

Waukegan

Fire Department



2018 – 2021 Strategic Plan





Message from the Chief

It is my honor and privilege to be the leader of the Waukegan Fire Department which is rich in history and traditions, coupled with professionalism that is second to none. I am pleased to present the Waukegan Fire Department's Strategic Plan for 2018-2021. This is the first time the Waukegan Fire Department has engaged both the internal & external stakeholders in a comprehensive planning process. In doing so, we identify the great value to our Department and the City of Waukegan in learning what the community deserves and anticipates from its Fire Department. For several years, the Waukegan Fire Department has made significant changes in all aspects of the organization, to meet community needs. As many fire departments in our county, we continue to experience progressively increasing call-volumes which have challenged our community's service delivery expectations.

In response, the Waukegan Fire Department underwent a two-year organizational assessment and committed to reevaluating its priorities through this strategic planning process. A partnership with the McGrath Consulting Group utilized a member/community strategic planning process in the development of this plan. They challenged the membership of the WFD to critically examine its traditions, values, philosophies, beliefs and desires in order to see what this department should look like now and in the future. Furthermore, it provided the membership with an opportunity to participate in the development of the long-term direction and focus. Members of the department's external and internal stakeholder groups performed an outstanding job in committing to this important project. The notion that the men and women of the Waukegan Fire Department are actively engaged in an ongoing process for improvement is exhilarating to me, and our members' commitment to this strategic planning process clearly shows their obligation to the citizens of Waukegan. I would like to thank our Mayor, City Council, City staff, and community members for supporting this effort while committing their time to participate in our strategic planning process. I would be amiss if I didn't express my deepest appreciation for our department family for their ongoing commitment to improve the Waukegan Fire Department. We wouldn't have growth or success without every one of you and your determination.

George Bridges Jr.
George Bridges Jr., Fire Chief

Waukegan Fire Department Strategic Plan

Introduction

The Waukegan Fire Department is pleased to present the 2018-2021 strategic plan. This document is designed to be a guide for decision making, resource allocation, and budget prioritization for the next four (4) years. The Operation Plan will be developed annually to address detailed action items, objectives, and task in order to achieve the strategic results defined by the five (5) Strategic Initiatives. (Appendix A)

TABLE OF CONTENTS

Organization History.....	1
Acknowledgements	4
S.W.O.T Analysis.(Strength, Weaknesses, Opportunities, Threats).....	4
Internal Stakeholder	4
External Stakeholder.....	5
Community Priorities	
Community Expectation	
Areas of Concern	
Positive Feedback	
Vision	7
Mission.....	7
Core Values.....	7
Identification of Strategic Initiatives	11
Strategic Initiatives.....(Appendix –A).....	14
The key to Championing this Strategic Plan	32
External SWOT Analysis Questions.....(Appendix – B)	
Apparatus/Equipment Replacement Schedule.....(Appendix – C)	



Organization History

1849: The first Hook and Ladder Company was formed in Little Fort, on March 31, 1849 the citizens voted to change the name from Little Fort to Waukegan. The first village organization was also selected on March 31, 1849, with D. O. Dickenson as President. **1850:** May 3rd, 1850 a committee was appointed to determine the cost of a fire engine for Waukegan and to seek a suitable building to house the Hook and Ladder Company from the weather. **1854:** On March 13, 1854, the village decided to buy a new fire engine from L. Button & Co. of Waterford for \$825.00. It was a 32-man power machine. The December 30, 1854 meeting approved \$50.00 for the first six (6) months rent of a building. **1855:** The June 21, 1855 meeting approved to buy a lot to build a firehouse. **1860:** On April 7, 1860, an ordinance was recommended to create a fire limit, within which no wood building shall hereafter be erected. In later years, the City Fire Brigade always insisted upon the building of brick buildings with fire walls, in the dense downtown area, so fires could not spread easily. **1870:** On the January 3, 1870 meeting, the Fire Department requested heat for the Fire Engine House, because the fire engine and hose were freezing up and couldn't be used. **1875:** The October 2nd meeting concerned a letter in regard to the use of water from the new artesian well, the piping of the water to fire hydrants and the building of a tank for the water to be used for fire purposes. **1876:** The June 9th meeting authorized \$300.00 for purchase of uniforms for Fire Engine Co. #1. The September 7th meeting authorized, by the Fire and Water Committee the laying of a water main to all parts of the City. **1880:** At the June 5th meeting the Fire and Water Committee was authorized to install a telephone connecting the Engine House with the residence of the City Engineer. **1891:** The February 2nd meeting heard a report of the new Fire Chief voting the worthless condition of the Fire Department and the need for a new chemical engine and another hook and ladder truck. It also asked for three (3) fulltime firemen and another 5 or 7 men to be paid for actual work – a fixed sum for every fire. **1891:** The June 15th meeting heard a petition from Robert Dady requesting the privilege to build a frame building that would be sided with corrugated iron. The roof would have the same material or tar and graveled to make it conform to a new city ordinance on fire proofing buildings. **1892:** The June 27th meeting agreed to employ John A. Cole to prepare plans and specifications for a water plant and system for procuring water directly from the lake. **1908:** A day of grieving encompassed the Waukegan Fire Department; on this day the Waukegan Fire Department mourned the first death of a brother firefighter in the line of duty. On April 22nd, 1908, FF John H. Jansen lost his life fighting a fire at the North Shore Electric Co. on Spring Street. **1930 - 1940:** This era brought new challenges to the Waukegan Fire Department as Waukegan struggled first with the economic difficulties of the Depression and later saw its resources challenged during wartime. Despite these difficulties, the department continued to be an innovator. In 1935, the Waukegan Fire Department pioneered inhalator-resuscitator work in addition to traditional fire service duties. On June 26, 1936, the firemen joined the International Association of Firefighters and were issued the charter as IAFF Local 473. **1950 – 1960:** The post war boom brought new growth to Waukegan and the fire department. On September 28, 1952, Mayor Robert E. Coulson, Chief Norman Litz and the council dedicated the West Side Fire Station located at 216 N. Lewis Ave. An estimated 3,000 people attended the event. Also dedicated was a new \$16,000 Seagrave pumper. Later that year, on October 5, 1952, Chief Litz unveiled the city's new Seagrave 85-foot aerial ladder truck, which was purchased at a price of \$37,000. The Central station was remodeled again in 1954. Four years later, the building was deemed obsolete due to space restrictions and hazardous in its location of fire lines that ran through the congested streets of the business-



Organization History cont....

