

2020-2025



ADDISON
FIRE
PROTECTION
DISTRICT

2020-2025 STRATEGIC PLAN

Members of the Addison Fire Protection District, through our commitment to excellence, service, and education will always strive to be leaders in fire, EMS, and life safety services. This vision will be guided by trust, integrity, honesty and respect for all.

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ADDISON FIRE PROTECTION DISTRICT

2020-2025 Strategic Plan



Introduction

The Addison Fire District (AFPD) prides itself on its ability to adapt and overcome to ever changing conditions within the fire service. The key to this strategic plan is built on understanding our priorities and executing decisions with extreme ownership. As with all strategic plans flexibility plays a key role during the life of this plan. To be successful AFPD must be able respond to change while still focusing on our priorities. Key words such as focus, priorities, ownership, flexibility, planning and goals will be the road map for our plan.

I truly expect this district to continue to be fiscally sound, accomplish accreditation and an ISO 1 within the scope of the plan. All goals, initiatives and planning will be based on our mission, values and vision and an overwhelming emphasis on what is right for the district.

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Addison Fire Protection District Strategic Plan

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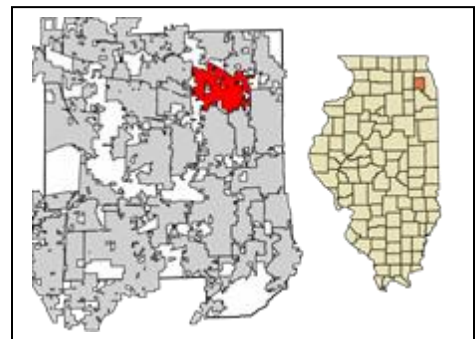
The Village of Addison Background

Addison, IL, is in DuPage County, 20 miles W of the Chicago Loop. Addison's roots lie in German and Lutheran tradition. By the 1840s the area was thriving with German newcomers. The town, originally known as Dunklee's Grove, grew to 200 people and had a steam gristmill, a general store, a cobbler's shop, and a blacksmith shop. Stagecoaches stopped to change horses along present-day Lake Street.

Addison began to grow in area and population when developer Anthony Ross built Normandy Manor on 40 acres he acquired in 1953. In the mid-1950s Green Meadows Estates offered bi-level houses and a shopping center. The Addison population grew from 813 in 1950 to 35,914 by 2000.

In the 1960s the Addison Industrial Commission was formed. While the northwest section of Addison had been developed with single-family housing, in 1983 the village also planned segregated office research and industrial area. In 1987 the Addison industrial area had 1,000 firms.

Modern-day Addison is a diverse community with a population of over 36,000, and a day-time population of about 50,000. Addison's industrial sector encompasses much of the village's west and south sides. Twenty percent of all manufacturing operations in DuPage County is located in Addison. The industrial sector produces everything from electronic controls to telecommunications equipment, from industrial drills to kiln equipment.



The business-friendly Addison community proudly boasts more than 45 companies that employ more than 100 workers each. Also, Addison is home to 300 companies with 20 or more workers. These numerous Addison-based companies employ 43 percent of Addison's workforce. Among businesses located in Addison, United Parcel Service is its largest employer with 2,280 workers. The Pampered Chef is headquartered in Addison. Also, Nabisco has a significant operating facility in the village.

The Village does not rely solely on the employment opportunities of large companies. Businesses with less than 20 employees comprise upwards of two-thirds of all Addison-based

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business. These small, well-established and expanding businesses assure economic stability in the community by offering a large number of employment opportunities.

Also, several entertainment-related businesses have established themselves in Addison including Dave and Buster's and the Marcus Cinema, one of the most state-of-the-art multiplexes in the Chicagoland area.

Organizational Background

The Addison Fire Protection District (AFPD) was initially organized as the Addison Volunteer Fire Department (AVFD) on March 17th, 1925. In 1939 the boundaries of the fire department were set up, these boundaries included residents outside the village. In 1942 Chief Moeller was elected as chief, also in 1942 the firefighters built a tender and approved the use of the fire siren for air raids and blackouts. In 1943 the department bought a firehouse for the price of \$4,500.00.

During this early phase of the fire department existed on revenue generated through bingo, raffles and annual dances. In 1945 an agreement was made to organize the Addison Rural Community Fire Department. On February 27th, 1946, voters petitioned the County of DuPage to become a Fire Protection District under an Act of the General Assembly of the State of Illinois entitled "An Act to Create Fire Protection Districts."

This divided the area into two separate fire departments, the Addison Rural Community Fire Department and the Village of Addison Fire Department. On June 1st, 1947 the Rural Fire Department formed the Addison Fire Protection District # 1. In 1950 the AVFD tore down their fire station and built a new one along Lake Street East of Addison Road.

On April 12th, 1960 the AFPD bought all the Village of Addison Fire equipment of the AVFD and agreed to protect all the residents of the Village of Addison. This consolidation was the beginning of the current AFPD and its boundaries. However, during the next five years, all was not well; there were two chiefs and two separate fire departments operating under one governing body. It resulted in bitter fights and arguments. In 1964 the trustees realized that only one fire chief could exist and in December of 1964 Mike S. Puntillo was appointed as fire chief, a position he would hold for 22 years.

In March of 1964, a bond was issued to build a second fire station and purchase an 85-foot snorkel. In February of 1966, the first two full-time firefighters are hired. From 1966 to 1970 the

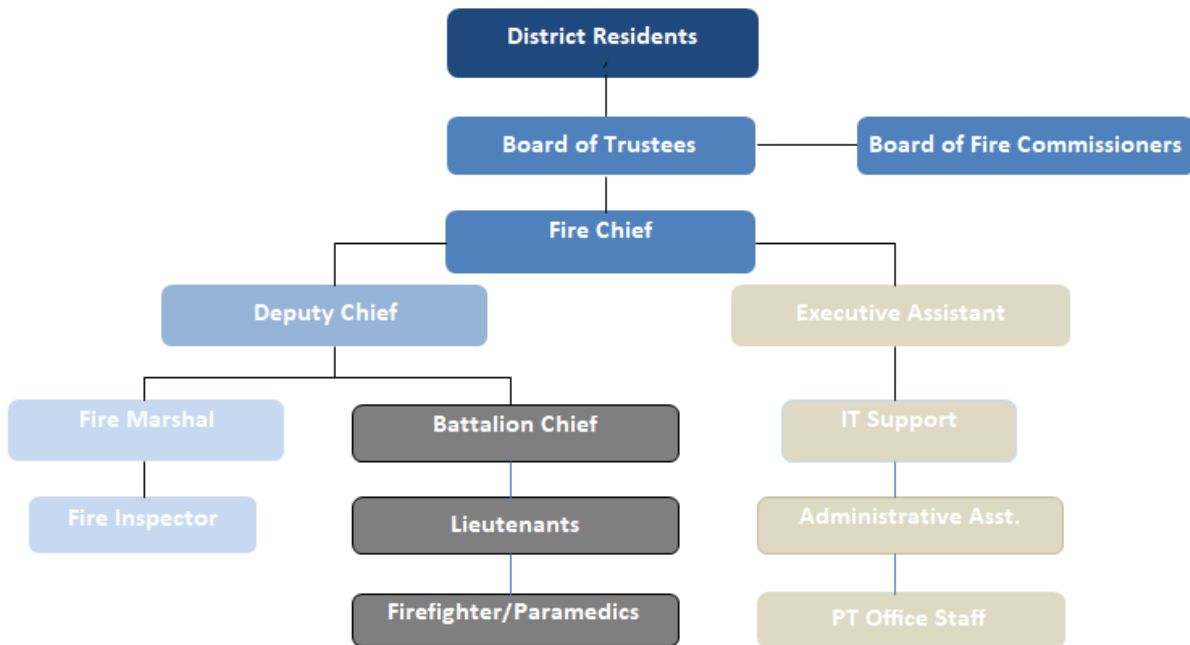
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AFPD grew to 23 paid firefighters. In 1970 the AFPD was an Insurance Service Office (ISO) class 5. Also in 1970, the District put into operation its first ambulance. In 1976 the Department started a full-time paramedic program with five paramedics. On September 5, 1980, the department opened fire station # 3 on Swift road.

