

HIGHLAND PARK FIRE DEPARTMENT



STRATEGIC PLAN

2012-2016

Patrick Tanner, Fire Chief



CITY OF HIGHLAND PARK FIRE DEPARTMENT

JANUARY 1, 2012

TABLE OF CONTENTS

MESSAGE FROM THE FIRE CHIEF	3
MISSION STATEMENT	4
VISION STATEMENT	5
CORE VALUES	6
ORGANIZATIONAL CHART	7
BACKGROUND	8
HISTORY	9
GOALS AND OBJECTIVES	13
ADMINISTRATION GOALS	14
EMERGENCY MEDICAL AND HEALTH CARE SERVICES GOALS	17
FIRE PREVENTION AND EDUCATION GOALS	22
FIRE SUPPRESSION AND TRAINING GOALS	25
FACILITIES GOALS	28
EQUIPMENT MAINTENANCE AND REPLACEMENT GOALS	31
PERFORMANCE INDICATOR 2D.2	33
ACTION PLANS	34-116



Message from the Chief

I am pleased to present the Strategic Plan on behalf of the Highland Park Fire Department for years 2012 through 2016. As we move forward in the next few years, the department will strive to improve a number of services which are provided to the community. The purpose of the strategic plan is to set the overall goals for the Fire Department and to develop a plan to achieve those goals.

In years past, the Fire Chief would step back from the day-to-day operations of the department and decide where the department was heading and what the priorities should be. From there the strategic plan was developed. Times have changed and so will the future development of the Strategic Plan. One of the goals of the Highland Park Fire Department will be to develop a Community Driven Strategic Plan. Public demands continue to increase while the department budget and resources continues to decrease. As a department administrator, it has been challenging to say the least during these tough economic times. Understanding what the community expects of its fire department will be important in the future when developing short and long range goals. With this knowledge, internal emphasis may need to be changed to fulfill customer expectations. These expectations however must be realistic and attainable.

I look forward to leading this department into the future while meeting and exceeding the expectations of the community. I thank the members of the Department for their tireless dedication to providing high-quality service, creating efficiencies, and commitment to a high level of customer service. I also thank the City Manager, the Mayor and the City Council for their support and continuous dialog. Finally, thanks to the citizens of the community, whose support and input continues to be extremely positive and unwavering.

I hope that this Strategic Plan proves to be both informative and interesting. If there are any questions, suggestions, or comments, please do not hesitate to contact me.



HIGHLAND PARK FIRE DEPARTMENT

Mission Statement

The Highland Park Fire Department is committed to protecting the people, property, and environment within our community. We dedicate our efforts to provide for the safety and welfare of the public by providing the highest quality services that are responsive to the needs of our community.



HIGHLAND PARK FIRE DEPARTMENT

Vision Statement

The Highland Park Fire Department will continually strive to exceed our citizens' expectations. Working within a healthy, safe and innovative environment that enhances the professional and efficient delivery of emergency services, we also strive to be an organization providing community safety education and information, keen to anticipate, influence and embrace change.



HIGHLAND PARK FIRE DEPARTMENT

CORE VALUES OF THE DEPARTMENT

- **SERVICE**

The Department is dedicated to delivering the highest level of service to all of those in need.

- **DEDICATION**

A commitment by each member of the Department to assist those in need through a constant state of readiness and the ability to serve when duty calls.

- **RESPECT**

We respect all of those we serve through honesty, integrity, understanding, and compassion for others. We respect one another through caring, treating people with dignity, and a belief that every individual's action and/or word is a reflection on all the members of the Department.

- **TEAMWORK**

We work together to overcome the challenges we encounter, and continually seek to improve the service we provide as a team.

- **PROFESSIONALISM**

We are professionals in our service delivery through advanced knowledge and skills, appearance and behavior, personal health and well-being, and a courteous attitude.

- **PRIDE**

Pride is internal. There is no better pride than that which compels a person to do his or her very best when no one is looking.

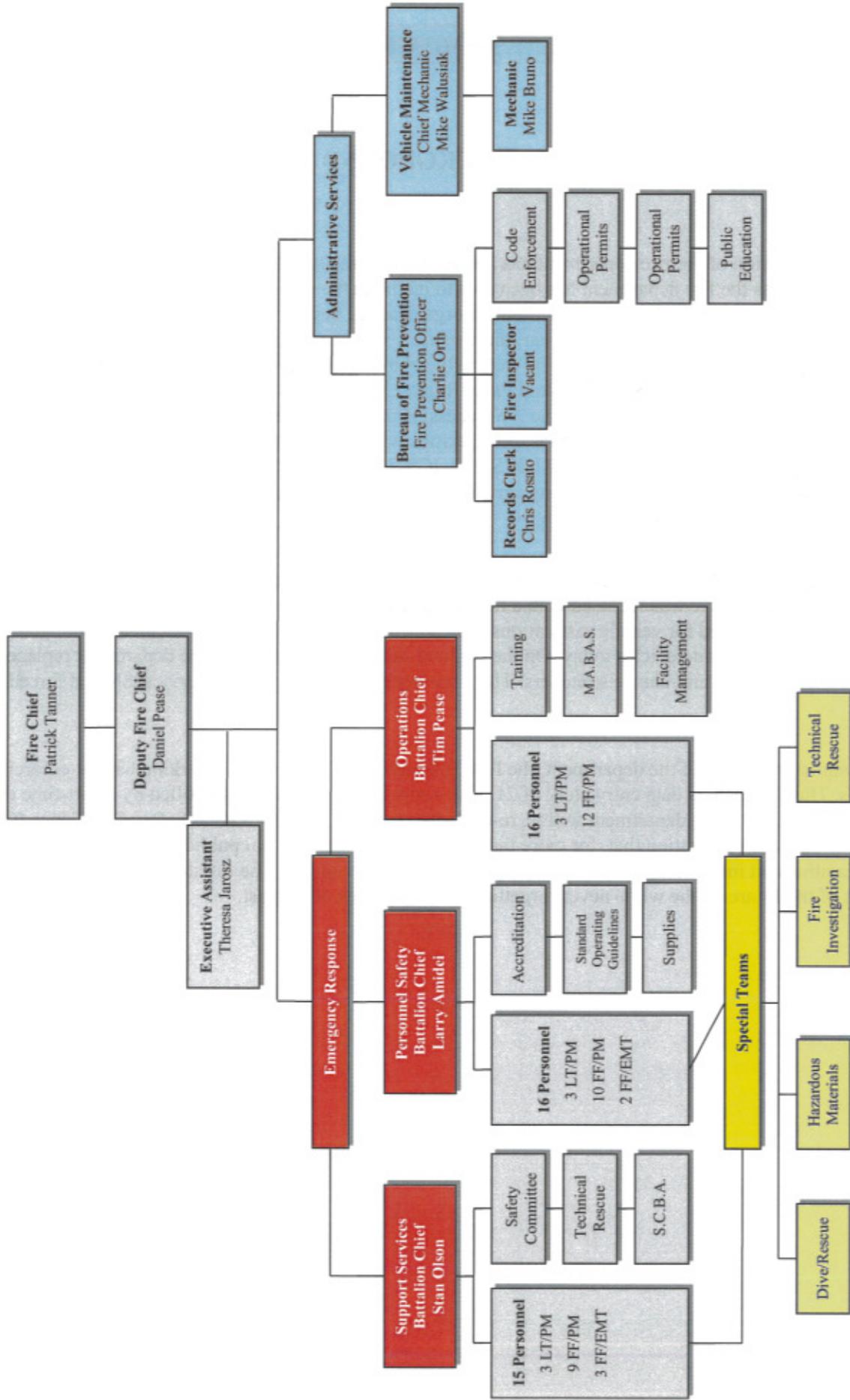
- **DIRECTION**

Our collective mission and vision serve to guide us in identifying choices, making decisions, and taking actions.



Highland Park Fire Department

Organizational Chart - January 2012





BACKGROUND

The vision and mission of the fire department has not changed. Although all city departments have been tasked with doing more with less the fire department has been able to maintain the service levels the community expects. The fire department continues to see many changes within the organization. Several retirements have prompted the department to hire four new recruits. During their first year, these recruits will be required to achieve the academic and physical standards HPFD expects. The physical training they will endure is nothing short of a military boot camp. During the first year recruits must get certified in Highland Parks Region X paramedic system, complete the following state certifications; Firefighter II, Technical Rescue Awareness, Hazardous Materials Operations, and Fire Apparatus Engineer. In addition to the state certifications these recruits will also attain several FEMA (Federal Emergency Management Agency) certifications: ICS-100, ICS-200, ICS-700, and ICS 800. In addition to training the recruits the rest of the department must maintain the many certifications obtained throughout the years. Training for many of these individuals exceeds 240 hours per year.