district. In 1962, the Central Fire Station moved from Madison Avenue to the city hall with facilities that faced West Street. In June of 1955, the Old Clock Tower at the Courthouse burned. Shortly thereafter, a fire prevention ordinance established a dedicated fire prevention bureau for the department. **1959:** Three captains, 11 lieutenants, one master mechanic, and 46 firemen staffed the Waukegan Fire Department, in 1959. The department's rolling equipment included two rescue squad cars, an emergency truck, four pumpers, one 85-foot aerial truck, one 65-foot aerial truck, and the chief's car. Firemen were on duty 56 hours a week and responded to approximately 600 calls that year. The Illinois Bell Telephone Company transmitted fire alarms through its attended machine-switching central offices in its fireproof central offices in Waukegan's business district. In 1960, a fire at the Johns Manville plant caused an estimated \$6 million in damage. Other notable fires of that decade include the Commercial Hotel Fire in 1965, two fires at the Piggly Wiggly Store in 1964 and 1965, and the Sahs Warehouse Fire in 1966. In 1966, the department responded to 1,530 calls with approximately the same number of firemen and equipment as seven years earlier. **1969:** As the city grew, so did its fire department. the North Side Fire Station was constructed at the corner of Golf Road and Jackson Street. In that same year, the Waukegan Tannery was rocked by an explosion and tremendous fire necessitating all available apparatus and manpower. **1970:** In 1972, Lt. Dale Adams established the Waukegan Fire Department Bomb Team under the direction of Fire Commissioner Edward R. Pavelick. Initial training for the new team was conducted by the New York Police Department and later through the FBI at the Redstone Arsenal in Huntsville, Alabama. Commissioner Pavelick also established and introduced the first EMT-Paramedic program to protect the citizens of Waukegan during medical emergencies. 1979: an unprecedented number of firefighters retired from the department, 13 members actually left the department with a combined 367 years of fire service experience. **1980:** One of the worst tragedies in Waukegan's history was a fire that occurred on Christmas morning in 1984 at the Karcher Hotel on Washington Street and claimed the lives of nine people. Faulty wiring was thought to have caused the fire. **1985:** For the second time in their history, the Waukegan Fire Department mourned the loss of a brother firefighter who died in the line of duty. On December 29, 1985, Lt. Franklin Mercer lost his life while battling a house fire at 721 McAlister Street. In 1986, Chief Richard Kamerad established the "Vital Link" program to allow citizens and businesses to provide donations for the fire departments paramedic program. **1990:** In a spectacular daytime fire, the 96,000 square foot Waukegan Warehouse building was completely gutted by a maliciously-set fire on June 17, 1991. Chief Charles Perkey purchased a new ladder truck and two new engines for the department from Seagrave Fire Apparatus Company in 1995. In 1997, Chief Charles R. Perky, Deputy Chief John E. Terlap, Mayor William Durkin, and members of the City Council dedicated the new Fire Station #2 at 4505 McGaw. In 2000, the same administrative team dedicated Fire Station #5 3221 N. Green Bay Road. **2001:** On what will be known as 9-11, the department joins other city agencies in maintaining a high state of readiness by adding additional companies and bomb technicians to protect the residents of Waukegan while the scope of the terrorist attacks was being defined. After the attack on the World Trade Center, Pentagon, and United Airlines Flight 93 on September 11, 2001, members of the Waukegan Fire Department attended memorial services in New York to honor those killed in the attacks. Immediately after 9-11, members of IAFF Local 473 along with other members of the department raised over \$70,000 over a two-day period with a "pass the boot drive". The money was donated to the families of the 343 FDNY members who were killed in the line of duty. **2004:** The fire department purchased/received a new Seagrave heavy rescue Squad 1 and was



Organization History cont.....

dedicated into service on December 27, 2004 by Chief Patrick Gallagher. On October 27, 2004, a hidden fire that went undetected for over an hour caused the total loss of the historical Academy Theatre. **2007:** The fire department receives a new ladder truck from the Pierce Manufacturing Company. The truck is equipped with a 105-foot ladder, hose and pump. It is placed into service in February 2007. In 2007, the 113 members of the fire department answered 9407 calls for assistance, the most ever in their 158 years of history serving the residents of Waukegan. **2016:** The fire department obtained a new Seagrave Engine dedicated and placed into service July 5th, 2016. **2017:** The Waukegan Fire Department purchased (2) Foster Coach Ambulances which were housed at Station #1 and Station #3.

The City of Waukegan is located in Lake County, Northern Illinois. The city is governed by an elected Mayor and an Aldermanic City Council of nine members. The Waukegan Fire Department (WFD) history is a well-documented source of local pride. As expressed WFD's roots date back to 1849 when voters approved funds for the first fire station to be built. By 1922, all firefighters were full-time, paid employees. Currently, the department serves approximately 100,000+ residents and many visitors within the 26 square-mile incorporated area of Waukegan. The WFD continually provides progressive and high quality fire, emergency medical, hazardous materials mitigation and technical rescue emergency services utilizing a cadre of 120 full-time civilian and sworn employees. Emergency responders are deployed from five stations, with three engine companies, two ladder truck companies, five advanced life support ambulances, a hazmat team, wildland team, dive team, and hazardous devises team. In addition to responding to just over 11,000 emergency calls in 2016, the WFD administers numerous programs. These programs include local/state/federally mandated training, fire & life safety inspections (commercial and residential), plan reviews, and arson investigation. The WFD also collaborates with many other fire protection agencies at the local, state, and federal levels. The department is committed to excellence through education and training. The WFD training center coordinates with the city, county and state agencies. Community involvement is also a top priority with the WFD. We provide programs and services such as Public Education, an Explorer programs, community outreach participation, recruitment fairs, and also participation and sponsorship with many local charities As regards their history, there are many friends of the Waukegan Fire Department over the years that have given time, talent, or just plain kindness to our members. We offer a special recognition and thanks to Mrs. Bess McClure who over several decades sent letters, cards, and small gifts (great cookies) to WFD members. To recognize her kindness and caring for the men and women of our department, in 2003, Rescue 3 was dedicated in her honor. Following her passing in 2006, Bess was further honored by the members of IAFF Local 473 who established a scholarship in her name.

Updated 10/2017



Acknowledgements

The McGrath Consulting Group acknowledges Waukegan Fire Department’s External and Internal Stakeholders for their participation and input into the Community– Driven Strategic Planning Process. The McGrath Consulting Group also recognizes Fire Chief George Bridges Jr for his leadership and commitment to this process. Development of the WFD’s Strategic Plan took place between March 2017 & September 2017, during which time representatives from the McGrath Group and the WFD held forums where members of the public (external stakeholders) were invited. Valuable commentary and useful concerns were collected. Discussions at meeting revolved around community concerns, expectations, and narratives about the department. The WFD and the McGrath Group express a special ‘Thank you’ to community members who contributed to the creation of this strategic plan, as it was truly a team effort.

SWOT Analysis

The Waukegan Fire Department engaged in this strategic planning process with the goal of continuing the enhancement of services provided by the department as well as developing a guide for current and future planning. There were numerous meetings with various stakeholders that have culminated in this document.

Initially, all members of the Department were invited to several workshops that identified the Department’s Strengths, Weaknesses, Opportunities, and Threats (SWOT Analysis). Seven separate sessions were held so all employees had an opportunity to attend this workshop.

Internal Stakeholders

The McGrath Group collected data from Waukegan Fire Department personnel, a committee comprised of these members of the Department met to develop the Department’s Vision, Mission, and Core Values. Once a draft of each was developed, this group met with members of the Department for their input. Thereafter, the Mission Statement, Vision Statement, and Core Values Statements were finalized.

Those present at internal meeting are as follows:

Table 1: Waukegan Fire Department Internal Stakeholder Group

<i>Firefighter Robert McDonald</i>	<i>Union President FF Mark Kolar</i>
<i>Firefighter Chad Gonwa</i>	<i>Lieutenant John S. Switalski</i>
<i>Lieutenant Ryan Koncki</i>	<i>Lieutenant John Carrier</i>
<i>Lieutenant Matthew Burlson</i>	<i>Lieutenant Jeremy S. Brown</i>
<i>Captain Jeffery A. Welch</i>	<i>Fire Marshal Steve Lenzi</i>
<i>Battalion Chief Eric Lyons</i>	<i>Battalion Chief Brett A. Stickels</i>
<i>Deputy Chief Gene Decker</i>	<i>Fire Chief George Bridges Jr.</i>



*File Photos



External Stakeholder Group

The Department under the facilitation of the McGrath Group conducted a SWOT Analysis with members of the community's religious establishments, business, activist, and local politicians. A special "Thank you" to the community members that took time from their busy schedules to assist our department.

Community Significances

With a passion to dedicate time, energy, and resources to the services most desired by its community, the Waukegan Fire Department needs to understand what the community considers to be their significant needs. The External Stakeholders were asked to prioritize the services offered by the department through a analytical process derived by the McGrath Group.

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's needs. In certain areas, education on the level of service that is already available may be all that is needed.

