Elk Grove Village Fire Department  
Strategic Plan  
2018-2021

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Elk Grove Village Fire Department
Strategic Plan
2018-2021

1. Mission Statement

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

2. Statement about the Department

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

3. Address of the Department

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

4. Effective Date

December 2018
5. **Executive Summary**

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

6. **Three Year Plan**

This Strategic Plan has been developed by the Elk Grove Village Fire Department to organize a course of activities for the next three years. As of this writing, the Department is finalizing the construction of two new fire stations, and a new Training Facility. These two new fire stations will replace three existing fire stations, with appropriate corresponding adjustments to current response plans.

The Department is keenly aware of the demand being placed on personnel by the delivery of Emergency Medical Services. A DRAFT program of Mobile Integrated Health Care service delivery was implemented in the Northwest Community Emergency Medical Services System earlier in 2018. The impact of that Mobile Integrated Health Care service delivery is not yet known, but will be watched carefully by the Elk Grove Village Fire Department, for possible implementation here.

7. **Vision Statement**

Honoring tradition, learning from the best, embracing change, we look forward, providing leadership and excellence.
8. **Core Values of the Fire Department and Village / Elected Officials**

**FIRE DEPARTMENT CORE VALUES:**

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

**VILLAGE / ELECTED OFFICIALS CORE VALUES:**

<table>
<thead>
<tr>
<th>Core Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrity:</td>
<td>Doing what we say we will do.</td>
</tr>
<tr>
<td>Respect:</td>
<td>Treating others the way we want to be treated ourselves.</td>
</tr>
<tr>
<td>Responsibility:</td>
<td>Taking the appropriate action at all times.</td>
</tr>
<tr>
<td>Initiative:</td>
<td>Taking action when we first identify an issue and not waiting.</td>
</tr>
<tr>
<td>Trust:</td>
<td>An open, honest, and transparent environment that allows us to serve, lead, and protect the community.</td>
</tr>
</tbody>
</table>
9. **Community Profile**

While Elk Grove Village itself is just over 60 years old, the area has been settled for nearly 170 years.

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

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

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

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

Within the 11.1 square miles of Elk Grove Village, there exist two distinct but still united communities: residential and business. Listed in a recently published book, “Fifty Fabulous Places to Raise Your Family” by Melissa Giovagnoli, Elk Grove Village was included for its excellent parks and recreation, schools, access to transportation, varied housing stock, vibrant economy, low crime rate, exceptional community service, and small-town atmosphere. Thanks to more than $36 million in revenue collected yearly from sales and commercial property taxes, Elk Grove Village is able enjoy one of the lowest property tax rates in the Northwest Suburbs.
In addition to Elk Grove’s residential community, it also possesses a booming business community. Beginning with only 90 companies that were opened for business in 1962, there are now over 3,500 firms and service organizations within the Village. It is regionally considered a premier location for business and industry. The five square mile Elk Grove Village Business Park contains the second largest concentration of employment in the state of Illinois, with approximately 100,000 people commuting here for work. It contains a diverse mix of local, national, and international companies.

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

Currently under construction is the 85-acre Elk Grove Technology Park. This development of technology building space on the site of the former Busse Farm is slated to bring hundreds of additional employment opportunities to the Village. Although the expansion of Elk Grove Village is today limited by the boundaries of its neighbors, it continues to redevelop and thrive as the “Exceptional Community.”