In 2011, the department fleet was reduced by 1 fire engine and one staff vehicle. The 18 year old fire department utility truck/training vehicle was replaced with a new utility truck. The department also replaced the 20 year old extrication equipment used for vehicle extrications with new extrication equipment that can cut through the new engineered metals found on vehicles today. On the medical side of the department, the department replaced one of its cardiac monitors and two ambulance stretchers. The items replaced were no longer serviceable and forced them to be replaced.

On the administrative side of the department, the Fire Prevention Bureau (FPB) is working hard at enforcing city and state codes. The FPB had its data entry clerk of 21 years retire and that position was filled by a part-time data entry clerk. In spring of 2012, the department will be re-evaluated by the Center for Public Safety Excellence (CPSE). CPSE is a nonprofit organization that, for more than a decade, has helped local public safety agencies around the world streamline and improve the services they provide their communities. The fire department looks forward to the challenges of the future all the while never forgetting the adversities of the past.



HISTORY

The following information is provided to illustrate some of the services, facilities and apparatus as well as statistical information that is critical to the department delivery system.

Emergency Services

The Highland Park Fire Department continues to use the term “Fire Department” to designate its emergency service delivery system. Although this phrase brings a single service to mind, the Fire Department is involved in many activities in addition to extinguishing fires. Services that could be designated as “emergencies” include, but are not limited to:

- Fire Suppression
- Emergency Medical Service
- Underwater Rescue and Recovery
- Hazardous Materials Incident Mitigation
- Technical Rescue

Non-Emergency Services

The Department’s non-emergency services include those activities that improve the overall safety of the community, as well as the Department. This is a proactive approach that encompasses a wide variety of Department activities including:

- Fire Prevention and Code Enforcement
- Public Fire Safety, General Safety, and Medical Education
- Training
- Citizen Support Services
- Community and Organizational Support
- Infrastructure Maintenance (hydrant testing)



Stations

The City of Highland Park operates from three (3) strategically located fire stations. Fire Station #32 (located in the Ravinia section of the City) is the oldest occupied fire station in the City and was constructed in 1929. Fire Station #33 is located in the central section of the City and is the newest facility, occupied in 1999. Fire Station #34 is located in the North section of the City and was first occupied in 1978.

Fire Station #32

		<p>692 Burton Avenue Highland Park, Illinois 60035 847-432-0802 Constructed 1929</p>
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Apparatus	Year	Make	2011 EMS Responses	2011 Fire Responses	2011 Total Responses
Engine Company #32	2010	Crimson	499	842	1341
Ambulance #32	2000	Ford/Road Rescue	882	733	1615
Totals			1381	1575	2,956

Fire Station #33

		<p>1130 Central Avenue Highland Park, Illinois 60035 847-433-3110 Constructed 1998</p>
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Apparatus	Year	Make	2011 EMS Responses	2011 Fire Responses	2011 Total Responses
Engine Company #33	2006	Pierce	910	1464	(S33/E33) 2374
Truck Company #33	1996	Sutphen	43	200	243
Battalion #33	2000	Ford	49	1028	1077
Totals			1002	2692	3694
Engine Company #31	1988	Seagrave	Reserve Apparatus		
Ambulance #33	1997	Ford/Road Rescue	Reserve Apparatus		
3300	2005	Chevrolet	Fire Chief Vehicle		
3301	1999	Ford	Deputy Fire Chief Vehicle		
3306	2005	Toyota Prius	Fire Prevention Vehicle		
Utility #33	2012	Ford F-250	Multi- Purpose vehicle		



Fire Station #34

		<p>1100 Half Day Road Highland Park, Illinois 60035 847-432-0804 Constructed 1978</p>
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Apparatus	Year	Make	2011 EMS Responses	2011 Fire Responses	2011 Total Responses
Squad Company #34	2000	Pierce	427	1039	(E34/T34/S34) 1466
Ambulance #34	2003	Ford/Road Rescue	945	820	1765
Totals			1372	1859	3231
Dive-Rescue #34	2008	Ford/Zodiac	Dive-Rescue Response Vehicle		

Apparatus

The Department operates two Paramedic Engine Companies, one Paramedic Pumper Squad Company, two Paramedic Ambulances, one Paramedic Truck Company (when staffing allows) and a Battalion Chief vehicle each shift. The Department also has one reserve Engine Company, one reserve Ambulance, one Dive-Rescue vehicle, one boat and five staff vehicles. A brief description of the apparatus follows:

Paramedic Engine Companies are the primary response apparatus at Stations #32 and #33. The vehicles are equipped in a manner that allows them to deliver basic firefighting services as well as emergency medical services. The reserve Engine is located at Station #33



Paramedic Ambulances provide emergency medical care as well as patient transport to the hospital. The Department has ambulances located at Stations #32 and #34. These vehicles are equipped with state-of-the-art emergency medical equipment and are staffed with two Paramedics at all times. The reserve Ambulance is located at Station #33.

Paramedic Truck Company #33 is located at Station #33 and provides specialized capabilities such as elevated rescue and master fire streams. The Truck also carries additional ground ladders to provide ladder support during fire incidents. The Truck serves as the secondary EMS response vehicle at the busy Station #33.



Paramedic Squad Company #34 is located at Station #34, provides basic Engine Company functions, and is the primary vehicle extrication vehicle. The vehicle carries the Department's auto extrication, hazardous materials, and technical rescue equipment.



Battalion 33 is the vehicle operated by the on-duty Battalion Chief. This vehicle responds to all Code 3 alarms (fire alarms, smoke in structures, construction accidents) and Code 4 alarms (structure fires), as well as vehicle accidents on Route 41.



Other Department Information

2011 agency highlights include the following.

<u>Authorized Personnel: 54</u>	<u>Total Responses: 4,777</u>	<u>Total Apparatus Responses: 9,934</u>
Suppression: 48	Fire/Rescue: 2,859	Engine #33 (S33) 2,374
Administration: 3	Emergency Medical: 1,871	Ambulance #34: 1,765
Fire Prevention: 1	Structure Fires: 15	Ambulance #32: 1,615
Clerical: 1	Other Fires: 32	Squad #34: (T34, E34) 1,466
Vehicle Maintenance: 1	Fire Service Fire Injuries: 0	Battalion #33: 1,077
	Civilian Fire Injuries: 0	Engine #32: 1,341
		Truck #33: 243
		Ambulance #33: 3
		Dive-Rescue #34: 5
		Others: 45

Significant Activities:

Hours of Training:	13,132
Smoke Detectors Installed:	5
Detector Batteries Replaced:	59
Medical Alert Devices Installed	12
In-Station Blood Pressures Taken:	90
Hoses Tested:	248
CPR, Medical & First Aid Classes/Students:	23
Public Education Classes/Students:	54/2489
Station Tours/Participants:	10/216

Fire Prevention Activities:

Inspection/Re-inspections:	1,730
Fire Alarms Inspected:	779
Violations Found:	1,450
Violations Corrected:	239
Plans Reviewed:	16
Hazard Process Permits:	556
Storage Tanks Inspected:	2



GOALS AND OBJECTIVES

The Highland Park Fire Department Strategic Plan identifies the key goals and objectives that determine the short- and long-term directions of the Department. One of the key concepts behind the development and publishing of a Strategic Plan is to ensure a clear understanding of the Department’s goals. The Strategic Plan is divided into sections that coincide with the organizations major divisions (Administration, EMS, Fire Prevention and Public Education, Suppression and Training, Facilities and Equipment Maintenance and Replacement). Within each section are two sub-sections. Sub-section 1 documents the goals and objectives for the 2012 fiscal year. Sub-section 2 documents the long-range goals of the Department from 2013 through 2016.

It is through the use of the Strategic Plan that the Highland Park Fire Department can document its path into the future. In order to safely and effectively respond to fires, emergency medical calls, technical rescue alarms, and any other requests for service, the Department needs a solid plan. The Strategic Plan, in concert with the Department budget, is the document that establishes the goals, objectives, and priorities that the Department has identified to meet the challenges faced each and every day.



ADMINISTRATION

GOAL STATEMENT

The goal of the Administration Division of the Highland Park Fire Department is to provide the most efficient and economical services possible. The Administrative Division will research, develop, and implement Policies and Standard Operating Guidelines to achieve this goal.