Areas of Apprehension

This plan would ultimately result in failure or be rendered incomplete without an expression from the community regarding perceived short-comings of the department. Some areas of concern may in fact be service delivery weaknesses. However, some weaknesses may also be misinterpreted based upon a lack of information.

Positive Feedback

Strategic plans must be viewed as a living document in which the Waukegan Fire Department's strengthens is public view/image and delivery of service to its community. The community doesn't want arduous effort for things currently being done well, but both the internal/external stakeholder wants the strategic planning process to identify its strengths so that the department will overcome the identified weaknesses.



The following is a summary of the community member results.

Table 1: Business Community SWOT Analysis Results - 2017

Total	Citizen Input - Strengths	Total	Citizen Input - Weaknesses
8	Response Times	9	Diversity with Employees
5	Professionalism	9	Gap Between What FD has and What They Need
5	State-of-the-art Equipment	4	Dealing with Special Need Individuals
3	Accessibility to the Department	3	2% of Employees Negative Behavior
3	Resources	3	City's Commitment
2	Leadership	2	Employees Should Live in Community
2	Proactive	0	Generational Differences
1	City's Commitment to FD	0	Resistance to Change
1	Department Size	0	
0	Community Outreach		
0	FD is Nationally Recognized		
0	Partnerships with other Organizations		
0	Personnel		
0	Public Education		
0	Visibility		
Total	Citizen Input - Opportunities & Challenges	Power to Change One Thing	
7	Become More Proactive	Change Culture from Fire Dept. to EMS Dept.	
7	Consolidation/Partnerships/ Shared Resources/ Police-Fire	Increase City's Commitment to FD	
6	Secure Resources	Provide the Fiscal Resources Needed	
5	Increase Demand for Services		
5	More Focus on Mental Health Issues		
0	Public Learn Who to Call		
0	Technology		
0	Training		



The following is a compiled summary of all employee workshops from this exercise:

Table 2: Employee SWOT Analysis Results - 2017

Total	(Internal) Strengths	Total	(Internal) Weaknesses
99	Call Volume/Busy/Experience/Diversity	139	Apparatus- Condition/Age/Infrastructure
89	Personnel/Family	82	Budget/Funding
61	Leadership/Management/Administration	43	Staffing
45	Training	26	Ability/Resistance to Change
42	Motivated Employees/Young Employees	26	Administration Priorities/Artificial Emergencies
40	Aggressive	22	Politics- History of
23	Pension Benefits	21	City Support
12	Educated	17	Officer Training/Weak Officers/Promotion Process
9	Union	12	Communication - Flow/Accuracy
8	Chief Cares	9	Dispatch
7	Resilient	8	Maintenance
6	Physically Fit	7	Personal Bias
6	Service/Proactive/"Can Do Attitude"	7	Technology
5	Special Teams	6	Complacency
3	Employees Knowledge	5	Standard Operating Procedures
3	Reputation	4	Succession Planning
3	Self-analysis/Introspective	3	Lack of Identify
2	Response Times	3	Mentoring
1	Law Enforcement Support/Relationships	2	Compensation
1	Strong Tradition	2	Ego's
0	Apparatus Improvement	2	EMS Quality Assurance
0	Community Involvement	2	New Employees
0	Department's History	1	Community Involvement
0	Desire to Learn	1	Fire Culture vs. EMS
0	Hockey Team	1	Inconsistency
0	Humble	1	Marketing
0	Opportunities	0	Culture
0	Work Schedule	0	Documentation
		0	Entitlement
		0	Lack of Future Plan
		0	Not A Training Center
		0	Ourselves
		0	Spread too Thin
		0	Training - Outside
		0	Unified Department/Multiple FDs



Total	(External) Opportunities	Total	(External) Threats
137	Training Center	133	Funding
53	Consolidation/Partnerships	86	Pension Reform
35	Programs for Public	86	Politics
35	Working/Training with Other Departments	30	Privatization
22	Cultural Change/Fire vs. EMS	18	Social Media
21	Contract Services to Other Districts	15	Government Influence/Indifference
17	Job Opportunities	14	Health Risks - Long-term/Unknown
15	Update Tactics	11	Increased Responsibilities/Qualifications
14	City Capitalize on its Natural Resources	11	Ourselves/Lack of Motivation
13	Paramedicine/New Services	9	Consolidation
11	Funding/Grants	9	Hostile Environment/Terrorism
10	Compensation for Outside Training	6	Complacency
10	Network with Businesses/Non-Profit	6	Increasing Call Volume
6	Marketing	5	Anti-union Sentiment
5	Political Influence	3	Layoffs
3	Community Redevelopment	3	Recruitment
3	Officer Development	2	Legalistic Society
3	Technology	1	Cost of Living
2	Centralized Purchasing	1	Downsizing
2	Technology	1	Illinois Financial Condition
1	Countywide SOGs	0	Community Activist
1	National/Special Teams	0	Generational Differences
1	Outside Resources	0	Ignorance/Unknown of FD Services
0	Consistency of Equipment	0	Leadership Change
0	Free Training	0	NIPSTA
0	Land Acquisition	0	Outside Administration of FD
		0	Schedule Work Change
		0	Unappreciated



Vision Statement

A Vision is a vivid picture of an ambitious, desirable future state that inspires the organization to move from its current state. It is an image of that the employees of the organization aspire for it to be or become.

With integrity, dedication and innovation; and with the commitment to improve the knowledge and skills of our members – we will transmit this experience to become the model of services – EMS, Fire, Prevention, Technology and Education in Lake County.

Mission Statement

A Mission Statement provides members with a ‘meaning for existence’. In addition, a Mission Statement provides the direction through which organization and individual actions are guided.

With honor, dedication, and pride, it shall be the mission of the Waukegan Fire Department to provide emergency response, education, prevention, and excellent quality service to the community we serve and to all who call upon us.

“WFD will exceed EXPECTATIONS!”

Core Values

What type of person and what qualities are needed to perform lifesaving service?

Public servants are held in high esteem by the customer with lofty expectations of service delivery. These people are life and property savers and are entrusted by society to react instantly, unselfishly, compassionately and professionally to a person’s emergency.

Society expects these responders to be selected and their actions/priorities guided by certain principles to ensure their excellence. Hence, we have developed these guiding values:

To Our Community: We owe quality service to the citizens we serve, demonstrating integrity, courage, pride, and ethical behavior. We hold ourselves to high standards of professionalism, continually striving to provide excellent customer service.



To Our Fire Department: We owe the Waukegan Fire Department our full commitment and dedication. We look beyond our personal position to promote teamwork, our traditions, and the duty to continually be innovative to provide excellence in our service delivery.

To Each Other: We owe each other a working environment that prides itself on its diversity, and commitment to safety. Demonstrating an organization characterized by honor, bravery, mutual respect and cooperation with each other, and fostering open and honest communication at all levels.



Identification of Strategic Initiatives

Strategic Initiatives were identified to guide us to achieving our Vision. These strategies to achieve our stated Vision along with areas that are to be included in the achievement of these Initiatives are as follows:

Strategic Initiative 1: Service Delivery: Become the Finest Public Safety Service Organization Conceivable

The emphasis of this strategy is to map out the direction of the Fire Department for the next four (4) years. This issue includes both internal and external directional paths including identifying our primary service delivery focus; structuring resources and policies toward that direction; and becoming a provider to other agencies.

Areas to be included:

- Development of identity
- Update SOP's
- Communication chain
- Station improvement
- Apparatus improvement
- Services to other municipalities

Strategic Initiative 2: Promote Community Involvement by Expanding Existing Programs and Implementing New Opportunities

This Strategic Initiative is to develop plans to meet the current and projected medical/prevention and suppression needs of our community. In addition, develop ways in which our Department can become a leader and mentor to other agencies within our community and surrounding public safety departments.