10. Land and Real Estate Characteristics

<table>
<thead>
<tr>
<th>Counties</th>
<th>Cook and DuPage</th>
</tr>
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<tbody>
<tr>
<td>Incorporation</td>
<td>July 17, 1956 with a population of 116</td>
</tr>
<tr>
<td>Land Area</td>
<td>11.1 Square Miles</td>
</tr>
<tr>
<td></td>
<td>(Residential 5.5 Square Miles)</td>
</tr>
<tr>
<td>Population</td>
<td>33,127 (2010 Census)</td>
</tr>
<tr>
<td>Number of Registered Voters</td>
<td>19,508</td>
</tr>
<tr>
<td>Median Age of Resident</td>
<td>42.4 years</td>
</tr>
<tr>
<td>Average Persons Per Household</td>
<td>2.6 persons</td>
</tr>
<tr>
<td>Median Family Income</td>
<td>$71,834/year (est.)</td>
</tr>
<tr>
<td>Bond Rating (S&amp;P)</td>
<td>AA+</td>
</tr>
<tr>
<td>Motor Vehicles Registered</td>
<td>3296 Trucks</td>
</tr>
<tr>
<td></td>
<td>18791 Automobiles</td>
</tr>
<tr>
<td></td>
<td>315 Motorcycles</td>
</tr>
<tr>
<td></td>
<td>17 Recreation Vehicles</td>
</tr>
<tr>
<td></td>
<td>4761 Seniors and</td>
</tr>
<tr>
<td></td>
<td>32 Dealer Plates</td>
</tr>
<tr>
<td>Average Temperatures</td>
<td>71.0 F Summer</td>
</tr>
<tr>
<td></td>
<td>28.0 F Winter</td>
</tr>
<tr>
<td>Average Annual Rainfall</td>
<td>36.88”</td>
</tr>
<tr>
<td>Average Annual Snowfall</td>
<td>37.00”</td>
</tr>
<tr>
<td>Elevation above Sea Level</td>
<td>(Avg.) 700 ft.</td>
</tr>
<tr>
<td></td>
<td>(Min.) 660 ft.</td>
</tr>
<tr>
<td></td>
<td>(Max.) 740 ft.</td>
</tr>
<tr>
<td>Miles of Streets</td>
<td>182.5</td>
</tr>
<tr>
<td>Miles of Sidewalk</td>
<td>336.1</td>
</tr>
<tr>
<td>Number of Hydrants</td>
<td>2,223</td>
</tr>
<tr>
<td>Number of Water Valves</td>
<td>2,873</td>
</tr>
<tr>
<td>Miles of Sewer Main</td>
<td>329.2</td>
</tr>
<tr>
<td>Miles of Water Main</td>
<td>184.1</td>
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<table>
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<th>Profile</th>
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<tbody>
<tr>
<td>Corporate area (sq. miles):</td>
</tr>
<tr>
<td>Number of Parcels:</td>
</tr>
<tr>
<td>Number of Households:</td>
</tr>
<tr>
<td>Number of Owner Occupants:</td>
</tr>
<tr>
<td>Number of Renter Occupants:</td>
</tr>
<tr>
<td>Number of Businesses:</td>
</tr>
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Elk Grove Village is very proud of its reputation as a Great Place to Live, Work & Play!

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

- **Lowest Taxes**: Elk Grove Village continues to have the lowest combined property tax rate among comparable Cook County suburbs.

- **National School Superintendent of the Year 2018**: David Schuler of Township High School District 214

- **Illinois Principal of the Year 2018**: Principal Paul Kelly of Elk Grove High School

- **Illinois Fire Chief of the Year 2018**: Elk Grove Village Fire Chief Richard Mikel

- **Illinois Teacher of the Year 2017**: Ricky Castro of Elk Grove High School

- **Best Hometown**: Elk Grove Village again recognized as “Best Hometown” by 2016 Daily Herald Readers’ Choice poll.

- **One of the Top “Small Cities in Illinois”**: Elk Grove Village recognized by Citiesjournal.com in 2016.

- **Best American City for Global Trade** as ranked by Global Trade Magazine.

- **2016 Outstanding Civil Engineering Achievement Award** for the Busse Woods Dam modification storm water mitigation project.

- **Best City to Start a Business in Cook County** by Nerdwallet.com, and one of the Top 7 Places to Start a Business in Illinois by Nerdwallet.com.

- **Playful City** as determined by Kaboom.org in 2016.

- **Award for Business Excellence (AABE)** presented to Elk Grove Village by the Daily Herald Business Ledger.

- **Gold Award of Excellence** in recognition of the high quality and creative design of the Makers Wanted Campaign in 2016.
• **Advanced Meritorious “CALEA” Certified Police Department**: Since 1993, the Elk Grove Police Department has been continuously certified as a model of excellence and is now advanced meritorious accredited by CALEA.