- ADM 12-1** FY 2012: *Development of Fire Department Officer Manual*
- Create a manual for officers and acting officers which outline specific objectives to be accomplished on a day to day basis. Creation of this manual will ensure consistency of day to day operations while an acting officer is in charge. Additionally, it will hold existing officers accountable to the fundamental aspects of their job.
- Budget- No impact to prepare plan*
- Responsible Party – Deputy Chief*
- ADM 12-2** FY 2012: *Re-Accreditation*
- Accreditation status for the department expires in 2012 and the process for re-accreditation needs to be completed. Prepare for re-accreditation and submit necessary documents to the Center for Public Safety Excellence (CPSE).
- Budget- Minimum impact on overtime*
- Responsible Party- Accreditation Team*
- ADM 12-3** FY 2012: *Update Vehicle Replacement Plan*
- The previous vehicle replacement plan has been pushed back/delayed due to the economy. A new current replacement plan is needed to address the various vehicles in the fleet that are in need of replacement. This plan is dependent upon approval of the department budget.
- Budget- Significant impact to budget*
- Responsible Party- Chief*
- ADM 12-4** FY 2012: *Solicit Input from the Community Regarding the Services Provided*
- The economic decline of 2008 has put a strain on all city services. Many of the programs delivered by the department had to be scaled back or cut. Input from the community is needed to help establish goals and new expectations for the future of the department. The department will conduct surveys soliciting the response of the stakeholders in the community. The results of these surveys will help guide the department forward.
- Budget-Minimal impact from cost of mailings*
- Responsible Party- Deputy Chief, Executive Assistant*



- ADM 12-5** **FY 2012:** *Develop Minimum Qualifications for the Various Ranks*
- Currently the department does not have in writing a standard which identifies minimum qualifications recommended for each rank. Having a document identifying minimum qualifications will bring uniformity amongst the ranks. In addition, those striving to be promoted can work towards the minimums of that next rank to better prepare themselves for the position.
- Budget- No impact to prepare plan*
- Responsible Party – Deputy Chief*
-
- ADM 12-6** **FY 2012:** *Evaluate New System for Station Alerting*
- Communication is vital to the operations of emergency services. The current station alerting system is dated and difficult to hear in the stations. Clear accurate information from the time of dispatch will ensure the correct response is initiated from the start of the incident. An improvement in response times would be a desired result of a new station alerting system.
- Budget- Significant Impact, possible alternative funding may be needed*
- Responsible Party- Lt Zerfass, Chief*
-
- ADM 13-1** **FY 2013:** *Create Lieutenant Promotional Eligibility List*
- The current Lieutenant promotional eligibility List will expire in 2013. A new promotional list will be created to fill the position of lieutenant in the event of a vacancy. This list also serves as an eligibility list for individuals looking to gain experience as Acting Lieutenants.
- Budget- Minimum impact to budget*
- Responsible Party- Human Resource, Chief*
-
- ADM 13-2** **FY 2013:** *Create New Hire Eligibility List*
- The current new hire eligibility list will expire in 2013. A new hire eligibility list will be created to fill the position of firefighter/paramedic in the event of a vacancy on the department.
- Budget- Minimum impact to budget*
- Responsible Party- Human Resource, Chief*
-
- ADM 14-1** **FY 2014:** *“Refresh” the Succession Plan*
- With the retirements expected in the coming years, the succession plan for all Department programs needs updating and will continue to be an on-going objective for the department. In identifying successors for programs, having needs can be identified and budgeted for.
- Budget- No impact to update plan*
- Responsible Party- Deputy Chief*



- ADM 15-1** **FY 2015:** *Re-evaluate Feasibility of Replacing Station #32*
- Fire Station #32 was built in 1929 and is becoming problematic due to its size. The apparatus bay is small and leaves little room to check and maintain the vehicles. Extra equipment such as hose, training props, and station supplies are limited due to lack of storage. Currently Station #32 is operating at its maximum potential and any future growth or expansion at Station #32 is limited. Station location will be considered along with budgetary impact.
- Budget-Minimum impact to evaluate the need of replacing Station #32*
- Responsible Party- Chief*
-
- ADM 15-2** **FY 2015:** *Update Job Description's for All Ranks of the Fire Department*
- The job description for the various ranks will be dated by this time and in need of updating. The updates should reflect the current needs of the stakeholders and department.
- Budget- No impact*
- Responsible Party –Chief*
-
- ADM 15-3** **FY 2015:** *Create New Lieutenant Promotion Eligibility List*
- The current Lieutenant promotional eligibility List will expire in 2015. A new promotional list will be created to fill the position of lieutenant in the event of a vacancy. This list also serves as an eligibility list for individuals looking to gain experience as Acting Lieutenants.
- Budget- Minimum impact to create new eligibility list*
- Responsible Party- Human Resource, Chief*
-
- ADM 15-4** **FY 2015:** *Create New Hire Eligibility List*
- The current new hire eligibility list will expire in 2015. A new hire eligibility list will be created to fill the position of firefighter/paramedic in the event of a vacancy on the department.
- Budget- Minimum impact to create new hire eligibility list*
- Responsible Party- Human Resource, Chief*
-
- ADM 16-1** **FY 2016:** *Get Ready Materials and start the process for Re-Accreditation*
- Accreditation status for the department will expire in 2017 and the process for re-accreditation needs to be completed. Prepare for re-accreditation and submit necessary documents to the Center for Public Safety Excellence (CPSE).
- Budget- Minimum impact on overtime*
- Responsible Party- Accreditation Team*
-
- ADM 16-2** **FY 2016** *Re-evaluate Department Deployment Plan*
- The deployment plan for the department was evaluated and tested in 2011. The change in deployment should be re-evaluated for safety, response times, and overall efficiencies.
- Budget- No Impact*
- Responsible Party- Chief*



EMERGENCY MEDICAL AND HEALTH CARE SERVICES

GOAL STATEMENT

The goal of the Emergency Medical and Health Care Services Division is to provide the citizens of Highland Park with a quality emergency medical program that utilizes advanced training and equipment to deliver superior medical care.

- EMHS 12-1** FY 2012: *Purchase New CPR Manikins*
- Teaching CPR to the public is just one of the services provided by the fire department. The current CPR manikins are worn and in need of replacement. New CPR manikins allow for realistic scenarios on life-like manikins.
- Budget- Minimum impact to budget*
- Responsible Party- Medical Officer*
- EMHS 12-2** FY 2012: *Presentation of City Employee CPR/AED Recertification Classes*
- As import as it is to teach the public CPR it is equally important to keep city employees certified in CPR and AED responses. The American Heart implements “Best Practices” and these changes need to be taught to all personnel. Classes are scheduled throughout the year to accommodate the various schedules of city employees.
- Budget- Minimum impact to budget*
- Responsible Party- CPR Officer*
- EMHS 12-3** FY 2012: *Purchase Automatic External Defibrillators (AED's) for Engine and Truck #33*
- The Highland Park Fire Department equips all its fire apparatus with Emergency Medical Supplies. This enables the fire apparatus to administer Advance Life Support until an ambulance arrives on scene. AED's are used to restore the electrical current in a person whose heart has stopped. AED's are considerably cheaper than the Cardiac Monitors which are carried on the ambulances. The AED's for Engine and Truck #33 will replace the obsolete and unserviceable cardiac monitors currently carried on these vehicles. The AED's will be used until New Cardiac monitors can be purchased.
- Budget- Minimum impact to budget*
- Responsible Party- Medical Officer*
- EMHS 12-4** FY 2012: *Annually Replace One Cardiac Monitor*
- Advanced Life Support is an essential service the department provides to the community. Illinois Department of Public Health and Highland Park Hospital require paramedics to be knowledgeable in using and interpreting the rhythms acquired from a cardiac monitor. Technology is the driving force dictating the useful life of a cardiac monitor. To keep current with technology a replacement schedule must be developed and the annual purchase of a cardiac monitor must be instituted.
- Budget- Minimum impact to budget*
- Responsible Party- Medical Officer, Chief*



EMHS 12-5 FY 2012: *Purchase New Cot for Ambulance*

One of the most useful pieces of equipment on an ambulance is the cot. The Cot is used to transport patients from their location of crises to the back of the ambulance. The Cot is a moveable bed that locks into place in the back of an ambulance. The department has purchased a new ambulance with a scheduled delivery date of 2012. This ambulance will require a new Cot to fit in the bracket configuration designed for the vehicle.