Addison Fire Protection employs 50 plus members and a support staff of about 10. The district has three stations and staffs three 75 foot quints and three ambulances, as of the end of 2018 the District responded to over forty-eight hundred incidents. We remain debt free and are in the process to become an accredited District through the Center for Public Excellence.



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Vision Statement

Identification of the District's desired future condition as individuals and as a group is important. Our vision gives us a picture of what our District will continually strive to achieve. Tax revenues pay for government services. Funds are limited, and District leadership must prioritize and plan to maintain service delivery and maximize resources. Developing a vision to identify the future direction of service delivery is vital to 'staying ahead of the curve' and anticipating and meeting customer's needs. Thus, our vision statement:

Members of the Addison Fire Protection District, through our commitment to excellence, service, and education, will always strive to be leaders in fire, EMS, and life safety services. This vision will be guided by trust, integrity, honesty, and respect for all.





Mission Statement

A mission statement is the underlying philosophy and policy framework that defines the department's existence and guides the organization's actions and priorities.

*Why does this community
need
a fire department?*

Why do we do what we do?

Why are we here?

***To provide service to our community in life and fire safety through
education, dedication, and compassion.***



ADDISON FIRE PROTECTION DISTRICT

2020-2025 *Strategic Plan*



Guiding Principles

Public servants are held in high esteem by the customer with lofty expectations of service delivery. Our members are life and property savers and are entrusted to react instantly, unselfishly, compassionately and professionally to a person's emergency. Thus, members of the Addison Fire Protection District shall be guided by these core principles:

To Our Community:

We are dedicated to providing quality service to the community we serve, demonstrating integrity, courage, pride, and leadership. We hold ourselves to high standards of professionalism, continually striving to improve our level of services.

To the Fire District:

We are committed to serving our community through individual responsibility and accountability. Working as a team and continually pursuing excellence through education and safety we will create a safe living environment.

To Each Other:

We owe each other a working environment characterized by pride, honor, and tradition, demonstrating respect for each individual through open and honest communication at all levels.

To Ourselves:

We owe ourselves personal and professional growth. We will seek new knowledge and greater challenges, and strive to remain at the leading edge of our profession.

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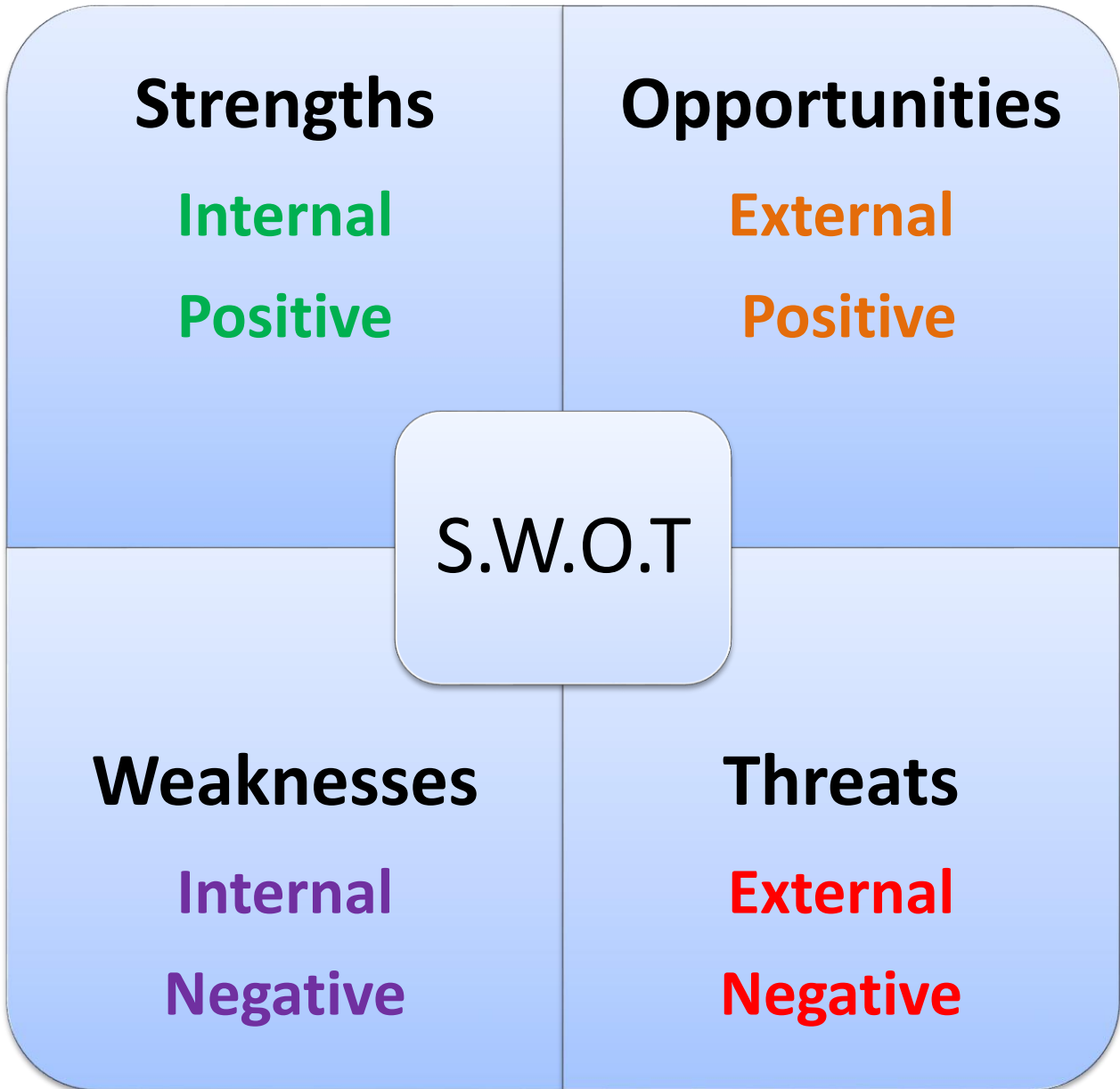
S.W.O.T Analysis

A confidential Strengths, Weakness, Opportunities, and Threat (SWOT) analysis was completed with our internal stakeholders over three days/shifts. The first part of the confidential SWOT was to allow each stakeholder to comprise his or her list of SWOT. The results were given to a third party to compile.

A partial SWOT analysis was conducted with the community that was similar to the ones performed with department employees. This external group identified areas of strengths and weaknesses within the Addison Fire Protection District. In attendance were representatives from Village of Addison, School District 88 and District 4, Addison Police, Public Works, Library, and Park District.

Once the SWOT list was assembled a second meeting was held over three days/shifts to assign a value to each observation. The results were given to a third party to calculate. The level of participation and professionalism during the process was remarkable.







S.W.O.T Analysis

Internal Strength

Five areas were identified as the main strengths of the district, they are:

