

# City of Highland Park Fire Department Strategic Plan

January 1, 2023 - December 31, 2027





HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



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## Letter from the Fire Chief

On behalf of the members of the Highland Park Fire Department, we are pleased to present a three year Strategic Plan. The Department is committed to good stewardship of City resources and organizational continuous improvement through thorough evaluation of current programs, community engagement to recognize future community needs and the desire to adapt meeting those needs. This strategic plan sets forth the Department's vision and mission, identifies Department values, and recognizes a series of measurable goals and objectives for service delivery. The Department answered three fundamental questions when developing this plan. Where are we now, where are we going and how will we get there? The answers to these questions help provide the framework for achieving our goal, which is:



- Improving service delivery
- Implementing advanced technologies
- Promoting a positive work environment
- Maintaining a highly trained workforce
- Providing the driving force behind sound budget decisions
- Promoting open, honest, and ethical policies
- Embracing and promoting diversity
- Providing a structure for sustainability

The Administration revisits this strategic plan annually to ensure the vision of this plan is followed and the mission is realized. While we try to anticipate everything, we know that unforeseeable items or events sometimes create a need to adapt to change. The Department will address those needed changes and continue to honor the vision expressed in the strategic plan.

We look forward to leading this Department into the future working to exceed the expectations of the community. We would like to thank the City Manager, the Mayor, and the City Council for their continuous support and open dialog. Finally, we want to thank the residents of the community, whose support and input continue to be extremely positive and unwavering. We 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.

Sincerely,



Joe Schrage  
Fire Chief



## City of Highland Park Mission Statement

The mission of the City of Highland Park, Illinois is to provide high-quality municipal services in an efficient and fiscally-responsible manner through effective, transparent, collaborative, and inclusive governance.

## City of Highland Park Values

Highland Park is an inclusive and welcoming community that honors and affirms the intrinsic worth and unique perspectives of all who reside, work, study, and visit here. The City of Highland Park celebrates the diverse characteristics of persons of every race, ethnicity, nationality, culture, language, religion and faith tradition, gender identity and expression, sexual orientation, ability, age, socioeconomic status, veteran status, and immigration status. These individual characteristics bring richness to our community. We are committed to ensuring that our priorities, policies, and behaviors nurture a sustainable citywide culture of inclusion that embraces the full diversity of our community. We invite all members of our community to participate and contribute to a more just and equitable future. As a City, we will work to live up to this Values Statement by always:

- Working through an equity lens.
- Operating with transparency.
- Condemning any act of hate or discrimination.

## City of Highland Park Priorities and Objectives

The City’s more than 120 priority-based major projects are publicly-facing initiatives that are aligned with the following priorities, serve the City’s best interests, are achievable, sustainable, and financially viable, and have measurable program performance, which the City communicates to the public.

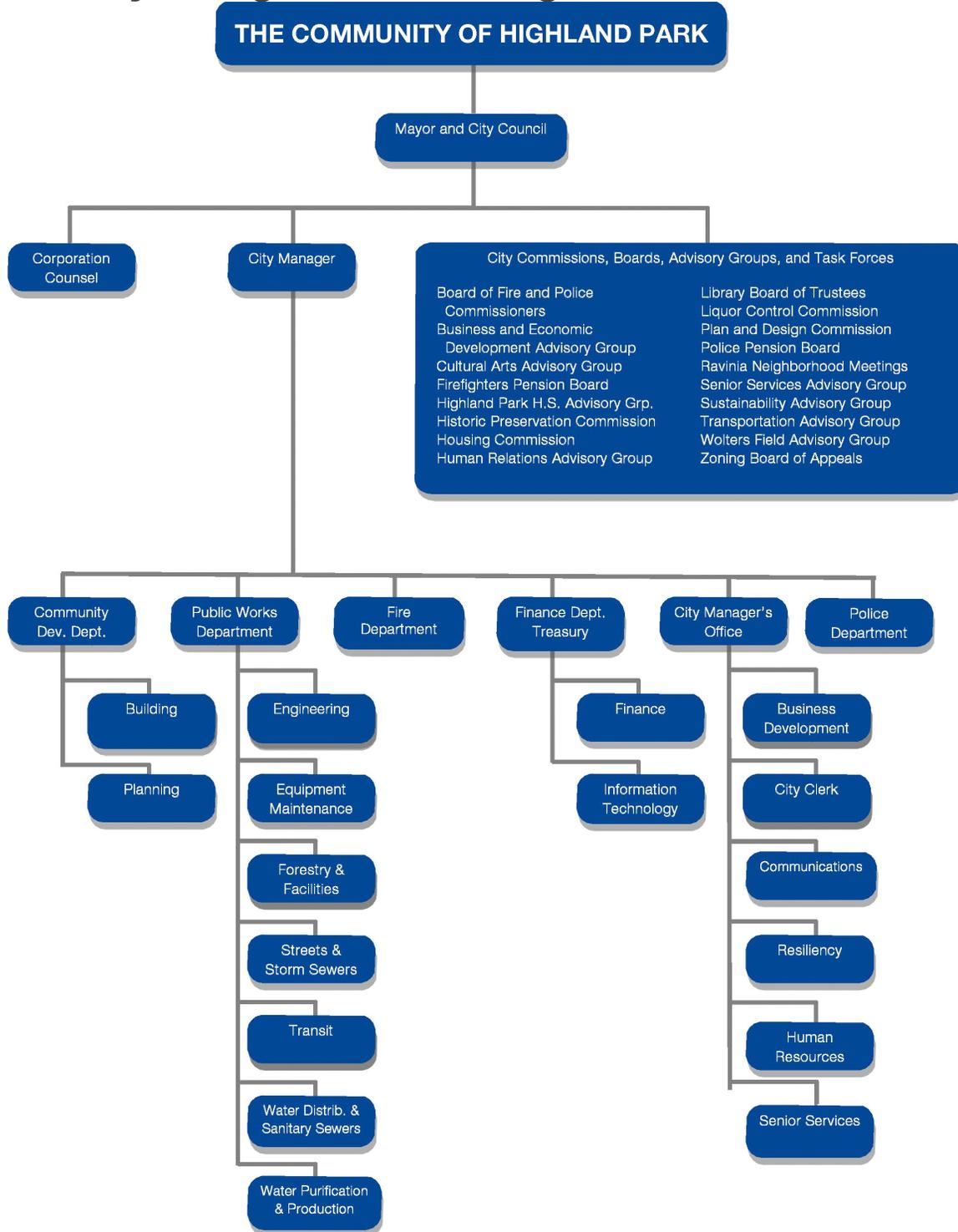
- Fiscal Stability
- Public Safety
- Economic Development
- Infrastructure Investment
- Environmental Sustainability



# HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



## City of Highland Park Organizational Chart





## **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.

## **Fire Department Vision Statement**

The Highland Park Fire Department will continually strive to exceed our residents' 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.