Budget- Minimum impact to budget

Responsible Party- Medical Officer, Chief

EMHS 12-6 FY 2012: *Certify all Paramedics in Advance Cardiac Life Support (ACLS)*

Paramedics have to deal with a variety of medical emergencies every day. A majority of these emergencies are cardiac related. It is for this reason the fire department takes the paramedic training to the next level. Extensive medical knowledge and rigorous hands-on training and practice are required to become ACLS certified.

Budget- Minimum impact to budget

Responsible Party- Medical Officer

EMHS 13-1 FY 2013: *Purchase New Cardiac Monitor*

Technology is the fastest changing advancement society has ever encountered. Along with many of the modern day technologies such as cell phones, computers, and other digital devices Cardiac Monitors have progressed immensely. To keep up with the changes made to the paramedic protocol this technology is needed to perform the advanced life support delivered by the paramedics. Some of the current cardiac monitors the department uses today are old and no longer serviceable.

Budget-Significant impact to budget

Responsible Party- Medical Officer, Chief

EMHS 13-2 FY 2013: *Send One Person to Paramedic School*

The Highland Park Fire Department is an efficient organization that cross-trains its firefighters to be paramedics. Having paramedics staff not only on the ambulances in town but also the fire trucks, fire engines, and squad allows advanced life support to be delivered within six minutes anywhere in town. Currently the department has six individuals that still need to be certified as paramedics.

Budget- Significant impact to budget

Responsible Party- Medical Officer, Chief

**EMHS 13-3** FY 2013:*Purchase AED's for Squad #34 and Engine #32*

The Highland Park Fire Department equips all its fire apparatus with Emergency Medical Supplies. This enables the fire apparatus to administer Advance Life Support until an ambulance arrives on scene. AED's are used to restore the electrical current in a person whose heart has stopped. AED's are considerably cheaper than the Cardiac Monitors which are carried on the ambulances. The AED's for Engine #32 and Squad #34 will replace the obsolete and unserviceable cardiac monitors currently carried on these vehicles. The AED's will be used until new cardiac monitors can be purchased.

Budget- Minimum impact to budget

Responsible Party- Medical Officer

EMHS 13-4 FY 2013:*Certify all Paramedics in Pediatric Advanced Life Support (PALS)*

Cardiac emergencies are more common in adults nevertheless pediatric patients also experience these types of emergencies. Pals' training helps Paramedics develop the knowledge and skills necessary to manage critically ill infants and children. Extensive medical knowledge and rigorous hands-on training and practice are required to become PALS certified.

Budget- Minimum impact to budget

Responsible Party- Medical Officer

EMHS 14-1 FY 2014:*Send One Person to Paramedic School*

The Highland Park Fire Department is an efficient organization that cross-trains its firefighters to be paramedics. Having paramedics staff not only on the ambulances in town but also the fire trucks, fire engines, and squad allows advanced life support to be delivered within six minutes anywhere in town. Currently the department has five individuals that still need to be certified as paramedics.

Budget- Significant impact to budget

Responsible Party- Medical Officer, Chief

EMHS 14-2 FY 2014:*Certify all Paramedics in Advance Cardiac Life Support (ACLS)*

Paramedics have to deal with a variety of medical emergencies every day. A majority of these emergencies are cardiac related. It is for this reason the fire department takes the paramedic training to the next level. Extensive medical knowledge and rigorous hands-on training and practice are required to become ACLS certified.

Budget- Minimum impact to budget

Responsible Party- Medical Officer



- EMHS 14-3** FY 2014: *Purchase New Cardiac Monitor*
- Technology is the fastest changing advancement society has ever encountered. Along with many of the modern day technologies such as cell phones, computers, and other digital devices Cardiac Monitors have progressed immensely. To keep up with the changes made to the paramedic protocol this technology is needed to perform the advanced life support delivered by the paramedics. Some of the current cardiac monitors the department uses today are old and no longer serviceable.
- Budget-Significant impact to budget*
- Responsible Party- Medical Officer, Chief*
- EMHS 15-1** FY 2015: *Send One Person to Paramedic School*
- The Highland Park Fire Department is an efficient organization that cross-trains its firefighters to be paramedics. Having paramedics staff not only on the ambulances in town but also the fire trucks, fire engines, and squad allows advanced life support to be delivered within six minutes anywhere in town. Currently the department has five individuals that still need to be certified as paramedics.
- Budget- Significant impact to budget*
- Responsible Party- Medical Officer, Chief*
- EMHS 15-2** FY 2015: *Certify all Paramedics in Pediatric Advanced Life Support (PALS)*
- Cardiac emergencies are more common in adults nevertheless pediatric patients also experience these types of emergencies. Pals' training helps Paramedics develop the knowledge and skills necessary to manage critically ill infants and children. Extensive medical knowledge and rigorous hands-on training and practice are required to become PALS certified.
- Budget- Minimum impact to budget*
- Responsible Party- Medical Officer*
- EMHS 15-3** FY 2015: *Purchase New Cardiac Monitor*
- Technology is the fastest changing advancement society has ever encountered. Along with many of the modern day technologies such as cell phones, computers, and other digital devices Cardiac Monitors have progressed immensely. To keep up with the changes made to the paramedic protocol this technology is needed to perform the advanced life support delivered by the paramedics. Some of the current cardiac monitors the department uses today are old and no longer serviceable.
- Budget-Significant impact to budget*
- Responsible Party- Medical Officer, Chief*



EMHS 16-1 FY 2016:

Certify all Paramedics in Advance Cardiac Life Support (ACLS)

Paramedics have to deal with a variety of medical emergencies every day. A majority of these emergencies are cardiac related. It is for this reason the fire department takes the paramedic training to the next level. Extensive medical knowledge and rigorous hands-on training and practice are required to become ACLS certified.

Budget- Minimum impact to budget

Responsible Party- Medical Officer

EMHS 16-2 FY 2016:

Purchase New Cardiac Monitor

Technology is the fastest changing advancement society has ever encountered. Along with many of the modern day technologies such as cell phones, computers, and other digital devices Cardiac Monitors have progressed immensely. To keep up with the changes made to the paramedic protocol this technology is needed to perform the advanced life support delivered by the paramedics. Some of the current cardiac monitors the department uses today are old and no longer serviceable.

Budget-Significant impact to budget

Responsible Party- Medical Officer, Chief



FIRE PREVENTION AND EDUCATION

GOAL STATEMENT

To prevent and reduce the effects of fire through code development, inspection, enforcement, and education. To provide the citizens of Highland Park with an effective public education program that informs, educates, and advances their knowledge on the hazards associated with fire and other dangers.

FPE 12-1 FY 2012: *Complete the testing and maintenance to half the fire hydrants in town*

The maintenance and testing of equipment is vital to the reliability of the equipment, especially during an emergency incident. Fire hydrants are essential in supplying the water needed to extinguish a fire. Testing fire hydrants also test the hydrant mains and infrastructure assuring the reliability of the system.

Budget- Minimum impact to budget

Responsible Party- Fire Department Personnel

FPE 12-2 FY 2012: *Complete Life Safety Inspections for One-Third of All Inspectable Properties in Town*

Fire Prevention is paramount in reducing injuries and death due to a fire. Ideally, it would be most beneficial to inspect one hundred percent of the inspectable properties every year however due to the challenging economic times the Fire Prevention Bureau has only one fire inspector. The fire inspector checks buildings and businesses for code violations as well as life safety issues.

Budget- Minimum impact to budget

Responsible Party- Fire Inspector

FPE 12-3 FY 2012: *Spec-out a Fire Safety Trailer and Seek Alternative Funding*

Fire prevention and public education are divisions of the fire department that reach out to the community and promote fire safety. A Fire safety trailer is used to educate children on the dangers of fire and what can be done to prevent these fires. This trailer will act as a mobile classroom that can be brought to the various schools and learning centers in town. Some of the topics that would be covered include; Stop Drop & Roll, Get Low and Go, Exit Drills In The Home, Having a Family Meeting Place, Two ways Out, Smoke Detectors Save Lives, Kitchen Safety, and more. Funding for a fire safety trailer is a capital expense which in this case will require alternative funding sources other than the department budget.

