments.

Comments from Village Staff will be compiled with comments from the business community and FD personnel to prepare an updated Strategic Plan for the Fire Department.

- (A)SWOT Analysis
  - Anomalies     What *anomalies* does the Fire Dept. face?
  - Strengths     Which Fire Dept. attributes greatly meet needs?
  - Weaknesses   Which Fire Dept. attributes fall short in meeting needs?
  - Threats       What eternal conditions exist that pose a threat to Fire Dept. service delivery capabilities?

- General Comments

Please share your observations and general comments regarding any aspect of the Elk Grove Village Fire Department operation. These include but are not limited to: Inspection Services and Plan Reviews, Emergency Medical Service, Community Risk Reduction outreach programs, Fire Suppression activities, Hazardous Materials handling, Technical Rescue and Water Rescue capabilities, and/or general business interactions.

Thank you for your assistance with this project. You are welcome to simply type your responses onto this sheet and return it to Chief Mikel via email.

**Please return your (A)SWOT Analysis and Comments to Chief Mikel no later than**

**Friday, January 7, 2022**



## **Appendix A (cont.) – Fire Department Community Survey**

Page 1

The Elk Grove Village Fire Department in the process of compiling a compliance report for our Accreditation, including an update to our Strategic Plan. In order to properly evaluate the services provided by our department and better understand the services that are most important to the community, we are seeking feedback from residents and businesses.

Please answer the following short questions. Your submissions will help us in planning how to best serve the needs of the community and improve our operations where necessary.

We thank you in advance for your participation.

*Richard J. Mikel, Fire Chief*

1. Have you used the services of the Elk Grove Village Fire Department within the last year? If so, what service(s) did you use?

2. How do you feel about the services you received from the Elk Grove Village Fire Department?

3. Please tell us about your above interaction(s) with the Elk Grove Village Fire Department.

4. Is there any other information that you would like to share with us?

5. Contact Information (optional)