Areas to be included:

- Enhance community education and awareness programs
- Increase relationships with public agencies
- Quality improvement programs
- Development partnerships
- Marketing

Strategic Initiative 3: Enhance Utilization of Technology and Identify More Effective Methods that Technology Can Assist in Meeting our Mission

The need to be able to become more effective and efficient through technology – both internally, within our apparatus, and personally is what drives this Initiative.

Areas to be included:

- Enhance technology – operations & equipment
- Facebook/Social Media
- Training
- Quality Assurance (NIFRS)
- Data driven statistical analysis - incorporate

Strategic Initiative 4: Promote the Professional Development of our Members to Improve Personal and Professional Skills

This strategic priority includes operational, supervisory, and succession planning initiatives. Thus, developing action plans for mentoring, educating, and preparing our members for leadership roles and overall improved performance.

Areas to be included:

- Training (medical/operational/special teams/etc.)
- Supervisory training
- Succession planning
- Personal development (performance appraisals)
- Maintain balance of training and other work/life balance



Strategic Initiative 5: Promote Innovation in Public Safety through Development of Programs, Creative Decisions, and Non-Traditional Thinking

Although we honor our traditions, the public safety service is ever evolving, this initiative pushes us to be on the forefront of ideas to move the EMS/fire service forward into future service delivery arenas.

In order to achieve these initiatives, each year, we commit to reviewing these Initiatives and develop specific goals which will guide our actions throughout the year. These goals [objectives] are the steps or methods to accomplish a strategy. Objectives are clear and quantifiable targets for specific actions within a specific time frame. The ‘tasks’ are interim steps toward achieving a program, strategy or goal. Objectives and tasks demonstrate progress toward a stated goal (action item). They state specifically what the Organization intends to accomplish. When all objectives and tasks are met, we are assured the Strategic Initiative has been accomplished.

Accountability

Progress reports on completion of strategies and objectives will be the subject of staff meetings. Staff shall come to each meeting prepared to address the status of their assignment(s). As the objective is accomplished, the Strategic Plan will be amended accordingly.



Appendix A: 2018 Strategic Initiatives

Strategic Initiative 1: Service Delivery: Become the Finest Public Safety Service Organization Conceivable

The emphasis of this strategy is to map out the direction of the Fire Department for the next five (5) years. This issue includes both internal and external directional paths including identifying our primary service delivery focus; structuring resources and policies toward that direction; and becoming a provider to other agencies.

Strategic Initiative 1: Service Delivery: Become the Finest Public Safety Service Organization Conceivable				
Action Item: Distribute New SOP's to Staff				
Objective	Level	Assigned to:	Check	Completion
To inform personnel on SOP's and follow as stated.				
Task Verify all sop's are final and approved		Cindy Tekampe	12/1/17	12/15/17
Task Upload sop's in file center Target		Cindy Tekampe	12/15/17	12/31/17
Task Inform all Officers sop's are daily training item		BC Stickels	1/1/18	1/1/18
Task Verify sop's are covered and recorded in training Target		Captains	2/1/18	2/15/18

Strategic Initiative 1: Service Delivery: Become the finest Public Safety Service Organization Conceivable				
Action Item: Develop process to maintain current SOP's/ Policies/Work Rules				
Objective	Priority	Assigned to:	Check	Completion
To disseminate accurate and relevant information to personnel				
Task Develop schedule as to frequency of evaluating SOP's/Directive's/ Policies (Annually)	1	BC DeRose	January 18'	Feb 18'
Task Evaluate Directives as to relevancy to current climate of WFD	1	DC Decker BC DeRose	January 18	March 18'
Task Set schedule of life-expectancy of Directives. (Revisit Date)	1	BC DeRose	Feb 18'	April 18



Task	Priority	Assigned to:	Check	Completion
Evaluate replacing SOP's with SOG's	1	DC Decker BC DeRose	March 18'	Dec 18'
Task	Priority	Assigned to:	Check	Completion
Develop new SOG's as needed	2	Program Managers	June 18'	On Going
Task	Priority	Assigned to:	Check	Completion
Create committee to evaluate relevancy of work Rules	2	Lt. Schejbal	Feb 18'	May 18'

Strategic Initiative 1: Service Delivery: Become the Finest Public Safety Service Organization Conceivable

Action Item: Develop Apparatus & Equipment Replacement Schedule

Task	Priority	Assigned to:	Check	Completion
Develop Apparatus/Equipment Replacement Schedule	1	Lt. Switalski	11/15/17	1/1/18
Task	Priority	Assigned to:	Check	Completion
Develop PPE -Helmet Replacement Plan	1	Lt Paiser	11/15/17	1/1/18
Objective				
Task	Priority	Assigned to:	Check	Completion

Replacement Schedule (Appendix-B)

Strategic Initiative 1: Service Delivery: Become the Finest Public Safety Service Organization Conceivable

Action Item: Develop Infrastructure Enhancement Plan

Objective	Priority	Assigned to:	Check	Completion
Develop a priority list – infrastructure/replacement				
Task	Priority	Assigned to:	Check	Completion
Review report from City hired consultants on condition of Fire Stations	1	Lt Brown	11/30/17 1/1/18	2/15/18
Task	Priority	Assigned to:	Check	Completion
Assess the current state of stations and prioritizes repairs.	1	Building and Grounds committee	11/30/17 2/1/18 4/1/18	4/30/18
Task	Priority	Assigned to:	Check	Completion
Assess HVAC systems at all Station and evaluate condition	1	Building and Grounds committee	11/30/17 2/1/18 4/1/18	4/30/18



Task Develop preventive maintenance for major systems at stations	2	Building and Grounds committee	11/30/17 2/1/18 4/1/18	4/30/18
Task Develop plan for Station 3 replacement	2	Building and Grounds committee	On-Going	4/30/18

Strategic Initiative 1: Service Delivery: Become the Finest Public Safety Service Organization Conceivable.

Action Item: Establish a 911 Dispatching Liaison for Operational Responses

Objective

To provide Communications a better understanding of FD operations and to deliver more efficient ambulance service.

Task	Priority	Assigned to:	Check	Completion
Set Meeting with Communications Director	1	BC DeRose	Dec 17'	Jan 18'
Task Develop list of authorized personnel to interact with Dispatch	1	BC DeRose	Dec 17'	Dec18'
Task Develop plan for dynamic dispatching / prioritizing of severity	1	Lt. Koncki	Jan 18'	Feb 18'
Task Implement plan for dynamic dispatching	1	Lt Koncki	March 18	On going
Task Initiate a ride time program for dispatchers on a regular basis.	2	Lt Koncki	March 18'	July 18'

Strategic Initiative 1: Service Delivery: Become the Finest Public Safety Service Organization Conceivable

Action Item: Improve Staffing Levels

Objective

Evaluate ways to increase staffing (FLSA; power shifts; collective bargaining)

Priority	Assigned to:	Check	Completion
1	DC Decker		Budget 5/18 Bargaining 3/18



Strategic Initiative 1: Service Delivery: Become the Finest Public Safety Service Organization Conceivable				
Action Item: Update/Maintain Repair Processes- Maintenance				
Objective:	Priority	Assigned to:	Check	Completion
Modernize processes and procedures within the maintenance division to meet the demands of the fire department.				
Task Update local vendor list	1	J. Beach	11/30/17	01/30/18
Task Evaluate existing procedures and processes	1	Command Staff	10/1/17	On-Going
Develop Prevention Maintenance program technology	1	J. Beach	11/30/17	5/1/18
Develop In-house repair procedure program	1	J. Beach	11/30/17	5/1/18
Update maintenance software	1	A Schekin	03/28/18	8/1/18