• **Davey Marketing Award for Outstanding Creative Work** among the best small agencies worldwide.

• **Insurance Service Office Rating of Class 2**: The Elk Grove Fire Department ranks in the upper 2% of fire departments nationwide.

• **Small Business Advocate Award** as determined by the United States Conference of Mayors.


• **Tree City, USA** rating for over 31 consecutive years with a “Growth” distinction due to a strong urban forest system.

• **Gold Communicator Award** for business website: egvbizhub.com

• **Elk Grove Television named Best of Midwest** by the Alliance for Community Media.

• **K-9 Olympic Champion**: From a field of 120 departments in 2016, Elk Grove K-9 is top rated in both narcotic detection and warehouse searches.

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

• 1st **Environmentally Friendly Village Hall (LEED Gold Certified)** in the State of Illinois.

• **Top 100 Places to Relocate in the United States** as named by relocate-america.com.

• Chicago Magazine rated Elk Grove Village as the “*Best Hometown*” in Chicagoland.

• Named as **One of the 50 Fabulous Places to Raise a Family** in the United States in a book by the same name.

• Seven **Governor’s Hometown Awards** for volunteer excellence in the community
11. Economic Characteristics

On August 2, 2017, Standard and Poor's (S&P) Financial Services advised the Village that it has assigned the community a rating of AA+ based on a stable financial outlook for the Village.

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

Property taxes are utilized by multiple units of local government for revenue. The Village of Elk Grove is one of approximately 10 units of local government that comprise the typical resident’s overall property tax bill. For property taxes due in 2016, Elk Grove Village accounted for approximately 10% of the overall property bill. As separate, independent units of government, the Village has no control over the other components of a resident’s property tax bill. However, Elk Grove Village continues to retain the lowest combined property tax rate in the northwest suburbs.

12. Community Risk Profile

The Elk Grove Village Fire Department is a “full service” emergency response organization, providing fire, rescue, transport Emergency Medical Service, Hazardous Materials response, Water Rescue response, Technical Rescue response, Community Risk Reduction programs (Public Education and Fire Prevention) and general support to the municipal operation and the community. Emergency Medical Service responses make a vast majority of the bonafide incidents handled by the department. With more than 3,500 business and manufacturing entities in the Village, the risk for industrial accidents, both medical and otherwise, certainly exists. Being located directly adjacent to Chicago O’Hare International Airport also presents the risk of incidents involving commercial aircraft, and a network of freight rail lines through the business park offer the challenges associated with bulk railcar material distribution.

13. Background Statement

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

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

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

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

The fire department welcomes the opportunity to meet with residents to share information about its mission, and to share fire and life-safety messages. Residents can schedule tours of the fire stations and are encouraged to invite speakers from the Department to address local groups.

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

14. **SWOT Analysis**

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis of the Department was conducted. Input was solicited from Department members and Village Staff as internal stakeholders, with input from the Village Business Leaders Forum, the Elk Grove Village Rotary Club, and the general public, representing external stakeholders. This input was obtained through a standard “SWOT” questionnaire, with a second portion of the process that solicited open feedback regarding the services provided by the Fire Department.

The following responses were received to the SWOT Analysis:

**STRENGTHS** (External Public Responses): They are always there when you need them for both fire and other emergencies. Great service, quick response, polite personnel. Very
accessible and friendly, accommodating to our needs. Quick response time, expertise, community focused, friendly and always willing to lend a helping hand. I appreciate the service and readiness of the department. My impression is that they do a good job at emergency response. They are involved in the community and getting the community involved. They are always trying to improve. I would like to praise their level of professionalism and knowledge during my (business) start up process. Very knowledgeable staff that will go above and beyond. Experience and response time. Astute professionalism and responsiveness. Their knowledge as well as their immediate response times. Visibility of all fire personnel from the top down. During inspections, the Department meets the needs of my business and our premises, which you protect. The support and cooperation is spectacular, and the Rotary Club is lucky to partner with the department. I love the community events like open house. I wish there were a couple more each year because it is a great community event. Also, grateful you offer CPR classes, especially healthcare Provider CPR. Service levels are great.