## Fire Department Core Values

### Service

The Department is dedicated to delivering the highest level of service.

### 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

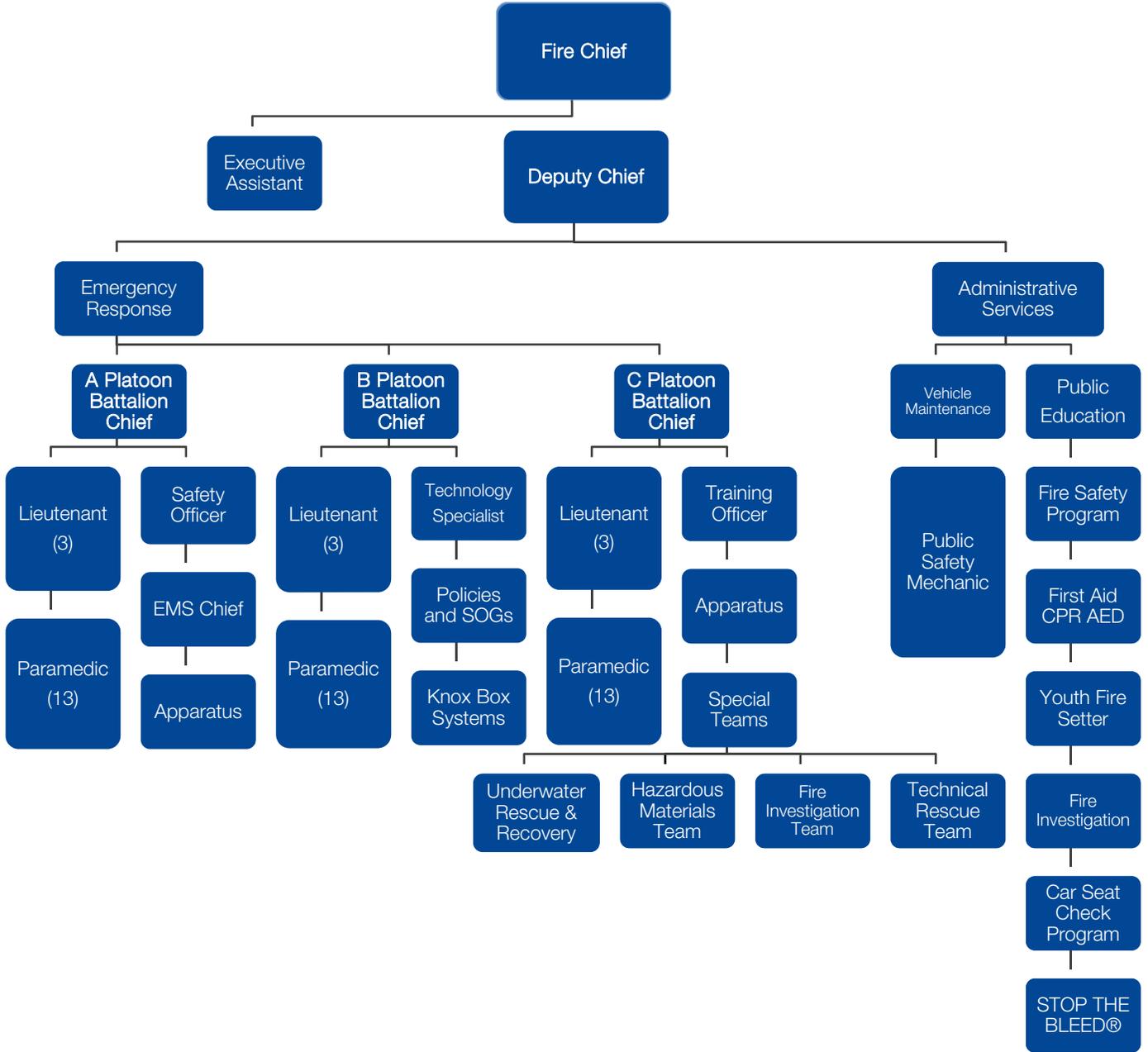
Pride is internal. There is no better pride than that which compels a person to do their best when no one is looking.

### Direction

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



# Fire Department Organizational Chart





## Fire Department History

The Highland Park Fire Department was organized in 1889 by a group of men under the leadership of Andrew Bock and was to be known as the Highland Park Volunteer Fire Department. Although the City was twenty years old at the time, there had been very little progress in the form of fire protection.

In 1919, the Fire Department personnel roster consisted of one Chief Fire Marshal, one Assistant Chief Fire Marshal, twelve volunteers, and two full-time drivers. All personnel operated out of one centrally located fire station. In 1924, the City Council proposed that the Fire Department be paid on a full-time basis with each member working full 24-hour shifts. The population in town was growing exponentially and by 1927 it was estimated that 13,000 people were living within city limits.



Between the years of 1924 and 1929, the Fire Department realized that the response times from a single station proved to be too long. Fires were often in the advanced stages before fire crews arrived. In 1929, a second fire station was built in the Ravinia Business District. The City of Highland Park continued to grow in population and became a popular spot to shop and work. In 1963, the Fire and Police Departments created a new headquarters called the Public Safety Building, located at 1677 Old Deerfield, built to afford an even better response to the community. The economy continued to grow and so did the population in Highland Park. In 1978, a fourth fire station was built at 1100 Half Day Road. Up until this time, the far north end of town lacked coverage. With the completion of this station, no address in Highland Park was beyond 4 to 6 minutes response time.