Strategic Initiative 1: Service Delivery: Become the Finest Public Safety Service Organization Conceivable				
Action Item: Attain a Two-Year Inspection Program of required City properties				
Objective:		Assigned to:	Check	Completion
Creation of detailed schedule showing streets/properties to be inspected within a projected (two) year cycle.				
Task Review/vet new software for inspection/property management	1	DFM Zupec/FM Lenzi	1/1/2018	06/01/2018
Task Review company inspection program.	1	DFM Zupec/FM Lenzi	2/1/2018	04/30/2018
Task Determine Company inspections vs. FPB inspections		FM Lenzi	05/01/2018	11/01/2018
Task Evaluate current 7g2 inspection completion rate—capture and evaluate the data	2	DFM Zupec/FM Lenzi	2/1/2018	04/30/2018
Task Analyze data of number of inspections to be completed and hours needed	2	DFM Zupec/FM Lenzi	2/1/2018	4/30/2018
Task Determine needed staffing level- 7g2, f/t, and company	2	DFM Zupec/FM Lenzi	2/1/2018	4/30/2018



Task Provide request for staffing levels needed for budgeting	2	FM Lenzi	5/1/2018	11/1/2018
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Strategic Initiative 1: Service Delivery: Become the Finest Public Safety Service Organization Conceivable

Action Item: Exploration of ALS Engines				
Objective	Priority	Assigned to:	Check	Completion
Determine benefit to the community and department of ALS Engines.				
Explore the feasibility of ALS engines	1	Lt. Koncki	As per below	September 2018
Identify equipment that would be required to meet minimum IDPH mandates and/or WFD desired service delivery levels	2	Lt. Koncki / FF Moss	Feb 15, 2018	March 2018
Determine space requirements and challenges related to equipment storage and access.	3	Lt. Koncki / FF Moss	March 30, 2018	May 1, 2018
Determine current costs associated with acquiring/maintaining required equipment.	4	Lt. Koncki / FF Moss	April 30, 2018	June 1, 2018
Develop Presentation of findings and recommendations for Command Staff	5	Lt. Koncki	June 30, 2018	September 2018
Explore the feasibility of ALS engines	3			2019

Strategic Initiative 2: Promote Community Involvement by Expanding Existing Programs and Implementing New Opportunities

This Strategic Initiative is to develop plans to meet the current and projected medical/prevention and suppression needs of our community. In addition, develop ways in which our Department can become a leader and mentor to other agencies within our community and surrounding public safety departments.

Strategic Initiative 2: Promote Community Involvement by Expanding Existing Programs and Implementing New Opportunities

Action Item: Review existing Explorer Post and Expand into Cadet Program				
Objective	Priority	Assigned	Check	Completion
Revamp the existing Explorer Post and transition program into a hands-on Cadet program.				



Task Improve Partnership with the Boy Scouts of America	1	Lt. Loyal	11/1/17	12/15/17
Task Develop Post Specific Requirements: -Uniforms -Participation/Ride Time (Monthly) -Participation Records / Files and Record Maintenance -Mandatory Member Application/Waivers -New Member Indoctrination/Initiation	2	Lt. Loyal Capt. Welch	11/1/17	12/15/17
Task Develop marketing materials (website, brochure, etc.)	3	Lt. Loyal	12/1/17	2/1/18
Task Increase Post Membership by 25% (from 5-17 levels)	4	Lt. Loyal	1/5/18	5/1/18
Task Develop Partnership with Lake County Tech Campus	5	Lt. Loyal Capt. Welch	2/28/18	8/30/18
Task Identify Appropriate Local/National competitive events for Post to enter	6	Lt. Loyal	1/5/18	3/1/18
Task Research usage of the cadet program for recruitment pool expansion	7	Cpt. Welch Lt Loyal	2/1/18 6/1/18 9/1/18	12/1/18
Task Research usage of the cadet program for recruitment pool expansion	2	Cpt Erdal Lt Loyal	2/1/18 6/1/18 9/1/18	12/7/18

Strategic Initiative 2: Promote Community Involvement by Expanding Existing Programs and Implementing New Opportunities

Action Item: Expand the EMS Division into a Community Training Division

Task	Priority	Assigned	Check	Completion
CPR Grant Implementation	1	FF Moss	12/15/17 2/1/18 5/1/18	7/1/18
Investigate current & future community program's effect(s) upon collaborative agencies	2	FF Moss	1/1/18 3/1/18	7/2018
Task	Priority	Assigned	Check	Completion
Develop two (2) non-conflicting programs for presentation and implementation	3	FF Moss	2/1/18 6/1/18	8/2018



Strategic Initiative 2: Promote Community Involvement by Expanding Existing Programs and Implementing New Opportunities

Action Item: Develop Community Paramedicine Program				
Objective	Priority	Assigned	Check	Completion
Provide critical proactive medical services which have look to reduce overall impact on emergency medical responses and reentry into hospital.				
Develop partnership with VISTA hospital	As Appropriate	BC Lyons	1/15/18 4/15/18 7/15/18	Ongoing
Identify needs/Develop a needs assessment	1	BC Lyons FF Koch	1/15/18	3/30/18
Identify two (2) programs to address needs -One with expense, one cost neutral	2	BC Lyons FF Koch	4/15/18	6/30/18
Present findings with recommendations for implementation	3	FF Koch	7/15/18	8/15/18
Implement Community Paramedic Program	3	BC Lyons/Lt. Koncki	01/01/19	4/01/2020

Strategic Initiative 3: Enhance Utilization of Technology and Identify More Effective Methods that Technology Can Assist in Meeting our Mission

The need to be able to become more effective and efficient through technology – both internally, within our apparatus, and personally is what drives this Initiative.

Strategic Initiative 3: Enhance Utilization of Technology and Identify More Effective Methods that Technology Can Assist in Meeting our Mission

Action Item: Research and implement a program for using CAD based Mobile Data Units for Fire Department apparatus.	
Objective	
Research and procure equipment and software to implement a CAD based Mobile Data Unit program for	



dispatching fire units and collecting call data.				
Task Investigate and research equipment and software other departments are using currently for their MDU's	1	Lt. Kublank	December 2016	3/27/17
Task Choose equipment vendor for MDU's.	1	Lt. Kublank	May 2017	7/15/17
Task Choose vendor for CAD interface software for MDU's	1	Lt. Kublank	June 2017	9/10/17
Task Status meeting with EMS, IT, Bureau and Fire Chief's regarding hardware needs for MDU's	2	Lt. Kublank	October 2017	11/9/17
Task Create bid packet for MDU hardware	1	Lt. Kublank	11/1/07	11/6/17
Task Choose vendor from bidding process for hardware and installation process.	2	Lt. Kublank DC Decker	11/23/17	
Task Present bids for MDU project to 911 Board for monetary approval	1	Lt. Kublank DC Decker	12/1/17	
Task Installation of MDU hardware in fire vehicles	1	Lt. Kublank	11/23/17	
Task Installation of CAD software on MDU's	1	Lt. Kublank IT Dept.	11/23/17	
Task Training and implementation of MDU program throughout the department	1	Lt. Kublank	11/23/17	
Objective: Integrate MDU hardware and software with Firehouse and NEMSIS compliant reporting software. (Including Inspections)				
Task Integrate Fire Prevention	1	FM Lenzi Lt. Kublank IT Committee	10/1/17 11/1/17 12/1/17	12/31/17
Task Integrate EMS	1	Lt Koncki	10/1/17 11/1/17 12/1/17	12/31/17