Financially sound

Leadership

Equipment
Apparatus
Facilities

Teamwork
Dedication

Education

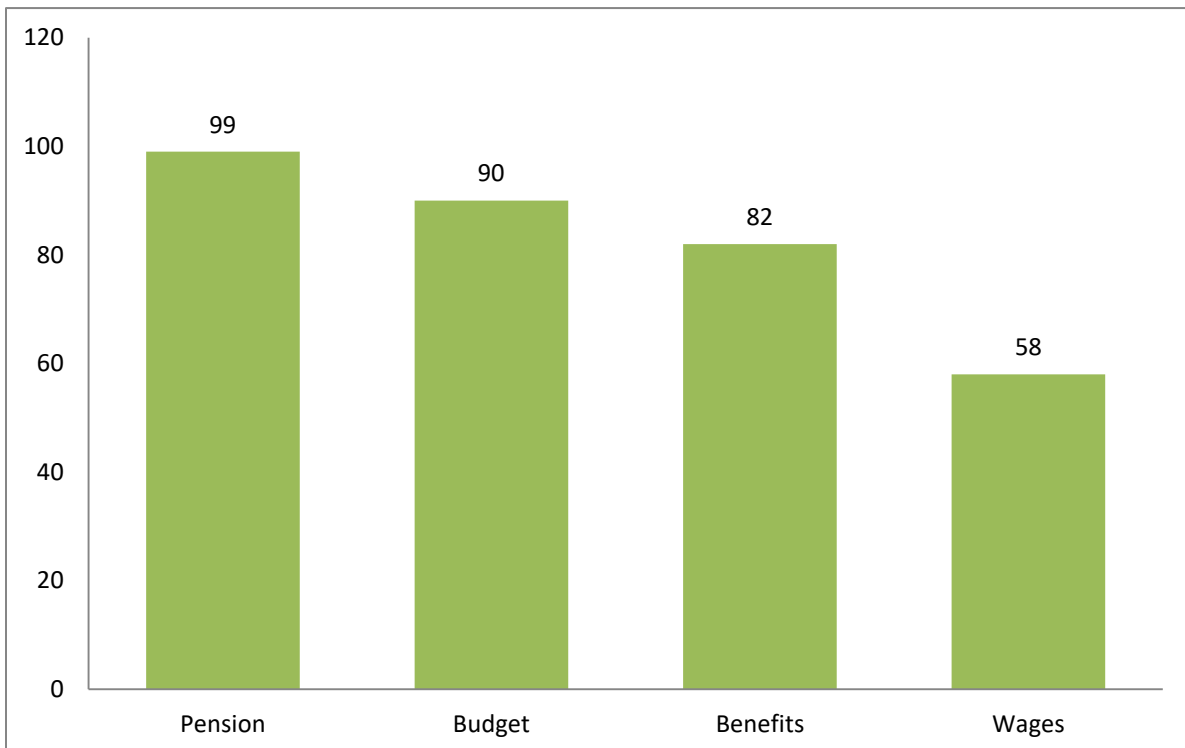


S.W.O.T Analysis

Strengths
Internal / Positive

The members have identified the internal strengths of the District. These strengths must be maintained and built upon as the foundation of the strategic plan. Strengths cannot be taken for granted; leadership needs to improve and support them continually.

The number one strength is financially sound.



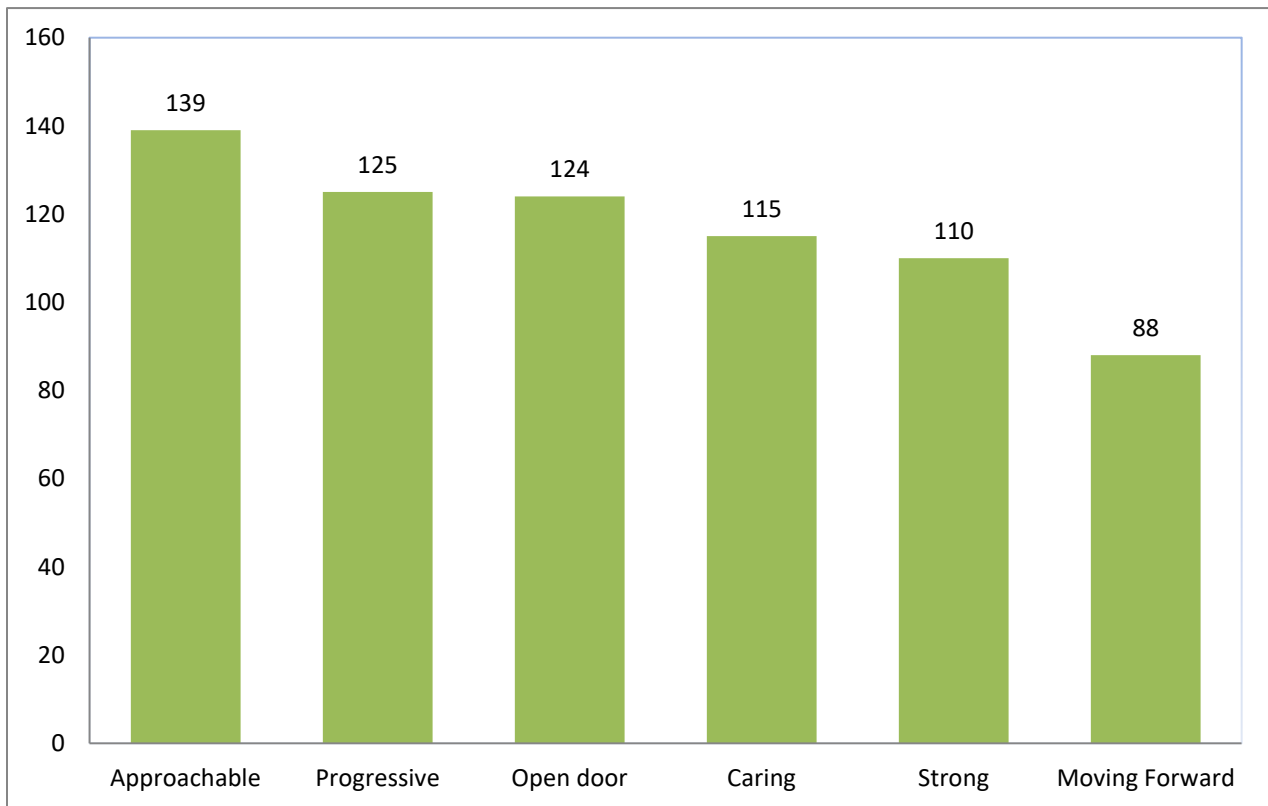


S.W.O.T Analysis

Strengths
Internal / Positive

The members have identified the internal strengths of the District. These strengths must be maintained and built upon as the foundation of the strategic plan. Strengths cannot be taken for granted; leadership needs to improve and support them continually.

The number two strength is leadership.





S.W.O.T Analysis

Strengths
Internal / Positive

The members have identified the internal strengths of the District. These strengths must be maintained and built upon as the foundation of the strategic plan. Strengths cannot be taken for granted; leadership needs to improve and support them continually.

The number three strength is our equipment, apparatus, and Facilities.



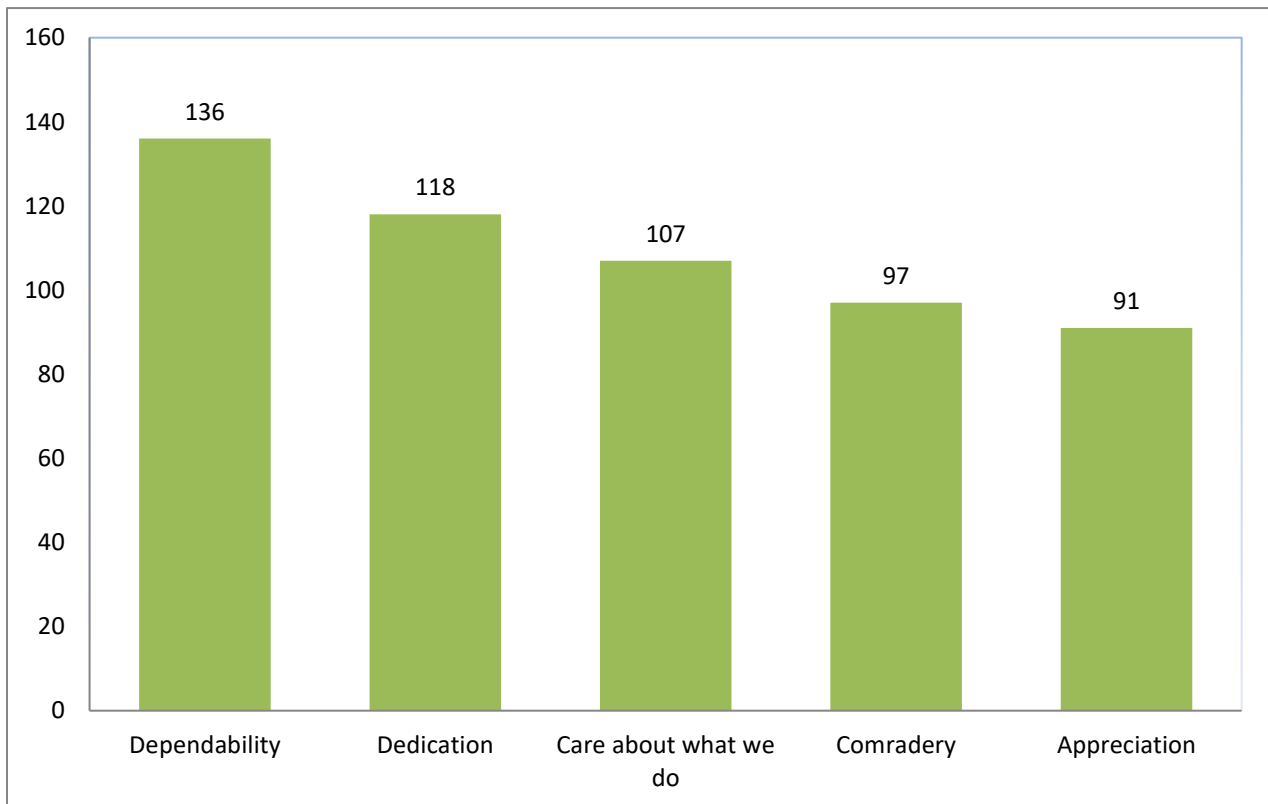


S.W.O.T Analysis

Strengths
Internal / Positive

The members have identified the internal strengths of the District. These strengths must be maintained and built upon as the foundation of the strategic plan. Strengths cannot be taken for granted; leadership needs to improve and support them continually.