In 1996, the Department recognized that by combining Stations 31 and 33 with a centrally located station they could create efficiencies without compromising services. In 1998, the new Headquarters Fire Station 33 was built and old Station 31 and 33 were closed. Due to the increased size of the equipment and the need for fire station improvements, the City realized the need to replace Station 32 that was built in 1929. The Station was torn down to replace it with a new Fire Station in 2023. The new station was designed to improve response times and enhance the health and safety of firefighters.

Over time the Fire Department has grown to 55 personnel operating from three strategically located fire stations. The City of Highland Park is primarily a residential community about 30 miles north of Chicago on the shores of Lake Michigan. Highland Park has a population of about 30,000 residents and encompasses about 12.5 square miles. In 2016, Highland Park entered into an intergovernmental agreement with the City of Highwood to provide Fire and EMS services to a community of 5,500 residents.



## About the Fire Department

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 an all-hazards service and 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
- Fire Investigation

### 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
- Community Support Services
- Community and Organizational Support
- Infrastructure Maintenance (hydrant testing)



## Fire Stations

The City of Highland Park operates from three strategically located fire stations. Fire Station #33 is the Headquarters Fire Station. It is located in the central section of the City occupied in 1999. Fire Station #32 (located in the Ravinia Business District) is the newest occupied fire station in the City and was constructed in 2023. Fire Station #34 is located in the North section of the City and was first occupied in 1978 and is the oldest occupied fire station in the City. In 2022, the Fire Department responded to 5,924 calls for service. Many of the calls for service were multi-station responses. For example, an emergency medical response that is in Fire Station #33’s district on or South of Central Avenue would require Tower Ladder #33 and Ambulance #32 to respond. A structure fire would merit a response from all three fire stations.

### Fire Station No. 33 - Headquarters

		<p><b>1130 Central Avenue Highland Park, Illinois 60035 847.433.3110 Constructed 1999</b></p>
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Apparatus	Year	Make	2022 EMS Responses	2022 Fire Responses	2022 Total Responses
Ladder Tower Company #33	2021	Pierce	1209	1769	2978
Battalion #33	2016	Ford	77	1423	1500
<b>Totals</b>			<b>1286</b>	<b>3192</b>	<b>4478</b>
Engine Company #33	2000	Pierce	Reserve Apparatus		
Engine #33R	2010	Crimson	Reserve Apparatus		
Ambulance # 33	2012	Ford/Horton	Reserve Apparatus		
3300	2021	Ford Explorer	Fire Chief Vehicle		
3301	2016	Ford Taurus	Deputy Fire Chief Vehicle		
Dive-Rescue #34	2008	Ford/Zodiac	Dive-Rescue Response Vehicle		
Utility #33	2012	Ford F-250	Multi-Purpose vehicle		
UTV	2023	Polaris Ranger	Utility Vehicle		



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## Fire Station No. 32

		<p><b>692 Burton Avenue</b>  <b>Highland Park, Illinois 60035</b>  <b>847.432.0802</b>  <b>Constructed 2023</b></p>
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Apparatus	Year	Make	2022 EMS Responses	2022 Fire Responses	2022 Total Responses
Engine Company #32	2022	Pierce	672	1380	2052
Ambulance #32	2017	Ford / Horton	1374	853	2227
<b>Totals</b>			<b>2046</b>	<b>2233</b>	<b>4279</b>

## Fire Station No. 34

		<p><b>1100 Half Day Road</b>  <b>Highland Park, Illinois 60035</b>  <b>847.432.0804</b>  <b>Constructed 1978</b></p>
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Apparatus	Year	Make	2022 EMS Responses	2022 Fire Responses	2022 Total Responses
Squad Company #34	2015	Spartan	1064	1043	2107
Ambulance #34	2013	Ford / Horton	1569	869	2438
<b>Totals</b>			<b>2633</b>	<b>1912</b>	<b>4545</b>



## Fire Department Apparatus

The Fire Department operates one Paramedic Engine Company, one Paramedic Pumper Squad Company, two Paramedic Ambulances, one Paramedic Tower Ladder Company and a Battalion Chief vehicle 24/7. The Department also has two reserve Engines, one reserve Ambulance, one Dive-Rescue vehicle, one boat, and two staff vehicles. Technical Rescue and Hazardous Material vehicles are owned by our Mutual Aid Box Alarm System (MABAS) division. Please see page 16 for more information about MABAS. A brief description of our apparatus follows:

*A Paramedic Engine Company* is the primary response apparatus at Station #32.

The vehicle is equipped in a manner that allows personnel to deliver basic firefighting services as well as advanced life support treatment before the arrival of an ambulance.



*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.

*Battalion 33* is the vehicle operated by the on-duty Battalion Chief. This vehicle operates as the command post for all multiple apparatus responses (fire alarms, smoke in structures, structure fires, multiple vehicle car accidents, technical rescues, or hazardous material incidents) throughout the city. Equipment carried varies from an automatic external defibrillator (AED), basic life support (BLS) trauma bag, self-contained breathing apparatus (SCBA), and incident command items.



rescue equipment.

*A Paramedic Squad Company* is located at Station #34. The vehicle is equipped to deliver basic firefighting services, vehicle extrication, technical rescue and advanced life support treatment before the arrival of an ambulance. The vehicle carries the Department's auto extrication, hazardous materials, and technical



# HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



*Paramedic Tower Ladder Company #33* provides specialized capabilities such as elevated rescues and master fire stream operations. The Truck also carries additional ground ladder support during fire incident operations.



*UTV* was a joint venture with the Highland Park Police Department in 2023. The unit offers off-road capabilities and rapid response to areas unable to be reached with traditional apparatus. This vehicle is used during events held in the City of Highland Park

*Dive Rescue 34* is a specialized dive rescue vehicle. This vehicle holds all the equipment needed to allow the dive rescue team to rapidly deploy on an incident.



*Dive Boat 33* provides specialized capabilities such as sonar and diver deployment in Lake Michigan. The dive boat also carries equipment needed to support other departments with diving operations.

*Utility 33* This vehicle is used to allow members of the department to respond to aid requests from another department. This vehicle allows our Department to be able to move and transport M.A.B.A.S assets when requested.