Budget- TBD

Responsible Party- Public Education Officers, Deputy Chief



- FPE 13-1** **FY 2013:** *Complete Life Safety Inspections for One-Third of All Inspectable Properties in Town*
- Fire Prevention is paramount in reducing injuries and death due to a fire. Ideally, it would be most beneficial to inspect one hundred percent of the inspectable properties every year however due to the challenging economic times the Fire Prevention Bureau has only one fire inspector. The fire inspector checks buildings and businesses for code violations as well as life safety issues.
- Budget- Minimum impact to budget*
- Responsible Party- Fire Prevention Bureau*
-
- FPE 13-2** **FY 2013:** *Purchase Public Education Trailer to Improve the Public Education Program*
- Teaching fire safety to the schools and learning centers in town currently require the fire department to borrow public education trailers from other fire departments when and if they are available. The purchase of a Fire Safety Trailer would allow the departments public education officers to give consistent training throughout the community.
- Budget-TBD*
- Responsible Party- Public Education Officers, Deputy Chief*
-
- FPE 13-3** **FY 2013:** *Hire Full-Time Fire Inspector*
- One of the goals of the Fire Prevention Bureau is to inspect one half of all inspectable properties in town per year. Currently, the work load tasked to the fire prevention officer exceeds this expectation. Having another full-time Fire Prevention Officer will allow for one half of all inspectable properties in town to be inspected yearly.
- Budget-Significant impact to budget*
- Responsible Party- Chief*
-
- FPE 14-1** **FY 2014:** *Complete Fire/Life Safety Inspections for One-Half of the Inspectable Properties in Town*
- A realistic and attainable goal for the Fire Prevention Bureau is to complete a Fire/Life Safety Inspection to one-half of all businesses/buildings in town. Changing the time frame from once every third year to once every other year will significantly improve life safety, code compliance and the reliability of the information obtained by the inspection.
- Budget- Minimum impact to budget*
- Responsible Party- Fire Prevention Bureau*
-
- FPE 14-2** **FY 2014:** *Create Preplan Drawings for all Inspectable Commercial Properties*
- A preplan drawing is a drawing made to scale to represent a top view or horizontal section of a structure that represents a floor layout of a structure. Also noted on the preplan is the location of all utility shut offs, dangerous conditions or processes, sprinkler connections, stairwells, and other useful information.
- Budget- Minimum impact to budget*
- Responsible Party- Deputy Chief*



FPE 15-1 **FY 2015:** *Research Purchasing Hand Held Tablet/Computers to Streamline the Inspection Process*

A reliable hand held tablet or laptop computer along with the appropriate software will reduce and/or eliminate the duplication of work. The electronic device needs to be durable and hold up to the different environmental conditions encountered in the Chicago-land Area.

Budget-No impact to budget

Responsible Party- Chief

FPE 16-1 **FY 2016:** *Purchase Technology to Streamline the Inspection Process*

Hand held electronic devices with integrated software will bring the office out into the field for the fire inspectors. The purchase of this technology should include a warranty and customer support.

Budget- Minimum impact to budget

Responsible Party- Chief



FIRE SUPPRESSION AND TRAINING

GOAL STATEMENT

The goal of the Fire Suppression and Training Division of the Highland Park Fire Department is to provide safe, effective and efficient fire and rescue services utilizing available resources; and to develop training programs based on the needs of the Department and the City.

- FST 12-1** FY 2012: *Send Chief to Class to Obtain Fire Officer III Certification - Chief Tanner*
- Fire Officer III is the highest certification attainable through the Office of the State Fire Marshal. Fire Officer III consists of 12 modules comprising of the following classes; Leadership, Communications, Personal & Professional Development, Community Relations, Intergovernmental Relations, Human Resources, Legal Issues, Strategic Planning, Emergency Management, Code Enforcement & Public Education, Budget & Finance, and Life Safety Initiatives. It's the goal of the Fire Chief to pursue training designed for the administrative staff.
- Budget- Minimum impact to budget*
- Responsible Party- Chief Tanner*
- FST 12-2** FY 2012: *Send Battalion Chief to attend Staff and Command through the University of Maryland - Battalion Chief Olson*
- Training is paramount to the safety and welfare of the community as well as those protecting the community. The National Fire Service Staff and Command course is designed to assist administrative officers in modern concepts of emergency management by developing critical leadership skills and professional knowledge.
- Budget- Minimum impact to budget*
- Responsible Party- Deputy Chief Pease*
- FST 12-3** FY 2012: *Send individuals to Fire Service Incident Safety Officer to obtain state certification - Lieutenant Zerfass, Battalion Chief Pease*
- One approach to help reduce firefighter injuries and deaths at incidents is by having a well-prepared proactive Incident Safety Officer (ISO). Successful handling of incidents require critical skills of reading smoke, anticipating risk, predicting building collapse and many other competences necessary to be a proficient Safety Officer. All Officers of the department should be trained at a minimum to the level of Fire Service Incident Safety Officer.
- Budget- Minimum impact to budget*
- Responsible Party- Training Officer Kephart*



- FST 12-4** **FY 2012** *Certify Two Recruits to the Level of Fire Apparatus Engineer*
- A minimum requirement for all Highland Park firefighters is to become state certified as a Fire Apparatus Engineer (FAE). Training will consist of learning pump operations, pump functions, pump components, friction calculations, and fire flow calculations. Firefighters are expected to be cross trained in all aspects of fire suppression so they may be utilized for any position on all fire suppression vehicles.
- Budget- Minimum impact to budget*
- Responsible Party- Training Officer Kephart*
- FST 13-1** **FY 2013:** *Send Deputy Chief to Class to Obtain Fire Officer III Certification - Deputy Chief Pease*
- Fire Officer III is the highest certification attainable through the Office of the State Fire Marshal. Fire Officer III consists of 12 modules comprising of the following classes; Leadership, Communications, Personal & Professional Development, Community Relations, Intergovernmental Relations, Human Resources, Legal Issues, Strategic Planning, Emergency Management, Code Enforcement & Public Education, Budget & Finance, and Life Safety Initiatives. It's the goal of the Fire Chief to pursue training designed for the administrative staff.
- Budget- Minimum impact to budget*
- Responsible Party- Deputy Chief Pease*
- FST 13-2** **FY 2013:** *Send Battalion Chief to attend Staff and Command through the University of Maryland - Battalion Chief Pease*
- Training is paramount to the safety and welfare of the community as well as those protecting the community. The National Fire Service Staff and Command course is designed to assist administrative officers in modern concepts of emergency management by developing critical leadership skills and professional knowledge.
- Budget- Minimum impact to budget*
- Responsible Party- Deputy Chief Pease*
- FST 13-3** **FY 2013:** *Send individuals to Fire Service Incident Safety Officer to obtain state certification - Lieutenant Lindgren, Lieutenant Brennan*
- One approach to help reduce firefighter injuries and deaths at incidents is by having a well-prepared proactive Incident Safety Officer (ISO). Successful handling of incidents require critical skills of reading smoke, anticipating risk, predicting building collapse and many other competences necessary to be a proficient Safety Officer. All Officers of the department should be trained at a minimum to the level of Fire Service Incident Safety Officer.
- Budget- Minimum impact to budget*
- Responsible Party- Training Officer Kephart*



FST 14-1 **FY 2014:** *Send individuals to Fire Service Incident Safety Officer to obtain state certification - Lieutenant Horne, FF Nardomarino*

One approach to help reduce firefighter injuries and deaths at incidents is by having a well-prepared proactive Incident Safety Officer (ISO). Successful handling of incidents require critical skills of reading smoke, anticipating risk, predicting building collapse and many other competences necessary to be a proficient Safety Officer. All Officers of the department should be trained at a minimum to the level of Fire Service Incident Safety Officer.

Budget- Minimum impact to budget

Responsible Party- Training Officer Kephart

FST 15-1 **FY 2015:** *Develop a tier system for training programs,*

Develop a tier system for training programs to include department-pay versus employee pay, covering time-off versus using leave, employee advance or reimbursement, etc. Every class will be assigned a “tier” and the tiers will be defined so that when an employee requests to attend a class (or is assigned) it is clear who is paying and if shift coverage is provided.

Budget – None

Responsible Party – Deputy Chief, Training Officer Kephart

FST 16-1 **FY 2016:** *To have all members of the department certified to the rank of their position*

Minimum recommended certifications are suggested for each of the various ranks. The training division will follow through and make sure individuals attain the core competencies/certifications for each rank.

Budget- Minimum Impact

Responsible Party- Training Officer Kephart



FACILITIES

GOAL STATEMENT

The goal of the Buildings and Grounds Maintenance Division is to provide technical assistance and support not covered under normal Fire / EMS operations through effective research and planning. The facilities budget is controlled and operated by the cities facility manager. The Facility Manager will prioritize what projects to complete during the fiscal year.