The number four strength is our teamwork and dedication.



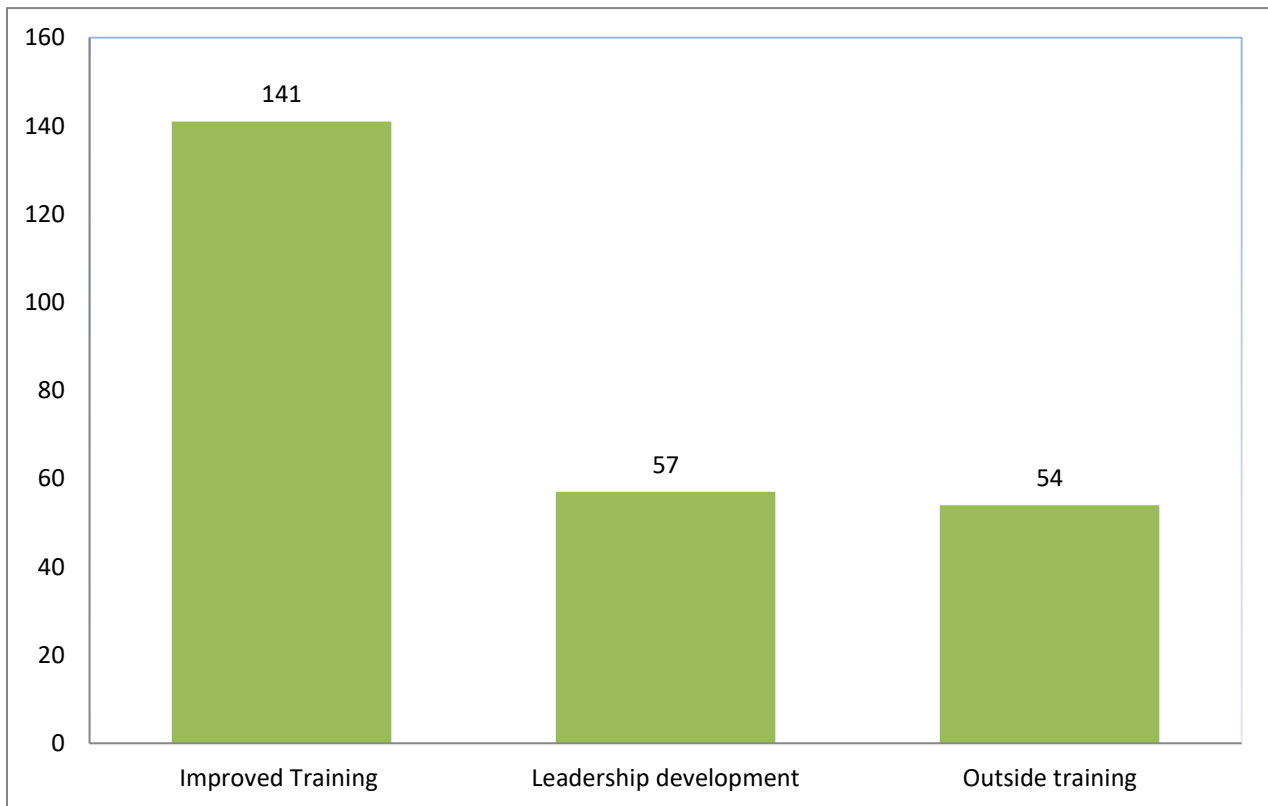


S.W.O.T Analysis

Strengths
Internal / Positive

The members have identified the internal strengths of the District. These strengths must be maintained and built upon as the foundation of the strategic plan. Strengths cannot be taken for granted; leadership needs to improve and support them continually.

The number five strength is education.



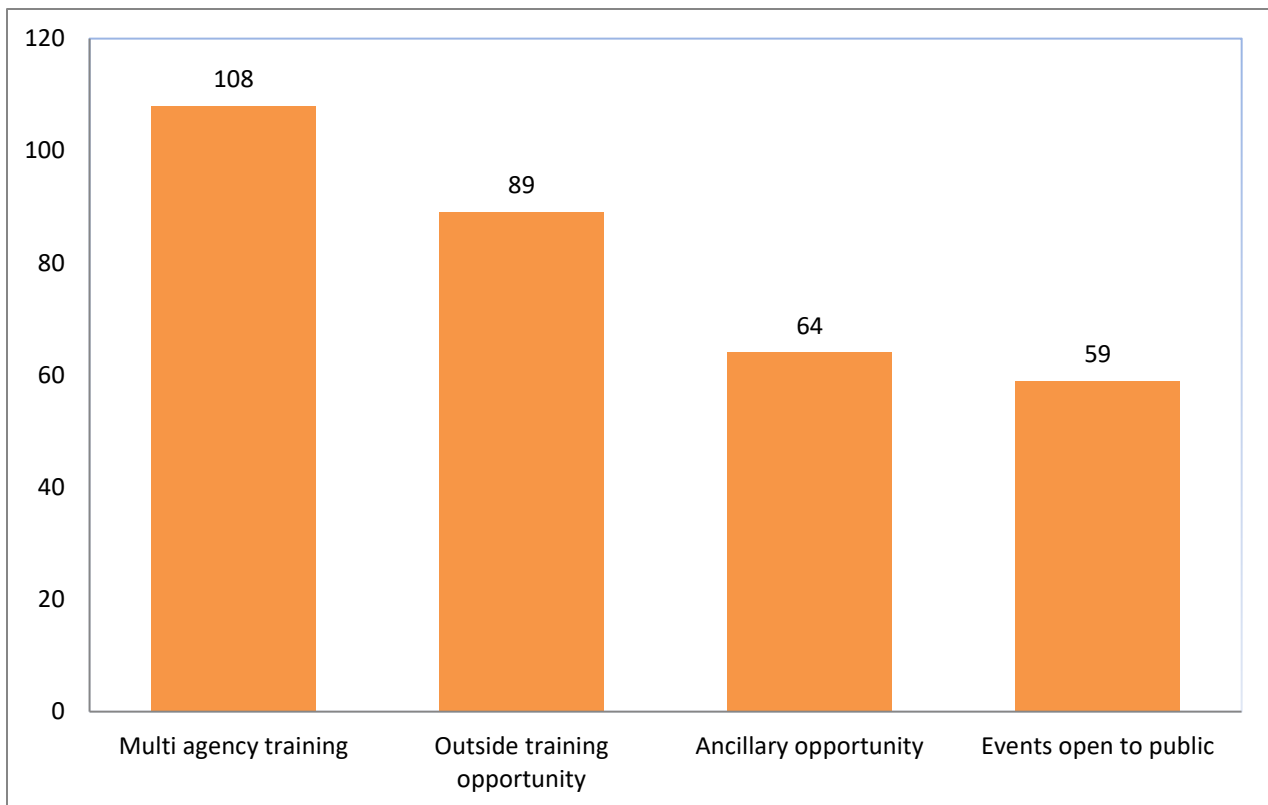


S.W.O.T Analysis

Opportunities External Positive

The members have identified the External Opportunities of the District. These strengths must be maintained and built upon as the foundation of the strategic plan. Strengths cannot be taken for granted; leadership needs to improve and support them continually.

The number one external positive opportunity is Training.