# The Fire Department by the Numbers

**AUTHORIZED PERSONNEL**

Administration:	3
Suppression:	51
Vehicle Maintenance:	1

**2022 TOTAL RESPONSES**

Fire/Rescue:	5,924
Emergency Medical:	3,146
Highwood:	743

**2022 FIRE PREVENTION ACTIVITIES**

Inspection/Re-inspections:	1,881
Fire Alarms Inspected:	110
Violations Found:	1,635
Violations Corrected:	1,635
Plans Reviewed:	146
Preplans Completed:	40
Hazard Process Permits:	8
All Other Fire Permits:	164
Storage Tanks Inspected (for removal):	7

**2022 SIGNIFICANT ACTIVITIES**

Hours Training:	17,000
Smoke Detectors Installed:	25
Car Seats Checked:	70
Detector Batteries Replaced:	100
Medical Alert Devices Installed:	10
In-station Blood Pressures Taken:	50
Hoses Tested:	125
Participants taught CPR AED or BLS:	300



## External Relationships

The Highland Park Fire Department is a member of Mutual Aid Box Alarm System (MABAS) Division III, which encompasses seventeen (17) departments located north of the City of Chicago. The MABAS system is synergistic in that there are detailed response plans that provide resources to any stricken community. Operational effectiveness is obtained through the use of many committees, such as Training, Safety, and By-Laws.

Cost-effective benefits are realized through joint purchasing agreements, shared apparatus response plans, and combined dispatching facilities. Another major cost benefit is the establishment of joint response teams. MABAS Division III has established teams for hazardous materials, underwater rescue and recovery, technical rescue, and fire investigation. Whereas no municipality can individually afford to fund a complete team and all of the required equipment, the formation of combined teams serves this aspect very well.

The Highland Park Fire Department also participates in automatic aid agreements with the City of Lake Forest, Village of Glencoe, Village of Northbrook, and Deerfield/Bannockburn Fire Protection District. These automatic aid agreements provide resources based on the closest apparatus deployment.

These external relationships benefit the Department's mission to provide effective, quality service, and enable us to establish the manpower needed for critical tasks. The automatic aid agreements help us be cost-effective by providing additional personnel to support our needs without us having to hire additional firefighters.



## Stakeholder Feedback

The Department continually seeks feedback from internal and external stakeholders. From their input a Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) analysis was developed to draw valuable feedback from the community and staff. The Department's SWOT analysis is used by the administration to guide our agency in an informed decision-making process for future goals. The most recent SWOT analysis identified several areas of interest that span across what were identified as strengths but also as potential weaknesses.

Training within the Department is recognized as a strength but certain aspects of the program showed the need for continuous improvement. The need for developing and instituting a training curriculum for acting officers was identified in the analysis and therefore prioritized in the 2023 goals of creating a professional development program. Within the professional development program, other weaknesses revealed themselves such as alternate career paths aside from promotion, and are addressed in the strategic plan. The creation of a robust professional development program will allow for the education and training of not only our future officers but also bettering all the Department firefighters/paramedics.

The inherent risks and dangers of firefighting and emergency services pose a threat to the organization and the firefighters/ paramedics. Through the SWOT analysis, Department health and safety were identified as a threat, weakness, and opportunity for improvement. Injuries have been on the rise as well as significant incidents have affected Department members. In 2023, the Department created a formal Health and safety program to ensure the continued commitment to its firefighter's physical health, mental health, and workplace safety. Turnout gear, standard operating guidelines, and apparatus design are all examples of the Health and Safety program spanning multiple years and goals throughout the strategic plan.

The fire service as a whole is facing a threat of low interest in testing, and once hired, retention of members is facing challenges. This problem has been reaffirmed as a threat, a weakness but also as an opportunity for growth. The Department continuously tests for open positions and has used the SWOT analysis to amend the requirements for testing. Therefore, creating a larger pool of exceptional candidates. Within the Strategic plan, there is the need for firefighter eligibility as well as promotional testing. The Department has instituted a recruitment and retention committee that is constantly working on bringing greater diversity, talents, and quality firefighters into the Department.

Feedback from residents indicated a desire to increase Department engagement and education for the community. Many of the Department's programs were not known by the residents indicating the need for promotion. The Department identified that residents were requesting a few programs not currently available. The Department promotes programming through community events, provides increased opportunities for classes and incorporates technology and social media into its fire prevention and public education. These actions will allow for continued feedback from the community while providing enhanced community resiliency.



## HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



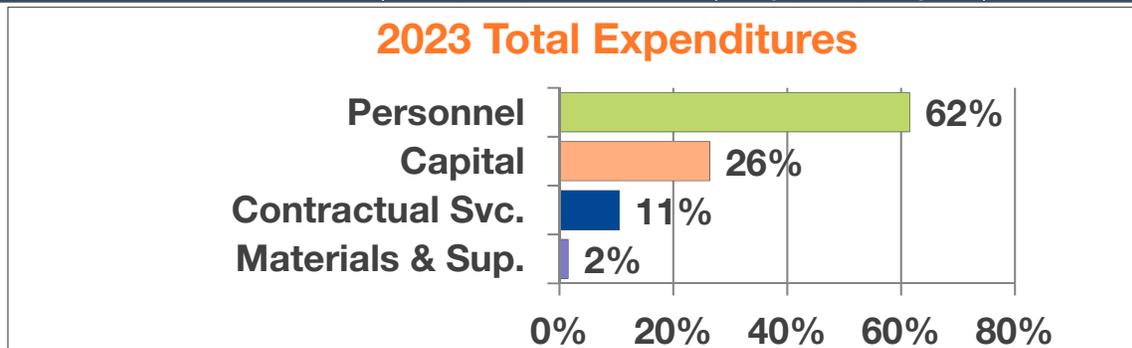
The process of the SWOT analysis is always a valuable resource for the administration. As previously stated, most of the community's concerns and Department members' concerns overlap. Humility while analyzing the information is critical to taking a deep dive into the root causes of those concerns. I would like to thank all those who took the time, care, and concern to take part in this important element of guiding our Department into the future.



## Budget Process

The Department is committed to instituting the Strategic Plan while remaining fiscally responsible. Personnel is the largest expense for the department, constituting roughly sixty-five percent of the budget. The capital improvement projects are increased to reflect an updated vehicle and station/facility replacement schedule. Several areas of future budget adjustments will include training as well as added revenue. Below is the representation of the Fire Department budget allocation for 2023.