- F 12-1** **FY 2012:** *Change Plymovent System at Station #34 to Magnetic System*

The Plymovent system is an at-source capture of airborne particles before they can spread in the local environment. The current system is dated requiring a lot of maintenance to keep the system working properly. Retrofitting the current system to a magnetic system will reduce cost and time required to maintain the system.

Budget- Minimum impact to budget

Responsible Party- FF Koukios

- F 12-2** **FY 2012** *Replace/Repair the Outside Plymovent Exhaust Motor at Station #32*

Fire Station #32 was built in 1929 nestled in a residential neighborhood. The exhaust motor for the Plymovent system at Station #32 is in need of replacement. The noise coming from the Plymovent system due to the failing exhaust motor is unacceptable to the neighbors in close proximity.

Budget- Minimum impact to budget

Responsible Party- FF Koukios, Facilities Manager

- F 12-3** **FY 2014:** *Repair Water Damage in Station #32 Apparatus Bay*

The apparatus bay at Station #32 is in need of repairs. The tile on the walls are loose and falling off. There are areas where water has rotted away portions of the wall. The extremely tight quarters in the apparatus bay make cleaning the apparatus difficult and next to impossible to keep the walls from getting wet. General repairs to the walls are needed to prevent further damage to the station.

Budget- Minimum impact to budget

Responsible Party- FF Koukios, Facilities Manager



- F 12-4** FY 2012: Purchase Storage Containers for Training Tower (Training Officer)
- Highland Park Fire Department has a training facility located at 1200 Half Day Rd. At this training facility is a 5 story burn tower used to conduct live fire evolutions. Discarded wood pallets are used as fuel along with bundles of hay and straw. Storage containers are needed to store the pallets, hay, and straw to keep them dry and mold free. In addition to the “fuel” being stored in these containers old discarded furniture will also be stored in these containers. This furniture is used as props so firefighters can simulate real life situations when performing searches and rescues. The storage containers being purchased are recycled used shipping containers that can no longer be used for their intended purpose.
- Budget- Minimum impact to budget*
- Responsible Party- Training Officer Kephart*
-
- F 12-5** FY 2012: Replace Damaged Windows at Training Tower (Training Officer)
- The training tower has several “wooden” windows which are in need of replacement. These windows are primarily located in the burn rooms of the tower. The extreme temperatures experienced in these rooms have rendered these windows inoperable. New steel plated windows with steel frames will replace the wood and should last longer.
- Budget- Minimum impact to budget*
- Responsible Party- Training Officer Kephart*
-
- F 13-1** FY 2013: *Replace Steel Door and Frame at Station #34 Bunk Room*
- Station #34 was built in 1978 and it’s requiring some maintenance. The steel bunk room door has rusted beyond repair. Daylight can be seen through holes in the door. The door and door frame needs replacement with a similar door having panic hardware per city code.
- Budget- Minimum impact to budget*
- Responsible Party- FF Koukios, Facilities Manager*
-
- F 13-2** FY 2013; *Fix and/or Replace Light Fixtures in Apparatus Bay at Station #34*
- Over fifty percent of the apparatus bay lights at station #34 are not working and in need of repair. During the day this does not present a problem however at night the poorly lit apparatus bay could cause an accident. Replacement of fixtures to an energy saving fixture is desired.
- Budget- Minimum impact to budget*
- Responsible Party- FF Koukios, Facilities Manager*
-
- F 13-3** FY 2013: *Tuck-point training Tower*
- The training tower is a valuable asset to the fire department. It provides many levels of training that could not otherwise happen without it. The training tower is over 25 years old and the mortar between the bricks has worn out over the years. Several sections of the tower are completely missing the mortar. The mortar is what holds the bricks together. Repairing the mortar on the training tower is important to the longevity of the tower.
- Budget- Significant impact to budget*
- Responsible Party- FF Koukios, Training Officer Kephart*



- F 14-1** FY 2014: *Change Plymovent System at Station #33 to Magnetic System*
- The Plymovent system is an at-source capture of airborne particles before they can spread in the local environment. The current system is dated requiring a lot of maintenance to keep the system working properly. Retrofitting the current system to a magnetic system will reduce cost and time required to maintain the system.
- Budget- Minimum impact to budget*
- Responsible Party- FF Koukios*
-
- F 14-2** FY 2014: *Check feasibility of replacing Station #32*
- The city council has identified the need to replace Station #32, built in 1929, due to the deterioration, tight quarters, unisex facilities and future needs. There will be no room for additional capital in the City's bonding capacity, until at least 2014. Thus, the station replacement will not occur prior to that time. In anticipation of this the Department will evaluate whether the station should be built on the same site or at an alternate location.
- Budget- Minimum impact to budget*
- Responsible Party – Chief*
-
- F 15-1** FY 2015: *Repair the Gate and Wood Fencing Around Station #33 Generator*
- Fire Station #33 has a station generator, used as a back-up power supply, located at the south end of the station. This generator is fenced-in to prevent vandalism. The gate to service the generator and several of the boards that make up the fence are showing signs of wear. Maintenance of this structure will increase the longevity and continue to protect the generator from vandalism.
- Budget- Minimum impact to budget*
- Responsible Party- FF Koukios, Facilities Manager*
-
- F 15-2** FY 2015: *Remodel Living Quarters Station #34*
- Station #34 was built in 1978 and is dated. The station has had some painting and wall paper done over the years however the living quarters, including the bunk room, need updating/remodeling. A design to expand the kitchen would be desired along with new finishes on the floor and walls.
- Budget: Significant Impact to budget*
- Responsible Party- Chief, Facilities Manager*
-
- F 16-1** FY 2016: *Re-Finish Apparatus Floors-Stations #32, #33, and #34*
- The apparatus floors at all three stations are finished with a non-slip paint and/or epoxy. Significant time would have passed to warrant the refinishing of these floors. These floors are exposed to water, grease, and various chemicals on a daily basis. The non-slip feature of these finishes wears out over time and need replacement.
- Budget- Minimum impact to budget*
- Responsible Party- Chief, Facilities Manager*



EQUIPMENT MAINTENANCE AND REPLACEMENT

GOAL STATEMENT

Research, evaluate, develop, and implement policies and procedures to provide safe, effective, and reliable equipment to all divisions within the Fire Department.

- EMR 12-1** FY 2012: *Vehicle Replacement for Ambulance #32*
- Ambulance #32 is twelve years old with over one hundred thousand miles on it. Maintenance costs and future dependability of the vehicle is in question. Reserve status is recommended for this vehicle. An ambulance typically has a shorter replacement schedule than a fire engine because the ambulance chassis and drive train is designed for comfort of the patient. A fire engine/truck is built with a truck chassis and can last longer than an ambulance and be replaced less often.
- Budget: Significant impact to budget*
- Responsible Party- Chief*
-
- EMR 12-2** FY 2012: *The Equipment Replacement Plan will be evaluated, and amendments made as needed, especially as they relate to any decisions made in the analysis of deployment options.*
- The equipment replacement plan provides for each fire apparatus to serve in front line service for 15 years and reserve service for 5 years (except the quint). Ambulances serve 8 years in front line and 4 years in reserve. Thus, every two years, an apparatus or ambulance is replaced. The plan will be reviewed to assess optimal service of equipment and efficiency of the replacement plan. The economic decline of 2008 has forced the city to prolong this plan past the reliability of the vehicles in need of replacement. A plan to speed up the replacement schedule of the ambulances is needed.
- Budget- No impact*
- Responsible Party- Chief*
-
- EMR 12-3** FY 2013: Purchase a New Thermal Imaging Camera
- Thermal imaging camera's (TIC's) is technology derived from the military. These camera's work by rendering infrared radiation as visible light allowing firefighters to see through smoke, darkness, or heat-permeable barriers. The current department TIC's are in need of replacement and no longer hold a charge. The batteries for these cameras have been replaced with no change in screen time.
- Budget- Minimum impact to budget*
- Responsible Party- Battalion Chief Olson*
-
- EMR 12-4** FY 2012: Research and Purchase Three - Four Gas Meters (FF Hughes)
- Four gas meters are commonly known as confined space monitors. The purpose of these meters is to detect at a minimum the lower explosive limits (LEL) of combustible gases. The fire department uses these meters typically on odor investigations and to verify carbon monoxide incidents. It is recommended by the manufacturer to replace these meters every couple years because the calibration on the sensors cannot be trusted.
- Budget- Minimum impact to budget*
- Responsible Party- FF Hughes*