Task Coordinate with City IT Dept/ AVL Dispatch	1	DC Decker	10/1/17 11/1/17 12/1/17	12/31/17
Task Coordinate Network Server & Interface Company	1	Lt. Shchekin	10/1/17 11/1/17 12/1/17	12/31/17
Task Integrate Hardware	1	Lt. Kublank	10/1/17 11/1/17 12/1/17	12/31/17
Task Evaluate/Upgrade all systems to the Cloud			10/1/17 11/1/17 12/1/17	12/31/17

Strategic Initiative 3: Enhance Utilization of Technology and Identify More Effective Methods that Technology Can Assist in Meeting our Mission

Action Item: Implement Videoconferencing with All Fire Stations				
Objective Installation of videoconferencing hardware/equipment at all stations for training and to reduce apparatus/personnel outside of their districts.	1	B. Stickles		11/30/17
Install/Train on equipment at all stations	1	B. Stickles		On-Going
Objective To offer instructional videos for training reference.				
Task Identify skills that require training		Training Comm.	12/15/17	12/31/17
Task Identify personnel and locations to conduct skills.		Training Comm.	12/15/17	12/31/17
Task Conduct skills and record using digital media.		Training Comm.	2/1/18	3/1/18
Task Upload videos in Target file center and on other social sites.		BC Stickels	3/1/18	3/31/19



Strategic Initiative 3: Enhance Utilization of Technology and Identify More Effective Methods that Technology Can Assist in Meeting our Mission				
Action Item: Increase Social Media Presence				
Objective	Priority	Assigned to:	Check	Completion
Increase external communication of departmental accomplishments, education, and events.				
Task Review/Collect data of existing social media platforms.	1	Shamikia Furlow FM Lenzi	03/01/18	5/01/18
Task Analyzation of collected data.	1	FPB	On-Going	5/01/18
Task Educate external stakeholders of communication systems of department.	1	FPB Assist. Furlow	6/01/18	On-Going
Task Develop a variety/additional social media platforms to deliver information.	1	FPB Assist. Furlow	7/01/18	
Task Implement weekly postings of accomplishments, education, and event information.	1	FPB Assist. Furlow	On-Going	
Task Increase media exposure/contact by 10% within each platform selected.	1	FPB Assist. Furlow	On-Going	Review every 6-Months

Strategic Initiative 3: Enhance Utilization of Technology and Identify More Effective Methods that Technology Can Assist in Meeting our Mission				
Action Item: Determine What Data is Critical for Analysis				
Objective	Level	Assigned to:	Check	Completion
Assess the current technology systems used by the department and identify those moving toward the mission.	2	IT Committee	02/15/18	
Task Asses whether the department is maximizing all capabilities of the current, identified systems.	2	IT Committee Captains	03/15/18	
Task Evaluate staff's ability/knowledge of technology that is useful/applicable to all job functions.	2	IT Committee Captains	04/15/18	



Task Assess accessibility to the various technology components.	2	IT Committee Captains	05/15/18	
Task Create information on those systems that are effective and are being used effectively.	2	IT Committee Captains		06/01/18
Task Report Findings/Study best practices in data collection, utilization, and analysis.		Lt. Koncki FM Lenzi IT Committee	On-Going	
Task Formulate plans to overcome identified gaps. Including deficiencies in ISO requirements	2	IT Committee DC Decker	07/01/18	
Task Consider more options for automation to decrease staff workload.				
Task Explorer the use of systems with internal, Mutual Aid, and ARA agencies.	2	IT Committee DC Decker	09/01/18	
Task Implement Mobile Data units (MDU) within all department vehicles.	2	Lt. Kublank Lt. Koncki FM Lenzi IT Committee	On-Going	03/28/18
Task Maximize all hardware usage	3	IT Committee	On-Going	
Task Take advantage of all automation capabilities.	3	IT Committee	On-Going	
Task Create a data-driven quality assurance/quality improvement program.	3	IT Committee		08/20/2019
Task Train on data input for critical data needed. Including coaching/accountability of input data.	3	Training Division IT Committee	On-Going	01/01/2020



Strategic Initiative 3: Enhance Utilization of Technology and Identify More Effective Methods that Technology Can Assist in Meeting our Mission

Action Item: Expand EMS Technologies/Outreach

Objective	Level	Assigned to:	Check	Completion
Evaluate specific technology appropriate to the community.	2	Lt. Koncki FF Koch	On-Going	11/1/18
Task Conduct community input survey/ Community outreach meeting.	2	EMS Division	On-Going	
Task Identify policies and procedures that compliment community initiatives.	2	EMS Division	On-Going	
Task Review message/format types and informational delivery resources to community.	2	EMS Division	On-Going	
Task Select and standardize beneficial initiatives.		EMS Division	On-Going	
Task Identify training needs.	2	EMS Division Training Division	On-Going	
Task Develop/implement Training curriculum	2	EMS Division Training Division	On-Going	
Develop plan for implementation of the specific community technology	2	EMS Division	On-Going	12/1/20



Strategic Initiative 4: Promote the Professional Development of our Members to Improve Personal and Professional Skills

This strategic priority includes operational, supervisory and succession planning Initiatives. Thus, developing action plans for mentoring, educating, and preparing our members for leadership roles and overall improved performance.

Strategic Initiative 4: Promote the Professional Development of our Members to Improve Personal and Professional Skills				
Action Item: Determine and Develop a Regional Training Site				
	Priority	Assigned to:	Check	Completion
Objective Obtain land for WFD training of firefighting and emergency medical instruction			05/01/17	02/01/19
Task Evaluate training needs for department and regional firefighter/paramedics.	3	Training Division	05/01/17	On-Going
Task Develop plans for a Regional Training site	3	Chief Bridges Training Division		
Task Secure land	3	Chief Bridges	05/01/17	
Task Prepare and construct training facility.	3	Training Division Building & Grounds Command Staff		

Strategic Initiative 4: Promote the Professional Development of our Members to Improve Personal and Professional Skills				
Action Item: Develop Succession Plan				
	Priority	Assigned to:	Check	Completion
Objective Implement a plan to prepare for future needs with competent leadership at all stages of a fire service career.				
Task Form a committee to review current job descriptions for compliance with current and future education, sills and ability.	1	Fire Chief Deputy Chief	2/01/18	



Task Review/Collect data of comparable fire department succession plans. Investigate fire service industry as a whole.	1	Succession Planning Committee	04/20/18 05/15/18	
Task Analyzation of collected data.	1	FPB	On-Going	
Task Identify all job functions within fire department.	1	SPC & Senior Captain	07/01/18	
Task Identify/Revise all department Job Descriptions. Ensure that job descriptions meet department mission.	1	Senior Captain	01/01/18	03/01/18
Task Map specific career pathways/functions as part of the succession plan.	1	SPC	07/01/18	
Task Survey internal Stakeholders	1	SPC	On-Going	
Task Develop a draft succession plan; with multi-level progression through department.	1	SPC	On-going	
Task Secure departmental support. Finalize proposed plan.	1			01/01/2019
Task Train all department members on succession plan	1	SPC Training Division	On-Going (AS DEVELOPED)	
Task Create relevant mentoring process to accomplish succession plan.	1	SPC	02/01/18	05/01/18
Objective Ensure the health and wellness of all department members are priority with post-employment insurance.				
Task Form a Retiree Benefits Committee.	1		03/01/18	
Task Research/collect comparable fire service programs. (RHBP)		Retiree Benefits Committee	05/01/18	
Task Develop a Retiree supplemental Health Benefit program.	1	Fire Chief Deputy Chief Union (Local 473)	On-Going	01/1/2019



Task Secure support from All department members.	1	Fire Chief Union (Local 473)	05/01/19	
Task Implement retiree insurance plan.	1	Fire Chief Union (Local 473)		01/01/2020
Task Establish an oversight group to gather feedback on plan processes.	1	PSC Committee DC Decker	On-Going	
Task Establish a system of monitoring succession plan.	1	Training Div. SPC Committee	On-Going	
Task Apply recognized revisions.	1	SPC Committee		On-Going