<i>Expenditures by Fund Type</i>	<b>2023 Budget</b>	<b>2023 Budget vs. 2022 Estimate Incr. / (Decr.)</b>	
<b>Administration</b>	<b>1,136,100</b>	<b>62,500</b>	<b>6%</b>
<b>Emergency Medical Services</b>	<b>269,100</b>	<b>9,400</b>	<b>4%</b>
<b>Fire Suppression and Training</b>	<b>8,593,400</b>	<b>1,144,000</b>	<b>15%</b>
<b>Total General Fund</b>	<b>9,998,700</b>	<b>1,216,000</b>	<b>14%</b>
<b>Enhanced 911</b>	<b>11,800</b>	<b>-</b>	<b>0%</b>
<b>Capital Fund - Fire Station</b>	<b>2,511,000</b>	<b>(2,714,000)</b>	<b>-52%</b>
<b>Other Governmental Funds</b>	<b>2,522,800</b>	<b>(2,714,000)</b>	<b>-52%</b>
<b>Total Internal Service Funds</b>	<b>499,300</b>	<b>(413,600)</b>	<b>-45%</b>
<b>Total All Funds</b>	<b>13,020,800</b>	<b>(1,911,600)</b>	<b>-13%</b>





## Fire Department 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 organization's major divisions (Administration, Emergency Medical Services, Fire Prevention and Public Education, Suppression and Training, Facilities and Equipment Maintenance and Replacement).

The Strategic Plan is a tool used to set Department priorities, focus energy and resources, strengthen operations, ensure the Department and stakeholders are working toward common goals, assess and adjust the organization's direction in response to a changing environment. This strategic plan is a disciplined effort that produces fundamental decisions and actions that shape and guide the Fire Department, who it serves, what it does, why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful. Some goals and objectives will be repeated in subsequent years due to the needed cycle or realignment.



## 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 while addressing the community's risks and emergency service needs. The Administrative Division will research, develop, and implement Policies and Standard Operating Guidelines to achieve this goal.

#### [2023](#)

- ADM 23-1**      Establish 3 Year Strategic Plan
- Internal and external stakeholder feedback along with Command Staff visioning is used to develop a long-term plan of continuous improvement. Establishing ongoing input from stakeholders will provide continued evaluation of goals & objectives while setting new expectations for the future of the Department.
- Budget – Minimum*
- Responsible Party – Chief, Deputy Chief, Executive Assistant*
- Time Frame – First Quarter*
- 
- ADM 23-2**      Evaluate All Services and Pursue Alternative Ways to Provide These Services
- While maintaining current levels of service to the community, explore intergovernmental agreements with other governmental agencies to create efficiencies; purchasing of capital and non-capital items, duplication of administrative duties, and overall staffing to be explored.
- Budget – Minimum*
- Responsible Party – Chief, Deputy Chief, and All Line Personnel*
- Time Frame – First and Every Quarter Afterwards*
- 
- ADM 23-3**      Research and Publish a Plan to Purchase a New Pumper Squad
- An apparatus committee, in cooperation with manufacturer representatives, designs the new equipment to fit the specific needs of the Department. This process will replace Squad 34. There is currently a three to four year delay for manufacturing. The receipt of this apparatus is expected in 2027.
- Budget – None*
- Responsible Party – Chief, Deputy Chief, Battalion Chief*
- Time Frame – Third Quarter*
- 
- ADM 23-4**      Develop and Implement a Professional Development Program
- Create a system that defines desired career paths within the Department detailing course suggestions, mentoring programs and paths of succession.



## HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



*Budget – None*

*Responsible Party – Deputy Chief, Training Officer*

*Time Frame – Third and Fourth Quarter*

**ADM 23-5** Ambulance Billing Request for Proposal  
Evaluate options for ambulance billing and secure a new contract for the City.

*Budget – None*

*Responsible Party – Chief, Deputy Chief, Executive Assistant*

*Time Frame – First Quarter*

**ADM 23-6** Review of Department Standard Operating Guidelines and Policies  
Standard Operating Guidelines will be reviewed annually for their effectiveness and benefit to the stakeholders and Department.

*Budget – None*

*Responsible Party –Battalion Chief*

*Time Frame – First Quarter of Each Year*

**ADM 23-7** Complete Ravinia Fire Station Redevelopment  
Complete the construction of Ravinia Fire Station #32 and all associated work including the restoration of Brown Park.

*Budget – Maximum*

*Responsible Party –Chief, Deputy Chief, Station Committee*

*Time Frame – First, Second, Third and Fourth Quarter*

**ADM 23-8** Health and Safety Officer Program  
Establish a holistic approach to improve the current Department Safety Officer program leading to enhanced injury prevention.

*Budget – Minimum*

*Responsible Party –Battalion Chief*

*Time Frame – First, Second and Third Quarter*

**ADM 23-9** FEMA/National Incident Management System Compliance  
Update the City's personnel training for FEMA NIMS compliance.

*Budget – Minimum*

*Responsible Party –Chief, Deputy Chief, Battalion Chief*

*Time Frame – First, Second, Third and Fourth Quarter*



## HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



**ADM 23-10** Participate in Regional Grant Application with the Village of Glenview for New Communications Equipment. The Department is participating in a FEMA Assistance to Firefighters Grant to provide funding for new Starcom equipment which will provide enhanced resiliency and interoperability.

*Budget – Minimum*

*Responsible Party –Chief*

*Time Frame – First and Fourth Quarter*

**ADM 23-11** Prepare Cost Analysis for Fire Department Services relating to services to the City of Highwood  
Using 5 years of data, the Department will prepare a historical cost analysis relating to services to the City of Highwood.

*Budget – Minimum*

*Responsible Party –Chief, Deputy Chief*

*Time Frame – Third and Fourth Quarter*

### 2024

**ADM 24-1** Research and Publish a Plan for Enhancing the Training Tower  
Begin the process for a proposal to enhance the 33-year-old training tower. Since establishment, it has been a benefit to thousands of firefighters. Enhancing the structure will provide longevity to the current structure and provide added variables for training.