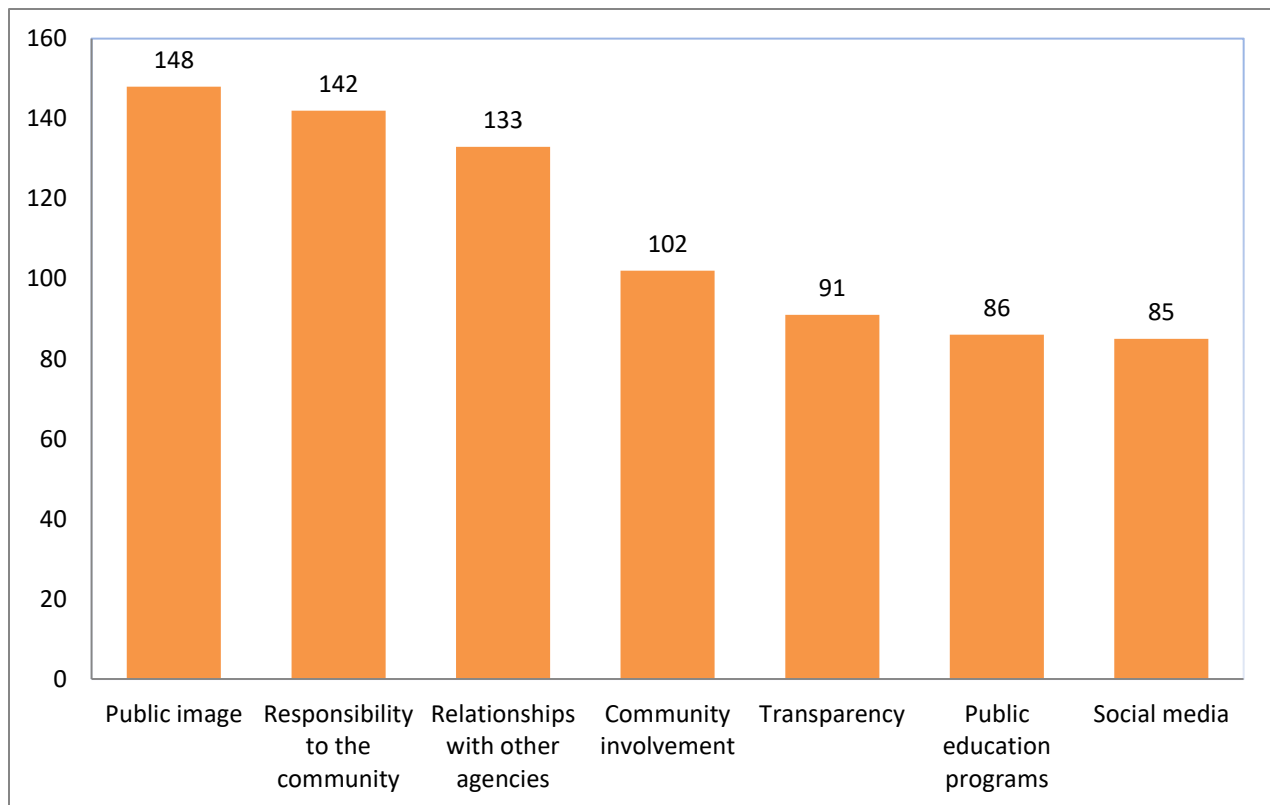


S.W.O.T Analysis

Opportunities External Positive

The members have identified the External Opportunities of the District. These strengths must be maintained and built upon as the foundation of the strategic plan. Strengths cannot be taken for granted; leadership needs to improve and support them continually.

The number two external positive opportunity is Community.



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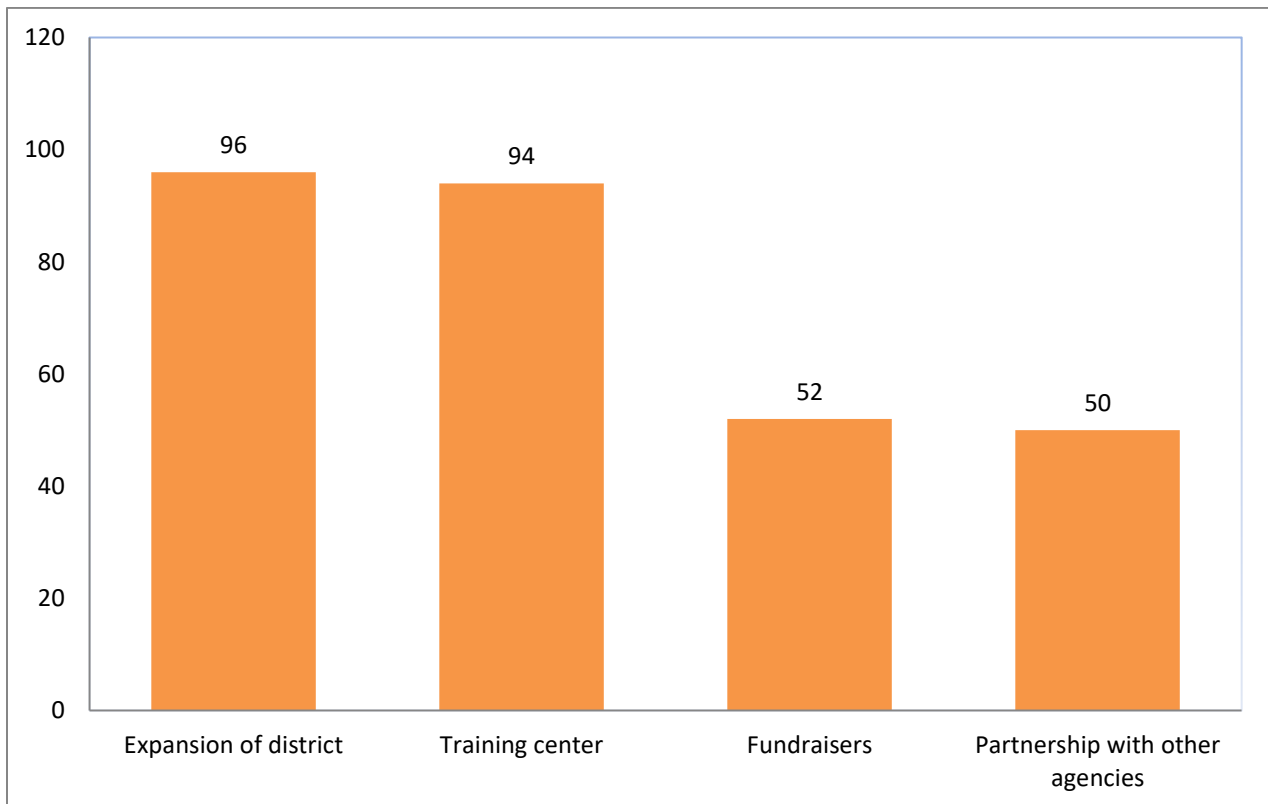


S.W.O.T Analysis

Opportunities External Positive

The members have identified the External Opportunities of the District. These strengths must be maintained and built upon as the foundation of the strategic plan. Strengths cannot be taken for granted; leadership needs to improve and support them continually.

The number three external positive opportunity is Grants and Funding.