**STRENGTHS (Internal [Village Staff] Responses):** Strong administrative leadership. Leadership development. Many talented leaders willing to step-up and move the department forward. Great equipment. Two new fire stations. One new Training Tower. First class operation in all areas. Citizen and business fire academy offerings. Fire Chief is open, willing and eager to make changes to improve the department effectiveness and efficiency. Overall depth of management skills and experience. A customer service attitude to go above and beyond providing traditional fire services (like helping my wife and son get situated at home after surgeries). Strong community involvement. Comprehensive Fire Safety educational programs. Periodic introduction of helpful new programs such as providing smoke alarms to residents at no cost. Executive fire staff has provided more vision, leadership, and direction than seen in the past fifteen years. Recently implemented training and testing programs to keep firefighter’s skills sharp. Recent changes that promote an alignment of staff resulting in a friendlier attitude towards other (Village) departments, smoother union negotiations, and better prepared budget submissions. Expanded public education programs to include fire academies for young and old. Programs to assist with the vacant community nurse positions. Deputy Chief’s dedication and assistance with Executime (payroll) and Workers Comp cases. New equipment and stations. Professional demeanor while delivering service. Great willingness to assist Fleet Service personnel. Pride of purpose – the Fire Department has a clear mission, which unites all members of the Department. Dynamic leadership which encourages initiative and innovation among department members. Cultivation of public trust and positive community relations – the feedback typically seen is that members of the department offer great care and above and beyond service to those with whom they interact, and the community remembers this. State of art facilities and equipment.


WEAKNESSES (External Public Responses):Cannot think of one. None that I know of. None that I can think of. None. Inspection services and plan reviews. I am not aware of them, but if something is needed we should know. None that I could mention. None I am aware. Can’t think of anything! Keep up the good work! None to my knowledge. More communications when issues arise to the (Rotary) Fest. Nothing. State of the art equipment.

WEAKNESSES (Internal [Village Staff] Responses): Expensive business to operate. Lagging response times to certain residential neighborhoods, which should be corrected with new station. None currently come to mind. Fire Inspection process (software, workflow, timing of inspections, data backup). Petty grievances. Workers Comp injuries experienced during training. Continuity of information being delivered, not-delivered, delivered but not retained. Coordination of public education and outreach to communicate cohesive messaging-a lot of new activity is going on here, and there has long been outreach, but it lacks focus – could also be seen as an opportunity.


OPPORTUNITIES (External Public Responses): Very hard to say, new firehouses are being built and others are being upgraded. None that I know of. None that I can think of. I think they do an excellent job already. Some outreach, like this survey is a good start. Again, does the Department need something that the Village should get? I think the fire department is doing a quite fine job at this moment, I don’t have any suggestions on the mission improvement. Education on what citizens can do in particular situations. Opportunities to connect and engage with the community in every available forum. With my experience – all is good! The opportunities as presented have been taken, and as news
one popup, I am confident that we will find solutions, as in the past. Everything is perfect. Getting state of the art equipment.

**OPPORTUNITIES (Internal [Village Staff] Responses):** Update Fire Inspectional Services. Launch of new programs like “My I.D.” and “Be Alarmed”. Accreditation and the process drivers associated with accreditation. Consolidation push at the State level. Lagging response times in certain residential neighborhoods, should be corrected with new station. Take advantage of Laser fiche for scanning and electronically storing Administration files. Decision regarding apparatus hardware we will use to run new CAD software. To your credit, the Fire Department has been more active and involved with this than the Police Department. Connection with the Community. Everybody loves a fireman. An ideal public relations opportunity would be for firemen to walk and “greet” residents, particularly children and seniors, at the concert series, youth committee events, or other special events. Further develop interdepartmental training. “Theory of Operation vs. Theory of Use”. Many staff members are enthusiastic and excited about the opportunity to implement projects, and with continued guidance and follow-through, there seem to be a number of improvements in store for the Fire Department. Staff turnover in Inspectional Services Division has created an opportunity to remap existing organization to better align processes with purpose and improve coordination with other Village Departments.