Strategic Initiative 4: Promote the Professional Development of our Members to Improve Personal and Professional Skills

Action Item: Evaluate/Develop/Implement Officer Training Programs

	Level	Assigned to:	Check	Completion
Objective To provide training and resources for current Company Officers and future Officers				
Task Seek input from Officers on desired material		BC Stickels	1/1/18	2/1/18
Task Identify training concepts and required topics		Battalion Chiefs Captains Lieutenants	2/1/18	2/15/18
Task Formulate material and presentation mode		BC Stickels	2/15/18	4/15/18
Task Conduct training with Officers		BC Stickels	5/1/18	6/1/18

Strategic Initiative 4: Promote the Professional Development of our Members to Improve Personal and Professional Skills

Action Item: Appoint a Full-time EMS Command Chief within the budget

Objective Have a full-time individual responsible for EMS Coordination/Documentation/Training of EMS functions	
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Task	Priority	Assigned to:	Check	Completion
Develop the justification for position.	3	Command Staff		FY2019
Task Evaluate appropriate funding mechanisms for implementation/appointment.	3	DC Decker	7/01/18 11/30/18 01/15/19	
Task Obtain approval from the Mayor and appoint Division Chief of EMS Division.	3	Fire Chief Bridges		12/01/19

Strategic Initiative 5: Promote Innovation in Public Safety through Development of Programs, Creative Decisions, and Non-Traditional Thinking

Although we honor our traditions, the public safety service is ever evolving, this Initiative pushes us to be on the forefront of ideas to move the EMS/fire service forward into future service delivery arenas.

Strategic Initiative 5: Promote Innovation in Public Safety through Development of Programs, Creative Decisions, and Non-Traditional Thinking				
Action Item: Develop Waukegan Fire Department Chaplain Program				
Objective	Priority	Assigned to:	Check	Completion
Investigate and set up Chaplaincy program				
Task Determine personnel preferences for Chaplain services through a comprehensive questionnaire.	1	Lt Ward	Jan 18'	02/01/18
Task Contact existing Chaplains at nearby departments	1	Lt Ward/ FF Bandel	Feb 18' April 18'	
Task Contact local Clergy for show of any existing interest	1	Lt Ward/ FF Bandel	Feb 18' April 18'	
Task Evaluate potential Chaplain candidates provided through questionnaire	1	FF Bandel Lt. Ward	April 18'	October 18'
Task Have primary Chaplain officially appointed by Department	1	Chief Deputy Chief	July 18	October 18
Task Chaplain(s) meet all shifts members.	1	FF Bandel	June 18'	July 18'



Strategic Initiative 5: Promote Innovation in Public Safety through Development of Programs, Creative Decisions, and Non-Traditional Thinking

Action Item: Develop Hostile Threat Program				
Objective Develop/Implement a hostile threat program of preparedness in active shooter or mass harm incidents.				
	Priority	Assigned to:	Check	Completion
Task Develop a Hostile Threat Team.	1	BC Camarato	01/01/18	
Task Identify existing resources/program (MABAS level)	2	BC Camarato Hostile Threat Team	1/1/18	5/1/18
Task Prioritize threats as to most likely impact our community.	2	BC Camarato Hostile Threat Team	1/1/18	5/1/18
Task Establish cost-benefit factors.	2	Hostile Threat Team	12/1/17	5/1/18
Task Seek inter-governmental participation & agreement.	2	Hostile Threat Team	2/1/18	5/1/18
Task Implement Hostile Threat Program.	1	Hostile Threat Team	2/1/18	5/1/18

Strategic Initiative 5: Promote Innovation in Public Safety through Development of Programs, Creative Decisions, and Non-Traditional Thinking

Action Item: Develop/Implementation of SWAT Medic Team				
Objective Improve existing SWAT medic pilot program into comprehensive support program within the EMS division.				
Task Determine which law enforcement agencies the WFD paramedics will support.	1	BC Camarato	1/1/18	5/1/18
Task Contact all existing law enforcement agencies that utilize SWAT medics	2	BC Camarato	1/1/18	2/15/18
Task Identify Advance training requirements	2	BC Camarato FF Lynch	1/1/18	2/15/18



Task Identify fiscal implications of the program (e.g., resources needed, fill-in vacancy – both training & actual events, etc.,)	1	BC Camarato Lt Ward (Grants)	1/1/18	5/1/18
Task Develop criteria for team selection and equipment needed.		BC Camarato FF Lynch	1/1/18	5/1/18
Task Seek inter-governmental participation & agreement.	2	Hostile Threat Team	2/1/18	5/1/18
Task Implement Hostile Threat Program.	1	Hostile Threat Team	2/1/18	5/1/18

Strategic Initiative 5: Promote Innovation in Public Safety through Development of Programs, Creative Decisions, and Non-Traditional Thinking

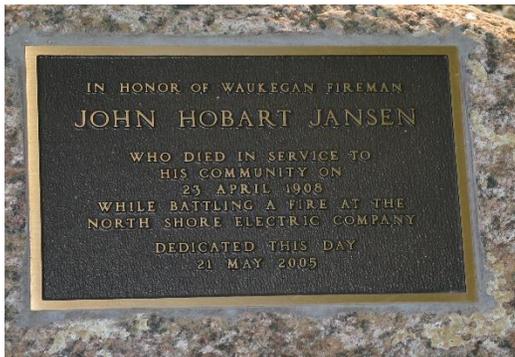
Action Item: Re-Evaluate Strategic Plan

Objective Conduct an annual re-evaluation of the (4) four year Strategic Plan with supporting Operational Plans.				
	Priority	Assigned to:	Check	Completion
Task Make current Strategic Plan accessible to entire Fire Department.		Patricia Stone	12/18/17	01/1/18
Task Annually develop Operational Plans for the Waukegan Fire Department. Operational plans will be developed to support the Strategic plan.	1	Command Staff	03/01/18	
Task Implement comprehensive operational planning.	1	Command Staff	05/1/18 05/1/19 05/1/20	
Task Review current Strategic Plan.	1	Command Staff	01/1/18 01/1/19 01/1/20	On-Going
Task Coordinate Internal & External Stakeholder forums.	1	Command Staff	On-Going	
Task Begin process of 2022-2016 Strategic Plan development.	3	Command Staff	02/01/20	03/01/20



The Keys to Championing this Strategic Plan

The Waukegan Fire Department has advanced its pursuit to develop and implement a strategic plan by requesting and receiving input from the community and internal/external stakeholders during the development stage of the planning process. The Waukegan Fire Department partnered with the McGrath Group to assemble this professional document. The success of WFD's strategic plan will not depend upon execution of the objectives and their related task, but from support received from the Mayor, City Council, Fire Department personnel, and the community-at-large.



“What we have to do today, is to be ready for an uncertain tomorrow.”

Peter F. Drucker
Professor of Social Science & Management

Provided this community-driven strategic planning process is kept dynamic and reinforced by effective leadership, along with active participation, it will be a considerable opportunity to unify internal and external stakeholders through a mutually developed understanding of the organizations course; how all vested parties will work to achieve the mission and vision; while adhering to its core-values; and how the organization will quantify and be responsible for its future progress and successes.



•There is too much at risk to not get it right!



Appendix – B

External SWOT Analysis Questions

In addition to the four (4) categories of “Power to Change, Opportunities/Challenges, Weaknesses, and Strength, the following questions were asked of the group. Their responses were insightful and provided the Department with several opportunities to maintain its positive image, as well as assist the community in the future.

1. **Question:** How many stations does the Fire Department have?

Answers:

- 5 (3 respondents)
- 8
- 7

2. **Question:** How many employees are on duty (right now) to respond to emergency calls?