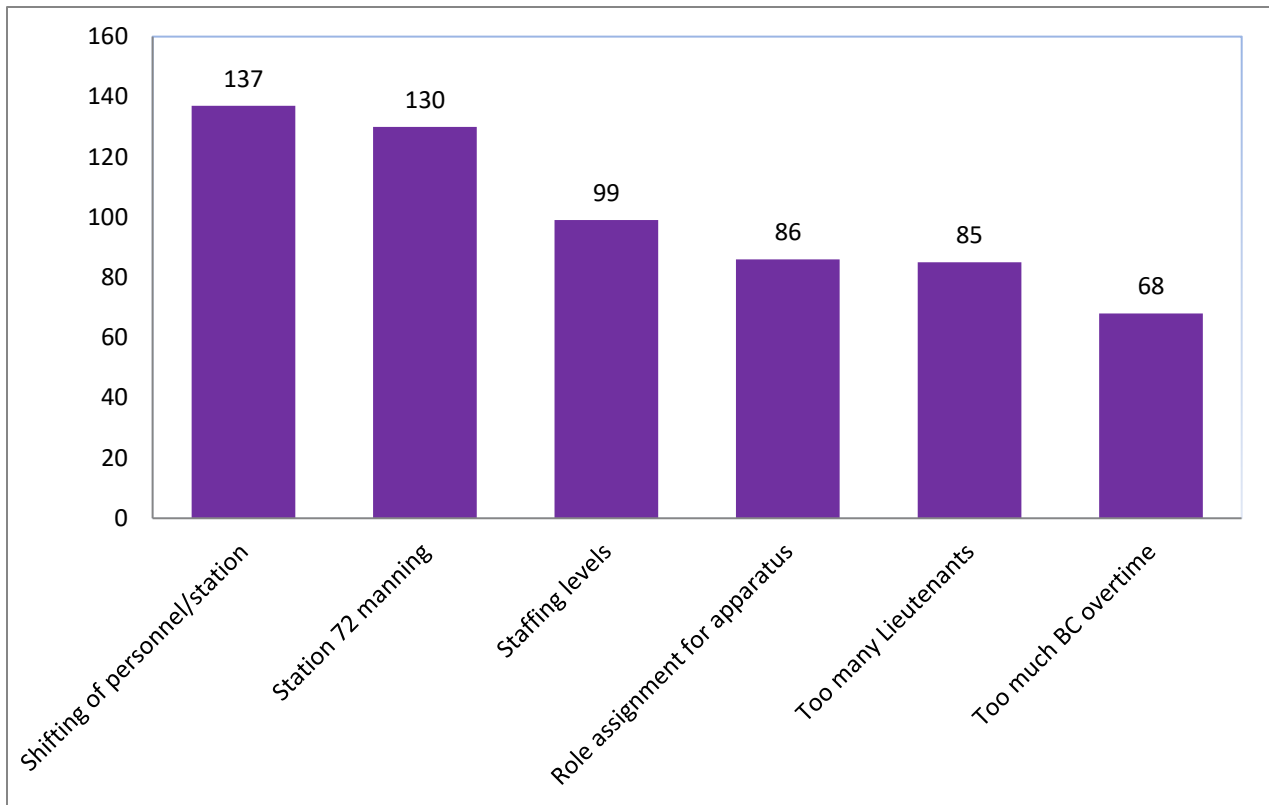


S.W.O.T Analysis

Weakness Internal Negative

In order for an organization to move forward, not only do you need strengths, you also need to identify the weaknesses. The following items were identified by the internal stakeholders as weaknesses:

The number one internal negative is Staffing.



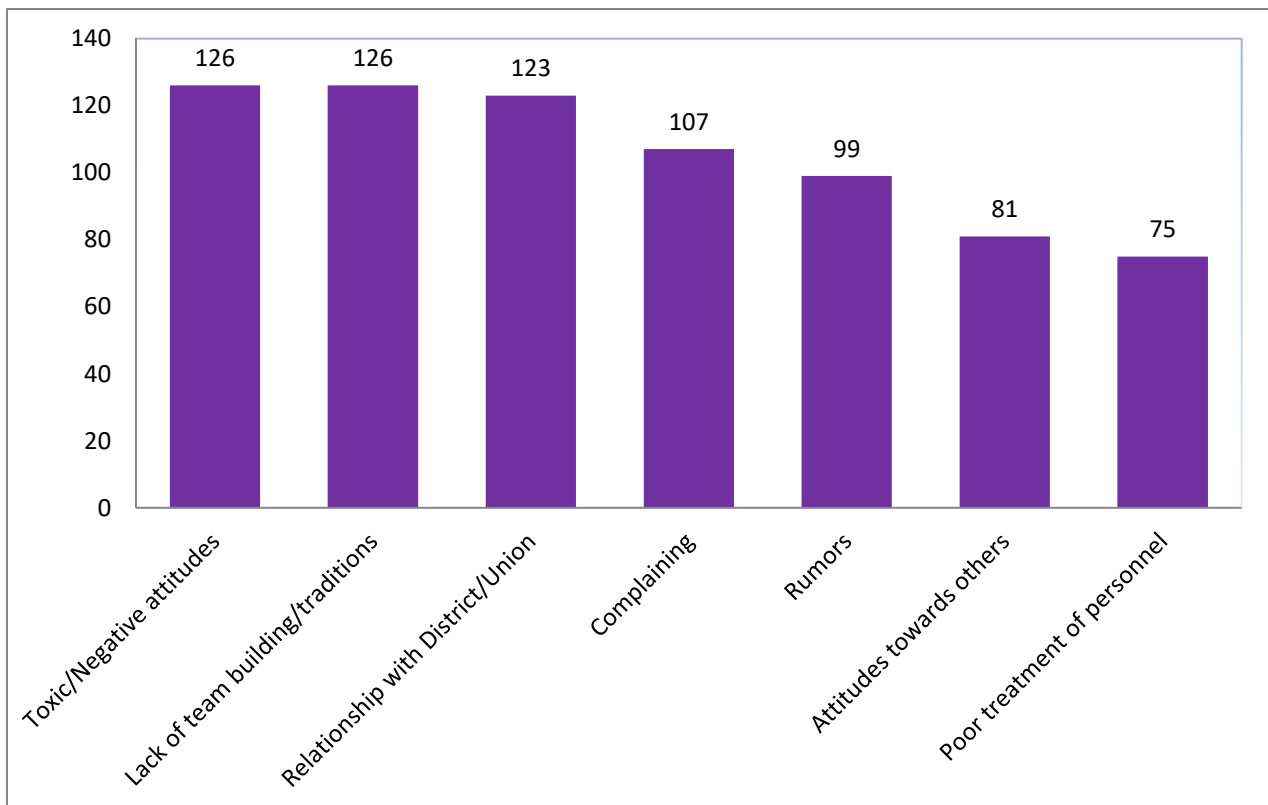


S.W.O.T Analysis

Weakness Internal Negative

In order for an organization to move forward, not only do you need strengths, you also need to identify the weaknesses. The following items were identified by the internal stakeholders as weaknesses:

The number two internal negative is Morale.



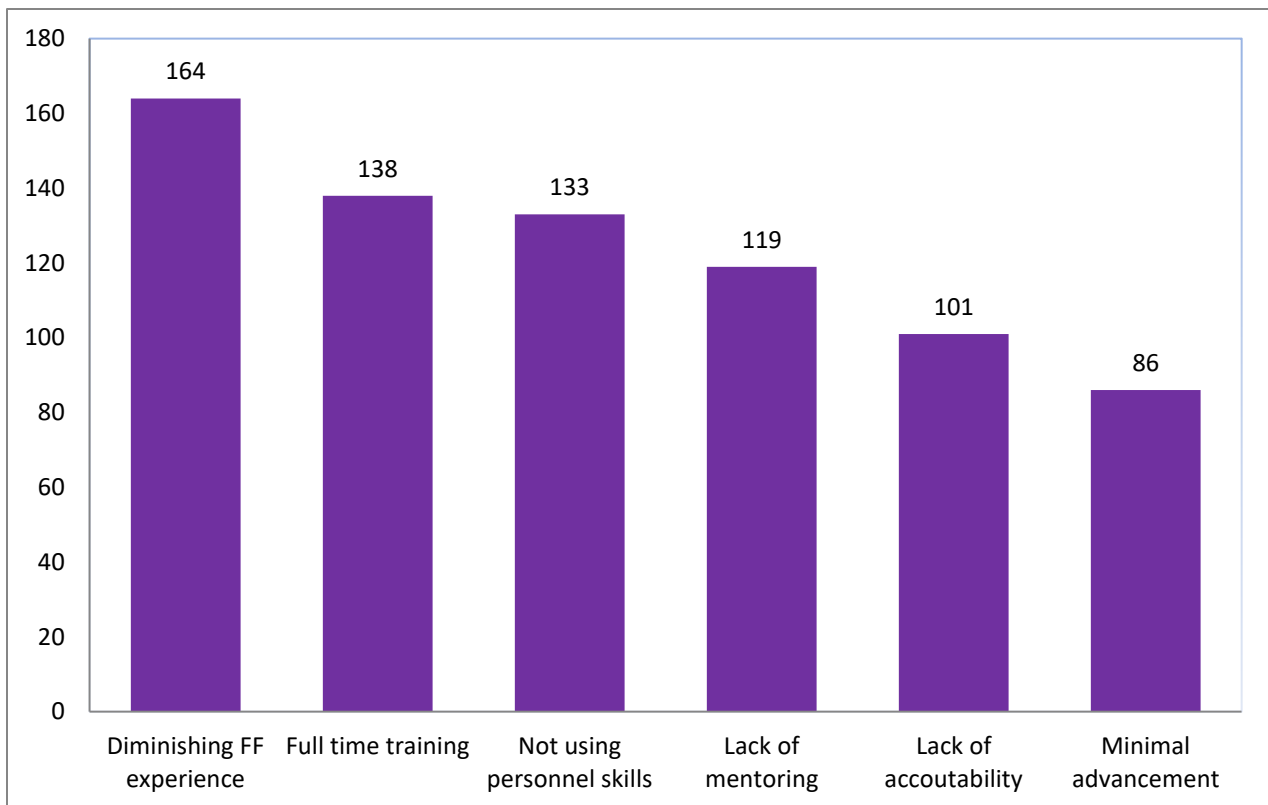


S.W.O.T Analysis

Weakness Internal Negative

In order for an organization to move forward, not only do you need strengths, you also need to identify the weaknesses. The following items were identified by the internal stakeholders as weaknesses:

The number three internal negative is Training.