*Budget – None*

*Responsibility Party – Deputy Chief, Battalion Chief, Training Committee*

*Time Frame – Second and Third Quarter*

**ADM 24-2** Create a Lieutenant Promotional Eligibility List  
The current eligibility list expires 2024. This testing process will create a new promotional eligibility list, good for two years, to be used when a vacancy occurs.

*Budget – Minimum*

*Responsible Party – Chief, Deputy Chief, Human Resources*

*Time Frame – Third and Fourth Quarter (Required Continuous Process Every Two Years)*

**ADM 24-3** Create a New Firefighter / Paramedic Eligibility List  
This testing process will create a new firefighter / paramedic eligibility list, good for two years, to be used when a vacancy occurs.

*Budget – Minimum*

*Responsible Party – Chief, Deputy Chief, Human Resources*

*Time Frame – First & Second Quarters (Required Continuous Process Every Two Years)*



## HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



- ADM 24-4** Publish Request For Proposal (RFP) for Turnout Gear  
With the increased cost of turnout gear we will be working on a RFP to ensure we are able to continue to purchase the gear needed for our membership.  
*Budget – Moderate*  
*Responsible Party – Deputy Chief, FF Urban*  
*Time Frame – First and Second Quarter (Required Continuous Process Every Three Years)*
- ADM 24-5** Purchase Communications Equipment Transitioning to Starcom  
This process will replace our current communications equipment that is reaching the end of its expectant life. The update to Starcom will allow also for better interoperability with surrounding agencies and our Police Department.  
*Budget – Significant*  
*Responsible Party – Deputy Chief, Lt. Mocogni,*  
*Time Frame – First and Second Quarter*
- ADM 24-6** Review of Department Standard Operating Guidelines and Policies  
Standard Operating Guidelines and Policies will be reviewed annually for their effectiveness and benefit to the stakeholders and Department. During the review process the Department will emphasize the City’s Diversity, Equity, and Inclusion policies and sustainability priorities.  
*Budget – None*  
*Responsible Party –Battalion Chief*  
*Time Frame – First Quarter of Each Year*
- ADM 24-7** Time Analysis of Emergency Response in All Grids  
The Department will analyze emergency responses to identify gaps and document opportunities for improvement.  
*Budget – None*  
*Responsible Party –Chief*  
*Time Frame – Third & Fourth Quarters*
- ADM 24-8** Community Risk Assessment  
The Department will complete a comprehensive community risk assessment to identify future service needs.  
*Budget – Minimum*  
*Responsible Party –Chief, Deputy Chief, Battalion Chief*  
*Time Frame – First, Second, Third & Fourth Quarters*



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### 2025

- ADM 25-1** Standard of Cover
- The Department will complete a Standard of Cover document that identifies all services offered with measurable baseline and benchmark performance goals. This process follows the Community Risk Assessment established in 2024 for the purpose of identifying whether the Department's services are adequately addressing the community risk.
- Budget – Minimum*
- Responsible Party – Chief, Deputy Chief, Battalion Chief, Accreditation Team*
- Time Frame – Third and Fourth Quarter*
- 
- ADM 25-2** Training Campus Development – Phase 2
- This phase we will be building the new burn area to allow for the members of the Department to continue to obtain the training that is required to be in compliance with both state and federal mandates.
- Budget – Significant*
- Responsible Party – Chief, Deputy Chief, Battalion Chief*
- Time Frame – Third and Fourth Quarter*
- 
- ADM 25-3** Review of Department Standard Operating Guidelines and Policies
- Standard Operating Guidelines and Policies will be reviewed annually for their effectiveness and benefit to the stakeholders and department.
- Budget – None*
- Responsible Party – Battalion Chief*
- Time Frame – First Quarter of Each Year*
- 
- ADM 25-4** New Fire Station 34 Planning and Design
- The Department will engage in location analysis and design concepts in preparation for fire station replacement in 2027.
- Budget – Moderate*
- Responsible Party – City Manager, Fire Chief, Deputy Fire Chief, Public Works, Community Development*
- Time Frame – First, Second, Third and Fourth Quarter*
- 
- ADM 25-5** Stakeholder Feedback Meetings
- The Department will host internal and external stakeholder feedback meetings to establish a foundation for the strategic planning process.
- Budget – Moderate*
- Responsible Party – Chief, Deputy Chief*
- Time Frame – First and Second Quarter*



# HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



**ADM 25-6**      Develop 3 Year Strategic Plan

Internal and external stakeholder feedback along with Command Staff visioning is used to develop a long-term plan of continuous improvement. Establishing ongoing input from stakeholders will provide continued evaluation of goals & objectives while setting new expectations for the future of the Department. External stakeholders will include all City Departments and partner agencies to enhance collaboration.

*Budget – Minimum*

*Responsible Party – Chief, Deputy Chief, Executive Assistant*

*Time Frame – Third and Fourth Quarter*

Administration		1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	Comments
ADM 23-1	Establish 3 Year Strategic Plan					
ADM 23-2	Evaluate All Services and Pursue Alternative Ways to Provide These Services					
ADM 23-3	Research and Publish a Plan to Purchase a New Pumper Squad					
ADM 23-4	Develop and Implement a Professional Development Program					
ADM 23-5	Ambulance Billing Request for Proposal					
ADM 23-6	Review of Department Standard Operating Guidelines and Policies					
ADM 23-7	Complete Ravinia Fire Station Redevelopment					
ADM 23-8	Health and Safety Officer Program					
ADM 23-9	FEMA/National Incident Management System Compliance					
ADM 23-10	Participate in Regional Grant Application with the Village of Glenview for New Communications Equipment					
ADM 23-11	Prepare Cost Analysis for Fire Department Services to the City of Highwood					
ADM 24-1	Research and Publish a Plan for Enhancing the Training Tower					
ADM 24-2	Create a Lieutenant Promotional Eligibility List					
ADM 24-3	Create a New Firefighter / Paramedic Eligibility List					



# HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



ADM 24-4	RFP for Turnout Gear					
ADM 24-5	Purchase Communications Equipment Transitioning to Starcom					
ADM 24-6	Review of Department Standard Operating Guidelines and Policies					
ADM 24-7	Time Analysis of Emergency Response in All Grids					
ADM 24-8	Community Risk Assessment					
ADM 25-1	Standard of Cover					
ADM 25-2	Training Campus Development – Phase 2					
ADM 25-3	Review of Department Standard Operating Guidelines and Policies					
ADM 25-4	New Fire Station 34 Planning and Design					
ADM 25-5	Stakeholder Feedback Meetings					
ADM 25-6	Develop 3 Year Strategic Plan					



# Emergency Medical and Health Care Services

## Goal Statement

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

### 2023

- EMHS 23-1** Re-Certify all Paramedics in Advanced Cardiac Life Support (ACLS)

ACLS training helps Paramedics build on their knowledge and skills necessary to manage critically ill patients with cardiac issues.