**THREATS (External Public Responses):** Bad traffic. Inability to staff as older staff retire. Inability to secure proper funding. None that I know of. Trucks in their way! Acts of God, such as (severe) weather. The budget problems in the State of Illinois are a big concern. At a minimum, the Fire Department should make sure it is operating in a financial responsible way, with pension costs and all future liabilities covered. Even better, it should have a rainy day fund to handle future financial shocks. I worry about the people who get guns that should not get them. The fire department and the EMT’s are the ones who are first responders, the same with the airport. I can only think of one, congestion on the roads, which is unavoidable. Not aware of any. Not applicable. The only thing I can think of is weather. Public Safety threats are always prominent in my mind for the (Rotary) Fest, and
continued improvements are my long term goal with your department. Can’t think of any. Budget issues, unwillingness to invest.

**THREATS (Internal [Village Staff] Responses):** Elk Grove Rural (Township) Fire District may cease to exist and require additional resources to manage. Consolidation push at State level. Software decision facing the Department moving forward. Hazardous chemical exposure in the business park that may not be documented by businesses. Lack of troubleshooting training. Theory of operation. Operational Staff who feel disconnected from Village-wide goals, projects, and isolated from other Village Staff. I am identifying this as an overall threat for any Fire Department, and not a specific threat related to Elk Grove Village.


**SWOT Analysis General Comments:**

- While only my Mother-in-Law was home the CO detector went off recently. While they found it was merely an issue of the air vents being blocked on the detector, they checked the water heater and furnace for CO – Above and beyond in my book.

- About a year ago my Father and I were working on our warehouse when we began to feel sick. We were about to lose consciousness then the firemen arrived. They got us out and took very good care of us as they brought us to the hospital. They literally saved our lives. It turned out to be carbon Monoxide poisoning. I’m very thankful for the Elk Grove (Village) Fire department.

- Always accommodating our needs. So far no complaints.

- Every time we have needed service, or any local business colleagues in the Village need anything, the Fire Department would always provide that service with excellent timing, professionality (sp.) and expertise. They always go above and beyond, include a humanistic touch and are always there when needed. Response time is fantastic.
• We received inconsistent information during our recent construction project and were forced to resubmit plans and take delays that we felt were avoidable. We are usually comfortable working on a hand shake and good faith. That did not work for us this time.

• I am a business in my home. So I don’t have any of these issues.

• All good. Happy to be in Elk Grove Village.

• Very responsive and Johnny on the spot!!

• I feel that public outreach with detailed communication of the improvements being made needs to be broadened. In speaking to others, they do not seem to have information on the department’s steps. Obviously accreditation is a positive step that will incorporate that as part of the process, as with this survey.

• I have used the fire department for my CPR training since I left the hospital setting. I have received excellent education and really appreciate it!

• EGFD has been awesome everytime (sp.) I have had an interaction with them.

15. Strategic Initiatives

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

Plans to do so include:

Community Risk Reduction Efforts

• “My ID” Medical Information Bracelets - In 2018 the Elk Grove Village Fire Department initiated a program by which residents can store their critical medical and contact information on a medical identification bracelet. The “My ID” program was approved by the Village Board, which allowed the Department to purchase “My ID” bracelets for senior citizens and others with significant medical history. The attractive bracelets are worn discretely, and contain the patient’s pertinent information on a quick response matrix barcode (QR Code) that can be read by Paramedics, utilizing the same tablet devices that are used for medical incident reporting.

• Smoke Detectors – In 2018 the Elk Grove Village Fire Department began participation in the “Be Alarmed” program, in conjunction with the Office of the Illinois State Fire Marshal and the Illinois Fire Safety Alliance. The Office of the State Fire Marshal provides the donated smoke detectors free of charge to the Department, with the stipulation that
fire personnel install the detector(s) and review fire safety lessons with the occupants. In 2018, Elk Grove Village Fire personnel installed more than 200 smoke detectors in residential units, to ensure that residents have smoke detectors in each level, in each hallway, and in each bedroom or their living area.