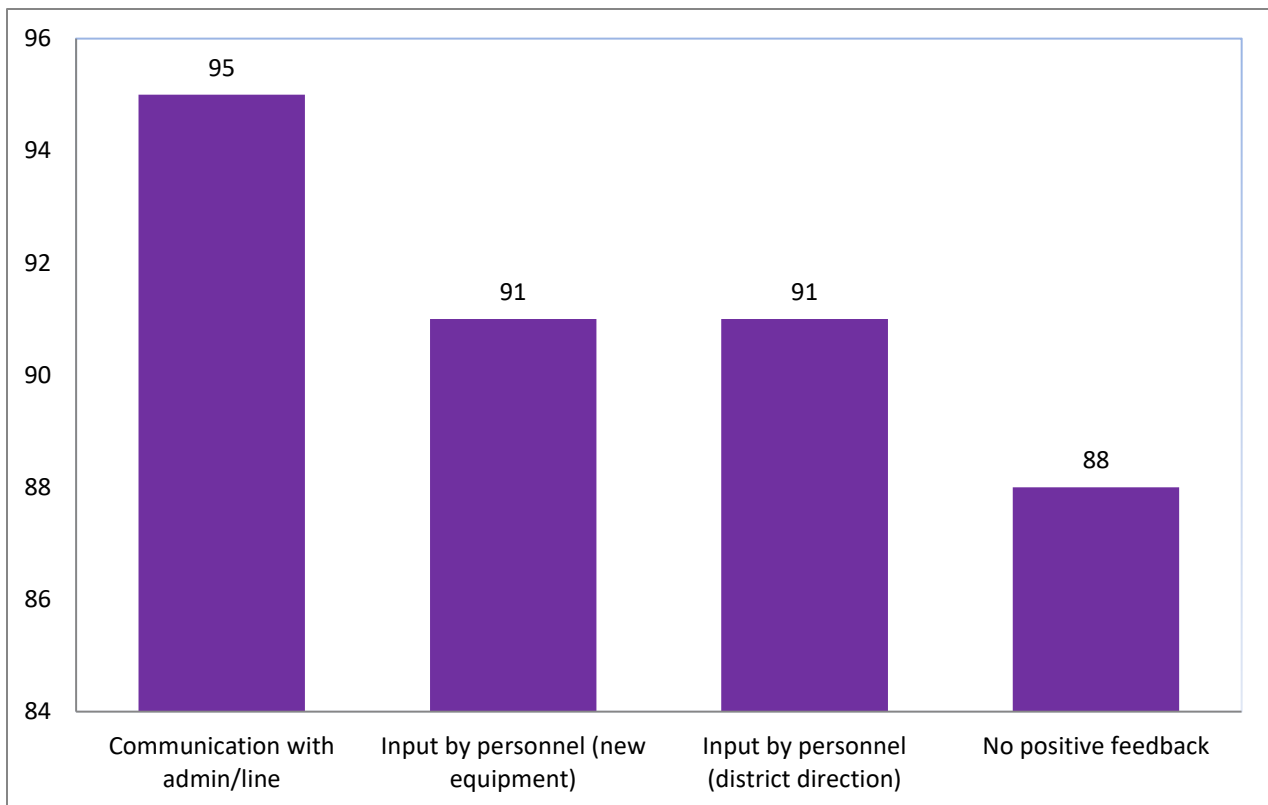


S.W.O.T Analysis

Weakness Internal Negative

In order for an organization to move forward, not only do you need strengths, you also need to identify the weaknesses. The following items were identified by the internal stakeholders as weaknesses:

The number four internal negative is Communication.



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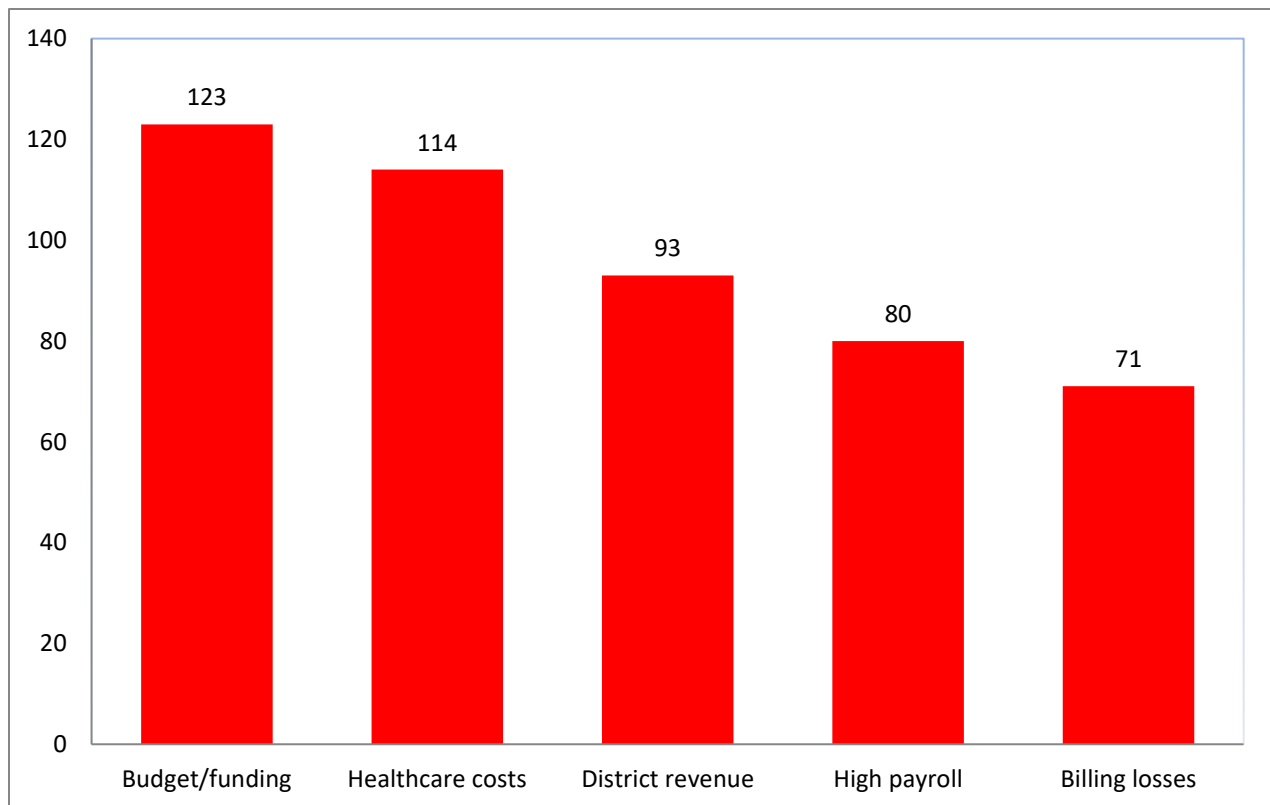


S.W.O.T Analysis

Threats External Negative

In order for an organization to move forward, not only do you need strengths, you also need to identify the weaknesses. The following items were identified by the internal stakeholders as weaknesses:

The number one external negative is District Revenue.