- EMR 12-5** FY 2012: *Research and Purchase New Partner Saw*
- A Partner saw is a heavy duty power cutter built for extensive cutting of wood, concrete and steel. These saws are powered by a gas engine and are typically used to open up roofs on commercial and residential structures. This saw will replace a much older saw that can no longer be serviced.
- Budget- Minimum impact to budget*
- Responsible Party- FF Fabbri*
-
- EMR 13-1** FY 2013: *Station Alerting System will be Evaluated for Efficiencies and Effectiveness*
- The clarity and quality of receiving an emergency call is critical to the turn-out time of the department. From the time the speakers open in the station to the time crews are en route to the incident depends on this communication. Incomplete and unclear transmissions of calls take valuable time to decipher, often time the patients or an incident cannot afford. Any efficiency found should be addressed without delay.
- Budget- TBD*
- Responsible Party- Chief*
-
- EMR 14-1** FY 2014: *Vehicle Replacement for Ambulance #34*
- Ambulance #34 is eleven years old with over one hundred thousand miles on it. The future dependability of the vehicle is in question. Reserve status is recommended for this vehicle. An ambulance typically has a shorter replacement schedule than a fire engine because the ambulance chassis and drive train is designed for comfort of the patient. A fire engine/truck is built with a truck chassis and can last longer than an ambulance and be replaced less often.
- Budget: Significant impact to budget*
- Responsible Party- Chief*
-
- EMR 15-1** FY 2015: *Vehicle Replacement for Squad #34*
- Squad #34 is the primary extrication vehicle for the department. The Squad is equipped with a 1500 gallon per minute pump and enough fire hose to carry out basic fire suppression operations. The squad also carries a variety of specialty equipment ranging from hazardous materials mitigation tools to technical rescue. The squad is 14 years old and has had the motor rebuilt once. The useful service life of Squad #34 is currently being questioned along with the feasibility of placing this vehicle into reserve status.
- Budget- Significant impact to budget*
- Responsible Party- Chief*
-
- EMR 16-1** FY 2016: *Evaluate the replacement of Truck #33*
- The vehicle replacement schedule has been altered the last couple years to cope with the economy. Because of this, the schedule for replacement of vehicles had to be extended. The associated cost to extend the service of these vehicles is yet to be seen. The current running orders have also been changed to improve the type of vehicle responding to various areas in town. This change has extended the service of the truck. An evaluation of the condition of the truck, its serviceability, cost to replace it and the personnel needed to safely operate a truck will all be considered during the evaluation.
- Budget- No impact to complete the evaluation*
- Responsible Party- Chief*

PERFORMANCE INDICATOR - 2D.2

The "master or strategic plan" has been submitted to the governing body.

Description

The Highland Park Fire Department's 2011 Strategic Plan has been submitted to the City Manager's office for review and approval.

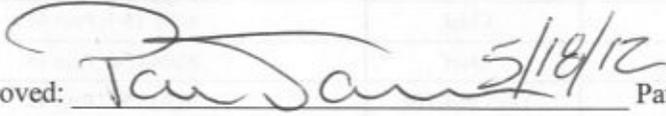
Appraisal

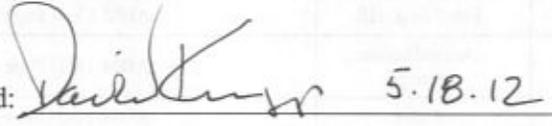
The Strategic Plan published by the Highland Park Fire Department works in concert with the City of Highland Park budget. The Strategic Plan allows the Fire Department to forecast future needs, programs, and requirements – and monitor their statuses.

Plan

The Highland Park Fire Department has completed and published a Strategic Plan, and will continue to utilize this process for planning.

References / Exhibits

Approved:  5/18/12 Patrick Tanner, Fire Chief

Approved:  5.18.12 David Knapp, City Manager

ACTION PLANS

ADMINISTRATION

HIGHLAND PARK FIRE DEPARTMENT LONG-RANGE PLANNING: ADMINISTRATION

ADMINISTRATION			
YEAR	PROJECT / GOAL	RESPONSIBLE PARTY	CATEGORY NUMBER/ PAGE NUMBER
2012	Development of the fire department officer manual	Deputy Chief	ADM 12-1/ Page 35
2012	Complete the process for re-accreditation	Accreditation Manager	ADM 12-2/ Page 36
2012	Update the vehicle replacement plan	Chief	ADM 12-3/ Page 37
2012	Solicit input from the community regarding the services provided by the fire department	Deputy Chief Executive Assistant	ADM 12-4/ Page 38
2012	Develop recommended minimum qualifications for the various ranks.	Deputy Chief	ADM 12-5/ Page 39
2012	Research new system for station alerting	Chief Lt Zerfass	ADM 12-6/ Page 40
2013	Creation of Lieutenant Promotion Eligibility List	Fire Chief, HR	ADM 13-1/ Page 41
2013	Creation of New Hire Eligibility List	Fire Chief, HR	ADM 13-2/ Page 42
2014	Refresh the succession plan	Deputy Chief	ADM 14-1/ Page 43
2015	Re-evaluate feasibility of replacing Station #32	Chief	ADM 15-1/ Page 44
2015	Update Job Description's for All Ranks of the Fire Department	Chief	ADM 15-2/ Page 45
2015	Creation of Lieutenant Promotion Eligibility List	Fire Chief, HR	ADM 15-3/ Page 46
2015	Creation of New Hire Eligibility List	Fire Chief, HR	ADM 15-4/ Page 47
2016	Preparation and Submittal of Accreditation documents	Accreditation Manager	ADM 16-1/ Page 48
2016	Re-evaluate the departments deployment plan	Chief	ADM 16-2/ Page 49
Ongoing	Preparation and Submittal of Accreditation Annual Compliance Report	Accreditation Manager	
Ongoing	Evaluation of Emergency Response Times and Implementation of Measures to Alleviate Deficiencies	Fire Chief	
Ongoing	Continue to solicit input from the community to identify strengths and weaknesses.	Deputy Chief Executive Assistant	
Ongoing	Evaluation of emergency response times and implement measures to alleviate deficiencies	Chief	

ACTION PLANS

EMERGENCY MEDICAL AND HEALTH CARE SERVICES

HIGHLAND PARK FIRE DEPARTMENT LONG-RANGE PLANNING: EMERGENCY MEDICAL AND HEALTH CARE SERVICES

EMERGENCY MEDICAL AND HEALTH CARE SERVICES			
YEAR	PROJECT / GOAL	RESPONSIBLE PARTY	CATEGORY NUMBER/ PAGE NUMBER
2012	Purchase new CPR manikins	Medical Officer	EMHS 12-1/ Page51
2012	Presentation of City Employee CPR/AED Recertification Classes	Medical Officer	EMHS 12-2/ Page52
2012	Purchase AED's for Engine and Truck #33	Medical Officer	EMHS 12-3/ Page53
2012	Annually replace one cardiac monitor	Medical Officer	EMHS 12-4/ Page54
2012	Purchase New Cot for Ambulance	Medical Officer	EMHS 12-5/ Page55
2012	Certify all Paramedics in Advance Cardiac Life Support (ACLS)	Medical Officer	EMHS 12-6/ Page56
2013	Purchase new cardiac monitor	Medical Officer	EMHS 13-1/ Page57
2013	Send one person to Paramedic School	Medical Officer	EMHS 13-2/ Page58
2013	Purchase AED's for Squad #34 and Engine #33	Chief	EMHS 13-3/ Page59
2013	Certify all Paramedics in Pediatric Advanced Life Support (PALS)	Medical Officer	EMHS 13-4/ Page 60
2014	Send One Person to Paramedic School	Chief	EMHS 14-1/ Page 61
2014	Certify all Paramedics in Advance Cardiac Life Support (ACLS)	Medical Officer	EMHS 14-2/ Page 62
2014	Purchase New Cardiac Monitor	Medical Officer	EMHS 14-3/ Page 63
2015	Send One Person to Paramedic School	Medical Officer	EMHS 15-1/ Page 64
2015	Certify all Paramedics in Pediatric Advanced Life Support (PALS)	Medical Officer	EMHS 15-2/ Page 65
2015	Purchase New Cardiac Monitor	Medical Officer	EMHS 15-3/ Page 66
2016	Certify all Paramedics in Advance Cardiac Life Support (ACLS)	Medical Officer	EMHS 16-1/ Page 67
2016	Purchase New Cardiac Monitor	Medical Officer	EMHS 16-2/ Page 68
Ongoing	Continual monitoring of the paramedic staffing levels as retirements occur	Medical Officer	
Ongoing	Presentation by the EMS System of Annual Paramedic and EMT-B Continuing Education Classes	Medical Officer	
Ongoing	Continual monitoring of the paramedic staffing levels as retirements occur.	Fire Chief	
Ongoing	Paramedic and EMT continuing education	Medical Officer	
Ongoing	Restocking ambulance's and ALS apparatus of miscellaneous supplies	Medical Officer	
Ongoing	Annual state certification of the ambulances	Medical Officer	