- Residential Fire Sprinklers - Elk Grove Village adopted the 2012 International Fire Code in 2017. As part of this adoption, the Village also requires fire suppression sprinkler systems in all new single-family construction.

- The Compliance Engine - To further assist in obtaining fire/life-safety information regarding the business, public assembly, and multi-family occupancies in the Village, the Elk Grove Village Fire Department has implemented the use of a third-party fire inspection reporting program. “The Compliance Engine” is a product of Brycer LLC, based in Warrenville, Illinois.

The Compliance Engine is a web-based reporting system, by which third party inspection services provide data to the Authority Having Jurisdiction. When a business in Elk Grove Village has a sprinkler contractor complete its required annual sprinkler system inspection, that information is downloaded into The Compliance Engine system using a standardized report, providing Elk Grove Village with immediate, on-line notification of any critical deficiencies noted by the sprinkler contractor. Elk Grove Village can then assign a Fire Inspector to work with the business to get the sprinkler system back in proper working order, thereby protecting both the occupants and the business itself.

- Additional Part-time Fire Inspectors - The Elk Grove Village Fire Department has expanded the use of its part-time Fire Inspector force by now utilizing four personnel in this capacity, where previously only two personnel were utilized. Career members of the Department are hired back under the “7(g)” provision of the Fair Labor Standards Act, to conduct inspections in occupancies that are more complex than those handled by shift personnel, and to witness fire suppression and fire alarm system tests.

- Inflatable Fire Safety House - The Department has purchased an inflatable Fire Safety House for use in fire safety presentations. The portable nature of this device allows it to be transported to various schools and events for individualized presentations. The Department intends to expand use of the Fire Safety House in the school year beginning September 2019.

- Annual Open House – In October of each year, the Department hosts a Public Safety Open House, at which fire safety lessons are shared with the community and fire equipment is demonstrated. Law enforcement equipment and practices also displayed, as well as Northwest Central Dispatch information, Emergency Management Agency information, and various public utility services.
Citizens Fire Academy - The Elk Grove Village Fire Department offers an eight-week Citizen Fire Academy to share fire safety information and fire department practices with the general public. The annual Academy is extremely popular with the community, and generally fills to capacity as soon as registration is announced. One indicator of the success of this program, is previous participants often suggesting that the Department offer a follow-up program, or an “alumni association” to extend their experience even further.

Business Fire Academy - Another educational opportunity offered by the Elk Grove Village Fire Department is the Business Fire Academy. In this Academy offered to Village businesses, selected members of an organization participate in classroom fire safety lectures, CPR training, and hands-on fire extinguisher training. Major emphasis is placed on preventing fires in the commercial/industrial setting, while also teaching the importance of quick extinguishment with portable fire extinguishers.
Improved Response to Residents:

In the second quarter of 2019, Fire Station 8 (Oakton) and Fire Station 9 (Greenleaf) will be combined into one facility, the newly constructed Fire Station 8 on Fargo Avenue. This consolidation will provide improved service delivery to a large portion of the Elk Grove Village residential area.

Modernize Equipment

- The two newly constructed Fire Stations are scheduled to open in May of 2019. These two new facilities will replace three existing facilities.

- A new training tower is also being constructed on the site of the new Fire Station 8. This four story live-fire facility will enhance the training opportunities of the Elk Grove Village Fire Department and its mutual aid agencies, including law enforcement.

- Two newly purchased Quint fire trucks will now be on an eight-year rotation, thereby replacing the vehicles prior to them becoming increasingly expensive to maintain, while also increasing the resale/trade-in value of the vehicles.

- New Ambulances will now be on a six-year rotation, where they will operate in front-line service for six years, and reserve service for four years.