Answers:

- 28
- 35
- 48
- 50
- 80

3. **Question:** What is the average number of calls the Department responds to daily?

Answers:

- 5
- 35
- 90
- 120
- Blank

4. **Question:** What type of emergency incident does the fire Department respond to the most?

Answers:

- Car Accident
- Heart Attack; Breathing Distress
- Home Accidents
- Medical

5. **Question:** What services does the Fire Department provide?

Answers:

- Fire, Rescue, Ambulance Service
- Fire, Paramedic, Community Service Announcements, CPR & Other Training Classes, School Visits/Presentations, Safe House Demonstrations
- Emergency Response – Accidents, Disaster, Fire
 - Car Seat Installation & Checks
 - Fire and Safety Inspections
 - Safe Haven for babies
- Fire, Ambulance, Rescue
- Firefighting and Prevention
 - Ambulance – paramedics
 - Education
 - CPR

6. **Question:** Rate the Fire Department:

- Excellent
- Good
- Average
- Poor
- Call 911

Answers: 3 – Excellent; 2 – Good

***With the information above, a committee comprised of members of the Department met to develop the Department's Vision, Mission, and Values. Once a draft of each was developed, this group met with members of the Department for their input. Thereafter, the Mission Statement, Vision Statement, and Core Values Statements were finalized.**



Appendix - C

Waukegan Fire Department Apparatus/Equipment Replacement Schedule

Waukegan Fire Department Apparatus/Equipment Replacement Schedule

Apparatus	PLATE #	YEAR	MAKE	DESCRIPTION	PURCHASED Date:	Purchase Price	Moved to Spare	REPLACE Date	Projected Replacement Budget Year	Plan Cost per plan
1611		2016	Seagrave	Marauder Engine	6/20/2016	\$486,363	2031	2036	2035-36	\$1,137,000.00
1612		2002	Seagrave	Marauder Engine	6/20/2002	\$283,279	2017	2022	2021-22	\$657,000.00
1613		2011	KME	Predator Engine	7/20/2011	\$442,565	2026	2031	2030-31	\$935,100.00
1614		1995	Seagrave	Marauder Engine	12/1/1995	\$225,104	2010	2015	2021-22	\$656,900.00
1615		1995	Seagrave	Marauder Quint	10/20/1995	\$437,414	2010	2015	2019-20	\$1,200,000.00
1631		2007	Pierce	Dash 105' Truck	12/13/2006	\$748,043	2022	2027	2026-27	\$1,643,000.00
1616(S)		1995	Seagrave	Marauder Engine	12/1/1995	\$225,104	2010	2015	2020-21	\$631,700.00
1617(S)		1991	E-One	P/Protect Engine	8/1/1991	\$116,995	2006	2011	2018-19	\$561,600.00
1651(S)		2004	Seagrave	Marauder Squad	12/27/2004	\$405,000	2019	2024	2024-25	\$887,000.00
1641	727502	2017	Ford	Horton Ambulance	3/1/2017	\$250,465	2024	2027	2026-27	\$370,700.00
1642	727504	2008	International	Medtec Ambulance	2/3/2008	\$169,303	2015	2018	2021-22	\$304,700.00
1643	727505	2017	Ford	Horton Ambulance	3/1/2017	\$250,465	2024	2027	2026-27	\$370,700.00
1644	727507	2009	International	Medtec Ambulance	9/10/2009	\$172,044	2016	2019	2022-23	\$316,900.00
1645	727508	2012	International	Medtec Ambulance	3/10/2012	\$181,483	2019	2022	2022-23	\$316,900.00
1648(S)	727501	2003	International	Taylor Ambulance	9/1/2003	\$118,161	2010	2013	2020-21	\$293,000.00
1649(S)	727506	2001	International	Taylor Ambulance	7/11/2001	\$96,311	2008	2011	2018-19	\$260,483.00
1665		1983	Oshkosh	T12 ARFF	8/23/1999	\$100,000	1998	2003	2019-20	\$800,000.00

Appendix - C



Appendix -C

Waukegan Fire Department Apparatus/Equipment Replacement Schedule

Apparatus Committee developed a strategic plan to get the department on track with Suppression Apparatus and Ambulances.

Suppression 15 Years front-line/5 Years Reserve

Ambulance: 7 Years front-line/3 Years Reserve

<u>FY</u>	<u>Engine</u>	<u>Truck</u>	<u>Ambulance</u>	<u>Squad</u>	Totals/Years
2018-19	\$561,600.00		\$260,483.00		\$822,083.00
2019-20		\$1,200,000.00			\$1,200,000.00
2020-21	\$631,700.00		\$293,000.00		\$924,700.00
2021-22	\$656,900.00		\$304,700.00		\$961,600.00
2022-23			\$316,900 x2		\$633,800.00
2023-24					
2024-25				\$887,404.00	\$887,404.00
2025-26					
2026-27		\$1,643,000.00	\$370,700x2		\$2,384,400.00
2027-28					

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

The Waukegan Strategic Plan began with a S.W.O.T. analysis from the perspectives of those in the department and those outside who receive and expect services. A S.W.O.T analysis is a strategic planning method used to evaluate the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats. It involves specifying the objective of the venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

- **Strengths:** characteristics of the department that give it an advantage over others in the industry. These are assets that can be capitalized or built upon.
- **Weaknesses:** are characteristics that place the department at a disadvantage to the industry or relative to others. These are components that must be re-evaluated for effectiveness, need, and unanticipated consequences.
- **Opportunities:** internal & external chances to increase the capacity of the department. This involves the evaluation of utilizing what currently exists, or what is anticipated to surface that can bring the department closer to accomplishing its strategic challenges.
- **Threats:** internal & external challenges that form barriers the department seeks to overcome. Threats can be attitudinal, budgetary, environmental, or contextual; they can be perceived, or they can be real.

With the information of the S.W.O.T. analysis, a committee of members of the department met and developed the department's Vision, Mission, and Values. The draft of these statements were reviewed among the membership to ensure all members were included.

Why are a Mission, Vision, and Values Important?

Mission

A company needs a mission statement to motivate staff and for improved leadership. A *Mission* statement begins the process of providing organizational members with a “meaning for existence” which transcends departmental and organizational needs.



Vision

A *Vision* is a vivid picture of an ambitious, desirable future state that is connected to the department and is, in some important way, better than the current state. It is an image of what the people of the organization aspire for it to be or become. Every organization needs a vision if it wants to somewhere and be able to know when it has arrived. We need a vision for a number of critical reasons:

- To guide us – Like the stars that have guided sailors to their destinations and safe harbors for millennia, an articulated vision leads us from point to point on our organizational journey. It also aligns our various priorities and goals and keeps us from fragmenting.
- To remind us – The same organization that can remember one of its mistakes for years can forget what it represents and wants to become in a matter of months. Like the Declaration of Independence, a vision should be something we can reflect on during the coming years to remember the important whys.
- To inspire us – People are not inspired by work in and of itself. Rather they are inspired by the purpose of work, the results of work and the transcendent priorities and goals it encompasses.
- To control us – When we get the “crazies” and start wandering into unrelated businesses or core competencies, our vision statement can snap us back to reality.

Values

“The core values embodied in our credo might be a competitive advantage, but that is not why we have them. We have them because they define for us what we stand for, and we would hold them even if they became a competitive disadvantage in certain situations.”

Ralph S. Larsen

CEO, Johnson & Johnson

Values are the principles, the standards, the actions that employees within an organization represent, which they consider inherently worthwhile and of the utmost importance. They include how people treat each other, how people, groups, and organizations conduct their business and what is most important to the organization.

The Waukegan Fire Department worked hard, through information received by its employees and community to the development of renewed Vision, Mission and Values statements that will guide the department as it moves forward toward the future.