*Budget – Minimum*

*Responsible Party – Medical Officer*

*Time Frame – Second Quarter, recertification is every two years*
  
- EMHS 23-2** Review the Regional Active Threat Policy

The Department plans to review the regional policy and determine whether the Department needs individual policy. The Department will purchase and place all needed active threat equipment in service. This will include vests, helmets and new equipment bags. The in-service will include appropriate training for all personnel.

*Budget – Minimum*

*Responsible Party – Medical Officer, Chief, Deputy Chief, Program Lead*

*Time Frame – First Quarter*
  
- EMHS 23-3** Order New Ambulance

The Department has identified two to three year delays in manufacturing for ambulances. The Department will order an ambulance with an expected delivery in 2025.

*Budget – Moderate to Significant*

*Responsible Party- Medical Officer, Chief*

*Time Frame- First Quarter*
  
- EMHS 23-4** STOP THE BLEED® Training

The Department is offering stop the bleed training courses to city employees and residents. This is in response to an identified opportunity to enhance community preparedness.

*Budget – Minimum*

*Responsible Party- Medical Officer,*

*Time Frame- First Quarter*



## HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



### [2024](#)

- EMHS 24-1** Re-Certify all Paramedics in Pediatric Advanced Life Support (PALS)  
PALS training helps Paramedics build on their knowledge and skills necessary to manage critically ill infants and children.  
*Budget – Minimum*  
*Responsible Party – Medical Officer*  
*Time Frame – First Quarter, recertification is every two years*
- EMHS 24-2** Purchase Patient Gurney for Ambulance  
The ambulance cot and loading system must be ordered and purchased in 2024 for receipt in 2025. This will provide the system for the ambulance to be received in 2025.  
*Budget – Moderate to Significant*  
*Responsible Party – Medical Officer*  
*Time Frame – First Quarter*
- EMHS 24-3** In-service a New Ambulance  
The Department ordered a new ambulance in 2022. Due to manufacturing delays, the ambulance is expected in 2024.  
*Budget – Moderate to Significant*  
*Responsible Party- Medical Officer, Chief*  
*Time Frame – Second Quarter*
- EMHS 24-4** Send Members to Paramedic School  
The Department’s goal is to have all personnel certified to the Paramedic level. New hires are not required to be a Paramedic and are sent to train for certification within the first two years of employment. The Department plans to send the members who are not currently certified as paramedics to paramedic school. These members will become certified at both the state and national level.  
*Budget – Moderate to Significant*  
*Responsible Party- Medical Officer, Deputy Chief*  
*Time Frame- First Quarter*
- EMHS 24-5** Infection Control Officer Class  
To establish the Health and Safety Officer and Assistant Medical Officer as Infection Control Officers  
*Budget – Minimum*  
*Responsible Party- Medical Officer,*  
*Time Frame-Fourth Quarter*



## HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



### 2025

- EMHS 25-1** Re-Certify all Paramedics in Advanced Cardiac Life Support (ACLS)  
ACLS training helps Paramedics build on their knowledge and skills necessary to manage critically ill patients with cardiac issues.  
*Budget – Minimum*  
*Responsible Party – Medical Officer*  
*Time Frame – Second Quarter, recertification is every two years*
- EMHS 25-2** Send Members to Paramedic School  
The Department’s goal is to have all personnel certified to the Paramedic level. New hires are not required to be a Paramedic and are sent to train for certification within the first two years of employment. The Department plans to send the members who are not currently certified as paramedics to paramedic school. These members will become certified at both the state and national level.  
*Budget – Moderate to Significant*  
*Responsible Party- Medical Officer, Deputy Chief*  
*Time Frame- First Quarter*
- EMHS 25-3** In-service a New Ambulance  
The Department ordered a new ambulance in 2023. Due to manufacturing delays, the ambulance is expected in 2025. The Department will equip the ambulance and provide in-service training to all personnel.  
*Budget – Moderate to Significant*  
*Responsible Party- Medical Officer, Chief*  
*Time Frame- First, Second, Third or Fourth Quarter*
- EMHS 25-4** Order New Ambulance  
The Department has identified two to three year delays in manufacturing for ambulances. The Department will order an ambulance with an expected delivery in 2027.  
*Budget – Moderate to Significant*  
*Responsible Party- Medical Officer, Chief*  
*Time Frame- First Quarter*



HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



Emergency Medical and Health Care Services		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Comments
EMHS 23-1	Re-Certify all Paramedics in Advance Cardiac Life Support (ACLS)					
EMHS 23-2	Review the Regional Active Threat Policy					
EMHS 23-3	Order New Ambulance					
EMHS-23-4	Stop the Bleed training					
EMHS 24-1	Re-Certify all Paramedics in Pediatric Advanced Life Support (PALS)					
EMHS 24-2	Purchase Patient Gurney for Ambulance					
EMHS 24-3	In-service a New Ambulance					
EMHS 24-4	Send Members to Paramedic School					
EMHS 24-5	Infection Control Officer Class					
EMHS 25-1	Re-Certify all Paramedics in Advance Cardiac Life Support (ACLS)					
EMHS 25-2	Send Members to Paramedic School					
EMHS 25-3	In-service a New Ambulance					
EMSH 25-4	Order New Ambulance					



# Fire Prevention and Education

## Goal Statement

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

### 2023

**FPE 23-1** Complete Testing and Maintenance Fire Hydrants  
Hydrant testing is necessary to confirm the proper functional operation of said hydrant and calculate estimated water flow. Water flow readings allow re-evaluation of the Community Risk Assessment. This information is valuable, sometimes necessitating response adjustments to maintain services for the community. Hydrant testing is outsourced to a third party.