- A new response vehicle for the Battalion Chief/Shift Commander was designed and equipped by the Battalion Chiefs, and will be placed in-service in early 2019.
• In November of 2019, the Northwest Central Dispatch System is scheduled to “Go Live” with a new Computer Aided Dispatch System. This new system will enhance the dispatching capabilities of the center, and offer additional options for tiered responses to differing hazard classifications. Northwest Central is dually certified in Emergency Medical Dispatch (EMD) and Emergency Fire Dispatch (EFD).

16. **Short and Medium Term Goals**

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

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

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

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

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

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

**Goal #7:** Fire Administration personnel will work together with the Finance Department and the Village Manager’s Officer in the first quarter of calendar year 2019 to investigate options for increasing Department revenues, including Ambulance transport fees and Inspectional Services Division fees.
Goal #8: Continue efforts to have all members of the Department operate within the identified turnout time benchmarks.

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

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

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

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

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

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

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

17. Department Budget Analysis

The Fiscal Year 2019 Fire Department budget is in the amount of $19,355,195 and reflects a 4.9% decrease over the current year. There is a minimal effective increase of 1.7% from the current year after factoring out pension pass-through expenses. Most of this increase is due to the required annual repayments to purchase a new quint and a new ambulance.

The Fiscal Year 2019 Fire Department budget request holds expenses to a responsible level and was created with significant, thoughtful input from Fire Department personnel. The Fire Department officers and staff accept their duty to be responsible stewards of Village finances and carefully work to balance that responsibility while still meeting the operational needs of the Department.

The Fire Department continues to research available technologies to improve overall efficiency within our operations. The Inspectional Services Division recently purchased a new
web-based pre-plan software that will be easily accessible to both emergency responders and office personnel and is reviewing options to integrate with the permitting software used by Community Development. The Public Education Division continues to update class offerings and seek new ways to get information about fire safety out to the public.

In Fiscal Year 2019, the Fire Department will be presenting our Business Fire Academy quarterly due to the overwhelming response. Fire Department management supports the acquisition of tools and equipment needed to maintain the high level of service provided by our organization. Efforts are being made to purchase equipment that performs multiple functions, can be used with a common power source, and have a long useful life from which to develop proper replacement cycles.

Major FY19 capital items budgeted include:

- Purchase of a new pumper (Capital Replacement Fund)
- New furniture for workspaces in Fire Administration and Station 7 (Capital Projects Fund)
- Upgrades to the dive team sector scan sonar
- Replacement of various pieces of heavy duty operational equipment stored on fire apparatus, including saws
- Lucas 2 Chest Compression System to minimize interruptions during manual CPR
- Complete set of extrication tools used for accidents with entrapment
- Throughout Fiscal Year 2019, the Fire Department will continue to be involved in the oversight of the reconstruction of Fire Station 10 on Meacham Road as well as the construction of the new combined fire station and training tower on Fargo Avenue

18. Existing Interagency Memberships

- Northwest Central Dispatch System
- Northwest Community Emergency Medical Services System
- Mutual Aid Box Alarm System (Division 1 and State of Illinois)
- Illinois Task Force -1 (USAR)
- Joint Emergency Management Agency
19. **Closing Summary**

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

PART A: Please provide your input on the following four categories. Additional general comments are welcomed in Part B.

**Strengths:** Which attributes of the Fire Department greatly meet the needs of the residents and businesses here in Elk Grove Village?

**Weaknesses:** Which attributes of the Fire Department fall short in meeting the needs of the residents and businesses here in Elk Grove Village?

**Opportunities:** In which situations does the Fire Department have opportunity to improve its mission to help the residents and businesses here in Elk Grove Village?

**Threats:** What external conditions exist that pose a threat to the service delivery capabilities of the Elk Grove Village Fire Department?

PART B: Elk Grove Village Fire Department General Comments

Please share your observations and general comments regarding your interactions with the any aspect of the Elk Grove Village Fire Department operation. These aspects include: Inspection Services and Plan Reviews, Emergency Medical Service (Paramedics), Public Education Outreach Programs, Fire Suppression Activities, Hazardous Materials Handling, Technical Rescue Incidents, Water Rescue Incidents, or General Business Interactions.

Your name and contact information are not required, but welcome.

**Please return your responses to:**

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