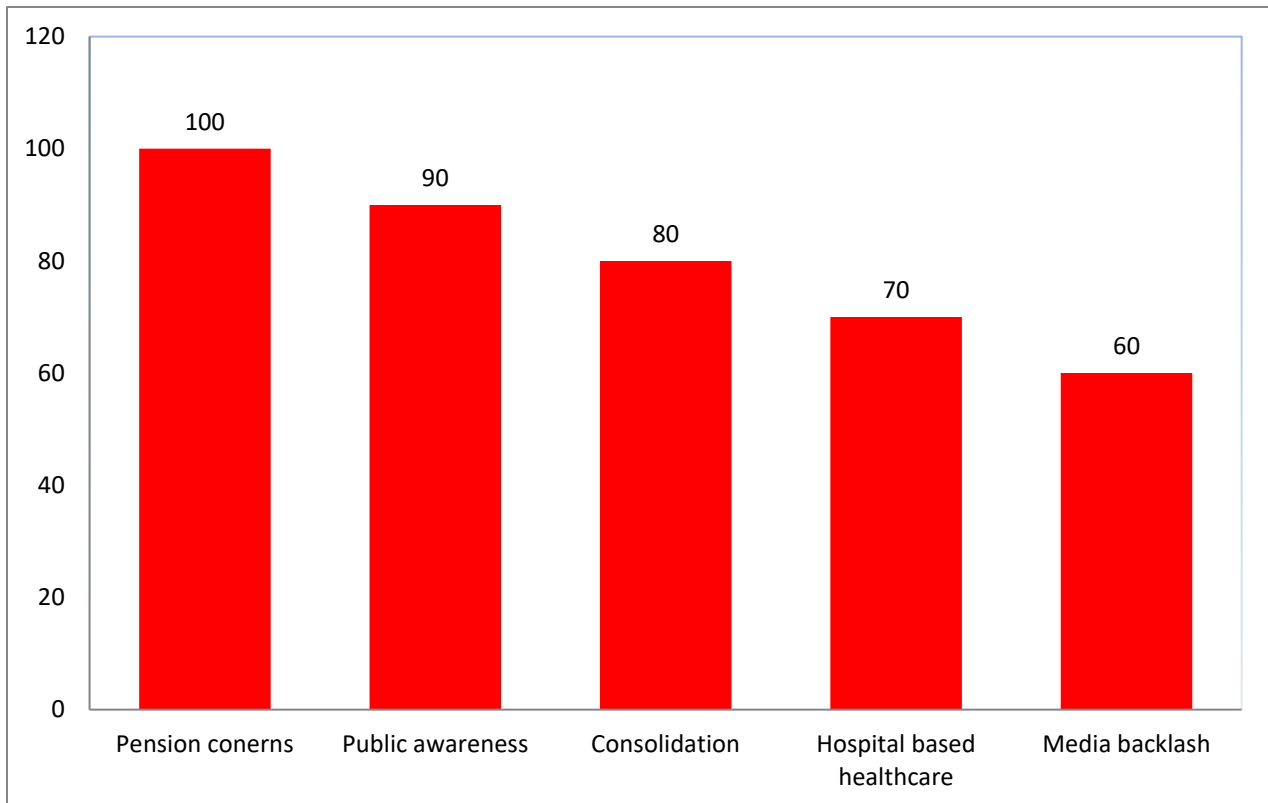


S.W.O.T Analysis

Threats
External Negative

In order for an organization to move forward, not only do you need strengths, you also need to identify the weaknesses. The following items were identified by the internal stakeholders as weaknesses:

The other external negatives without subtypes are listed below.



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Goals and Objectives

Administration	Goal category	Supervised By	Target Completion	Status Updated
Continue working on accreditation, set up a timeline with objectives for completion, identify team members and assign responsibilities.	High	Kramer	2021	
Standard of cover document	High	Kramer	2020	
develop employee benefit handbooks for all non-Union personnel	Medium	Walker	2021	
Update and or develop office procedure manual by office task.	High	Walker	2020	
Develop calendar of annual tasks for office staff	Medium	Walker	2021	
Review business plan for CPR	Medium	Halstead	2021	
research medical insurance policy options	Medium	Walker	2021	On Going
develop Trustee handbook with calendar of obligations	Medium	Walker	2021	
Succession planning	Medium	Chiefs	2021	
develop back-up personnel for all responsibility categories (Hazmat, Dive, TRT, Fire Investigation, Fire House, EMS, etc.)	Medium	Baxa	2021	
develop an individual employee profile with goals and objective for all personnel interviews	Medium	Walker	2021	
Improve annual report	Medium	Walker	2020	
Review District 211 IGA	High	Walker	2021	
Continue to update hardware and software as recommended by IT	Low	Carrion	2021	
Solicit private carriers to rent space on the towers	Medium	Sullivan	2021	
Update computer software office 365 and windows 10	Medium	Carrion	2021	
Update camera hardware station 1	Medium	Carrion	2021	
Pursue grant to fund mobile integrated healthcare	Medium	Pluta	2021	
Update SOP for purchasing	Medium	Walker	2020	
Research staffing for PR and Pub Ed	High	Walker	2021	
Fitness assessment	High	Herion	2021	
Minimum qualifications for firefighter applications	Low	Walker	2021	
Recruit Chaplain	Low	Walker	2020	
ISO Improvement	Medium	Baxa	2022	
Review fire inspection fee service schedule	Medium	Toika	2020	
Negotiate a wage reopener for all personnel	High	Walker	2021	

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Rules and Regulations Update	Medium	Chiefs	2022	
Capital Improvements	Goal category	Supervised By	Target Completion	Status Updated
New front apron station 72	Medium	Walker	2022	
Replace HVAC station 73	Medium	Walker	2022	
Improving training tower	Low	Baxa	2025	
Develop unused property behind station 72	Low	Walker	2025	
Research and purchase vehicles on the replacement program	Low	Baxa	2021	
Fire Prevention & Pub Ed	Goal category	Supervised By	Target Completion	Status Updated
explore Pub Ed options to provide better coverage	Medium	Pluta	2021	
develop Press Release program	Medium	Pluta	2021	
develop Spanish speaking programs with Henry Hyde center	Medium	Pluta	2021	
Maximize the usage of our electronic marquis, website, and social media	Medium	Walker	2021	
Electronic plan review process	Medium	Toika	2021	
Develop shift training programs	Medium	Mansfield	2020	In process
Operations	Goal category	Supervised By	Target Completion	Status Updated
Regular radio inspections	Medium	Sullivan	2020	In process
Standardize dispatch procedures	High	Kramer	2020	In process
Explore and implement QR scanning for inventories/vehicle checks	Medium	Kramer	2021	
Get GPS activated on all radios	Medium	Baxa	2021	
Implement next gen 911	Medium	Baxa	2021	
Training	Goal category	Supervised By	Target Completion	Status Updated
get all Officers certified as Safety Officers	Medium	Baxa	2021	
have attorney do an updated liability class for officer development	High	Herion	2020	
look into outside guest speakers for officer development	Medium	Herion	2020	
Training on all AFD software	High	Carrion	2020	In process
Research formal education opportunities for all employees	Medium	Baxa	2022	
All personnel walkthrough all schools, park district, and village facilities annually	Medium	Baxa	2020	

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Explore prop options for training tower	Medium	Baxa	2021	
Update probationary firefighter books	Medium	Baxa	2019	Completed
EMS outside speaker	Medium	Herion	2021	
More EMS practical drills	High	Herion	2021	
Host state exams and outside classes	Low	Baxa	2021	

Performance Measurement

Overall success of a strategic plan is not measured solely by accomplishment of initiatives. Instead, success is evident in the support of personnel, the cooperation of the fire district and the community served. Most importantly, services and programs will continue to benefit the community in a timely, efficient, and effective manner.

The Addison Fire Protection has chosen to use a combination of the following measures to evaluate performance against the plan:

- **Inputs:** Number and capacity of physical resources and personnel available; budget and financial resources
- **Outputs:** Number and type of services provided
- **Efficiency:** Comparison of inputs and outputs
- **Service Quality:** Measure of customer satisfaction
- **Outcomes:** Noticeable or measurable consequences associated with a program/service

The Addison Fire Protection District is committed to reviewing the progress of initiatives annually and to publishing an updated 5 year strategic plan every 12 months.