ACTION PLANS

FIRE PREVENTION AND EDUCATION

HIGHLAND PARK FIRE DEPARTMENT LONG-RANGE PLANNING: FIRE PREVENTION AND EDUCATION

FIRE PREVENTION AND EDUCATION			
YEAR	PROJECT / GOAL	RESPONSIBLE PARTY	CATEGORY NUMBER/ PAGE NUMBER
2012	Complete the testing and maintenance to half the fire hydrants in town	Lieutenant Zerfass	FBE 12-1/ Page 70
2012	Complete life safety inspections for one-third of all inspectable properties in town	Fire Prevention Bureau	FBE 12-2/ Page 71
2012	Spec-out a fire safety trailer and seek alternative funding	Public Education Officer, Deputy Chief Pease	FBE 12-3/ Page 72
2013	Complete life safety inspections for one-third of all inspectable properties in town	Fire Prevention Bureau	FBE 13-1/ Page 73
2013	Purchase public education trailer	Public Education Officer, Deputy Chief Pease	FBE 13-2/ Page 74
2013	Hire full-time fire inspector	Chief Tanner	FBE 13-3/ Page 75
2014	Complete fire/life safety inspections for one-half of the inspectable properties in town	Fire Prevention Bureau	FBE 14-1/ Page 76
2014	Create preplan drawings for all inspectable commercial properties	Deputy Chief Pease	FBE 14-2/ Page 77
2015	Research purchasing held tablet/computers to streamline the fire inspection process	Chief Tanner	FBE 15-1/ Page 78
2016	Purchase technology to streamline the inspection process	Chief Tanner	FBE 16-1/ Page 79
Ongoing	Update Knox Box keys throughout the city		
Ongoing	Trouble shoot problem fire alarms		
Ongoing	Conduct fire drills at all the schools in town		
Ongoing	Preplan drawings and the updating of preplan drawings		
Ongoing	Complete fire/life safety inspections for one-half of the inspectable properties in town		
Ongoing	Complete the testing and maintenance to half the fire hydrants in town		

ACTION PLANS

FIRE SUPPRESSION AND TRAINING

HIGHLAND PARK FIRE DEPARTMENT LONG-RANGE PLANNING: FIRE SUPPRESSION AND TRAINING

FIRE SUPPRESSION AND TRAINING			
YEAR	PROJECT / GOAL	RESPONSIBLE PARTY	CATEGORY NUMBER/ PAGE NUMBER
2012	Fire Officer III Certification- Chief Tanner	Chief	FST 12-1/ Page 81
2012	Fire Service Staff and Command for Battalion Chief- Battalion Chief Olson	Deputy Chief Pease	FST 12-2/ Page 82
2012	Fire Service Incident Safety Officer- BC Pease, Lieutenant Zerfass	Training Officer	FST 12-3/ Page 83
2012	Certify Two Recruits to the level of Fire Apparatus Engineer	Training Officer	FST 12-4/ Page 84
2013	Fire Officer III Certification- Deputy Chief Pease	Deputy Chief Pease	FST 13-1/ Page 85
2013	Fire Service Staff and Command for Battalion Chief- Battalion Chief Pease	Deputy Chief Pease	FST 13-2/ Page 86
2013	Fire Service Incident Safety Officer- Lt Brennan, Lt Lindgren	Training Officer	FST 13-3/ Page 87
2014	Fire Service Incident Safety Officer- Lt Home, FF Nardomarino	Training Officer	FST 14-1/ Page 88
2015	Develop tier system for training programs	Deputy Chief Pease	FST 15-1/ Page 89
Ongoing	Completion of Regular Automatic Aid Training and Company-Based performance Evolutions	Training Officer	
Ongoing	Completion of firefighting training, based on the Office of the State Fire Marshal criteria (Firefighter II, & III)	Training Officer	

ACTION PLANS

FACILITIES

HIGHLAND PARK FIRE DEPARTMENT LONG-RANGE PLANNING: FACILITIES

FACILITIES			
YEAR	PROJECT / GOAL	RESPONSIBLE PARTY	CATEGORY NUMBER/ PAGE NUMBER
2012	Change Plymovent system at Station #34 to magnetic system	FF Koukios	F12-1/ Page 92
2012	Replace/repair the outside Plymovent exhaust motor at Station #32	FF Koukios, Facilities Manager	F12-2/ Page 93
2012	Repair water damage - walls Station #32 apparatus bay	FF Koukios Facilities Manager	F12-3/ Page 94
2012	Purchase Storage Containers for Training Tower	Training Officer Kephart	F12-4/ Page 95
2012	Replace Damaged Windows at Training Tower	Training Officer Kephart	F12-5/ Page 96
2013	Replace steel door and frame at Station #34 bunk room	FF Koukios, Facilities Manager	F13-1/ Page 97
2013	Fix and/or replace light fixtures in apparatus bay at Station #34	FF Koukios, Facilities Manager	F13-2/ Page 98
2013	Tuck-point training Tower	FF Koukios	F13-3/ Page 99
2014	Change Plymovent system at Station #33 to magnetic system	FF Koukios	F14-1/ Page 100
2014	Conduct Preliminary Study to Replacement of Station #32	Chief Tanner	F14-2/ Page 101
2015	Repair the Gate and Wood Fencing Around Station #33 Generator	FF Koukios, Facilities Manager	F15-1/ Page 102
2015	Remodel Living Quarters Station #34	Chief Tanner, Facilities Manager	F15-2/ Page 103
2016	Re-Finish Apparatus Floors-Stations #32, #33, and #34	Chief Tanner, Facilities Manager	F16-1/ Page 104
Ongoing	Station painting	Deputy Fire Chief, FF Koukios	
Ongoing	Maintenance of the overhead apparatus doors (garage doors) at all three fire stations	FF Koukios, Facilities Manager	
Ongoing	Investigation of opportunities to fund the construction of a two-story, residential-style burn building next to the current training tower. This facility could be used for live fire training, as well as police entry training.	Fire Chief, Training Officer	
Ongoing	Feasibility of establishing a radio repeater system, including monitoring the in-progress project in Glencoe related to their recent implementation of an in vehicle repeater system.	Deputy Fire Chief, Radio Officer	

ACTION PLANS

EQUIPMENT MAINTENANCE AND REPLACEMENT

EQUIPMENT MAINTENANCE AND REPLACEMENT			
YEAR	PROJECT / GOAL	RESPONSIBLE PARTY	CATEGORY NUMBER/ PAGE NUMBER
2012	Vehicle Replacement for Ambulance #32	Chief Tanner, Battalion Chief Olson	EMR 12-1/ Page 106
2012	The equipment replacement plan will be re-evaluated	Chief Tanner	EMR 12-2/ Page 107
2012	Research and Purchase New Thermal Imaging Camera	Battalion Chief Olson	EMR 12-3/ Page 108
2012	Research and Purchase Three - Four Gas Meters	FF Hughes	EMR 12-4/ Page 109
2012	Research and Purchase New Partner Saw	FF Fabbri	EMR 12-5/ Page 110
2013	Station Alerting System will be Evaluated for Efficiencies and Effectiveness	Chief Tanner, Lieutenant Zerfass	EMR 13-1/ Page 111
2013	Research and Purchase New Thermal Imaging Camera	Battalion Chief Olson	EMR 13-2/ Page 112
2014	Vehicle Replacement for Ambulance #34	Chief Tanner, Battalion Chief Olson	EMR 14-1/ Page 113
2014	Research and Purchase New Thermal Imaging Camera	Battalion Chief Olson	EMR 14-2/ Page 114
2015	Evaluate the Replacement for Squad #34	Chief Tanner, Battalion Chief Olson	EMR 15-1/ Page 115
2016	Evaluate the replacement of Truck #33	Chief Tanner, Battalion Chief Olson	EMR 16-1/ Page 116