*Budget – Minimum*

*Responsible Party – Third party Company, Water Department*

*Time Frame – Second and Third Quarter*

**FPE 23-2** Complete Life Safety Inspections for all Inspectable Properties every year.  
The role of the Bureau of Fire Prevention is paramount in reducing injuries and death due to a fire. With the hiring of an additional fire inspector, the rotation from every other year and been updated to every year.

*Budget – None*

*Responsible Party –Community Development – Building Manager, Fire Inspectors*

*Time Frame – Quarterly meetings and analysis of completed inspections*

**FPE 23-3** CPR / AED Recertification Classes to City Employees  
Provide all City employees with their required CPR / AED recertification testing every two years.

*Budget – Minimum*

*Responsible Party – CPR Officer*

*Time Frame – TBD by CPR Officer, Every Other Year*

**FPE 23-4** Community Outreach Programs  
Coordinate, organize and host CPR Classes, Stop the Bleed Classes, Open House/Pancake Breakfast, the EDITH program and the Community Fire Academy. This list only includes a few of many outreach programs conducted by the Department.

*Budget – Minimum*



## HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



*Responsible Party –Chief, Deputy Chief, Battalion Chief, Public Education Program Leader*

*Time Frame – First, Second, Third and Fourth Quarter*

**FPE 23-5** Complete Commercial Pre-plans Incorporating Them in Computer Aided Dispatch

The Fire Inspectors will collect pre-plan information while inspecting occupancies. That data will be shared with the Fire Department for incorporation into Fire Department response software for access while responding to incidents.

*Budget – Minimum*

*Responsible Party –Chief, Deputy Chief, Battalion Chief, Fire Inspectors*

*Time Frame – First, Second, Third and Fourth Quarter*

### 2024

**FPE 24-1** Research and Publish a Plan to acquire Fire and Life Safety Education Props and Materials

Community outreach was limited during the pandemic. Department supplies have decreased following the reinstatement of community outreach. The Department should evaluate the current inventory and develop a plan for replenishment based upon future needs of Fire and Life Safety Education aligned with the Strategic Plan.

*Budget – None*

*Responsible Party – Deputy Chief, Public Education Team*

*Time Frame – Third Quarter*

**FPE 24-2** Complete Commercial Pre-plans Incorporating Them in Computer Aided Dispatch

The Fire Inspectors will collect pre-plan information while inspecting occupancies. That data will be shared with the Fire Department for incorporation into Fire Department response software for access while responding to incidents.

*Budget – Minimum*

*Responsible Party –Chief, Deputy Chief, Battalion Chief, Fire Inspectors*

*Time Frame – First, Second, Third and Fourth Quarter*

**FPE 24-3** Complete Testing and Maintenance of Fire Hydrants

Hydrant testing is necessary to confirm the proper functional operation of said hydrant and calculate estimated water flow. Water flow readings allow re-evaluation of the Community Risk Assessment. This information is valuable, sometimes necessitating response adjustments to maintain services for the community. Hydrant testing is outsourced to a third party.

*Budget – Minimum*

*Responsible Party – Third party Company, Water Department*

*Time Frame – Second and Third Quarter*



## HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



### 2025

- FPE 25-1** Remembering When: Office of the State Fire Marshal Program for Senior Citizens  
The Department will enhance Fire and Life Safety for seniors using the Remembering When program.  
*Budget – Minimum*  
*Responsible Party – Public Education Officer*  
*Time Frame – TBD*
- FPE 25-2** Purchase Fire and Life Safety Props and Materials Identified for Curriculum  
The purchase of Fire and Life Safety materials allows for reinforcement of the safety messages shared. Marketing the message is important for the promotion of safety.  
*Budget – Moderate*  
*Responsible Party – Chief, Public Education Officer*  
*Time Frame – First and Second Quarter*
- FPE 25-3** CPR / AED Recertification Classes to City Employees  
Provide all City employees with their required CPR / AED recertification testing every two years.  
*Budget – Minimum*  
*Responsible Party – CPR Officer*  
*Time Frame – TBD by CPR Officer, Every Other Year*
- FPE 25-4** Complete Testing and Maintenance of Fire Hydrants  
Hydrant testing is necessary to confirm the proper functional operation of said hydrant and calculate estimated water flow. Water flow readings allow re-evaluation of the Community Risk Assessment. This information is valuable, sometimes necessitating response adjustments to maintain services for the community. Hydrant testing is outsourced to a third party.  
*Budget – Minimum*  
*Responsible Party – Third party Company, Water Department*  
*Time Frame – Second and Third Quarter*
- FPE 25-5** Complete Commercial Pre-plans Incorporating Them in Computer Aided Dispatch  
The Fire Inspectors will collect pre-plan information while inspecting occupancies. That data will be shared with the Fire Department for incorporation into Fire Department response software for access while responding to incidents.  
*Budget – Minimum*  
*Responsible Party – Chief, Deputy Chief, Battalion Chief, Fire Inspectors*  
*Time Frame – First, Second, Third and Fourth Quarter*



## HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



Fire Prevention and Education		1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	Comments
FPE 23-1	Complete Testing and Maintenance Fire Hydrants					
FPE 23-2	Complete Life Safety Inspections for all Inspectable Properties every year.					
FPE 23-3	CPR / AED Recertification Classes to City Employees					
FPE 23-4	Community Outreach Programs					
FPE 23-5	Complete Commercial Pre-plans Incorporating Them into Computer Aided Dispatch					
FPE 24-1	Research and Publish a Plan to acquire Fire and Life Safety Props and Materials					
FPE 24-2	Complete Commercial Pre-plans Incorporating Them in Computer Aided Dispatch					
FPE 24-3	Complete Testing and Maintenance of Fire Hydrants					
FPE 25-1	Remembering When: Office of the State Fire Marshal Program for Senior Citizens					
FPE 25-2	Purchase Fire and Life Safety Props and Materials Identified for Curriculum					
FPE 25-3	CPR / AED Recertification Classes to City Employees					
FPE 25-4	Complete Testing and Maintenance of Fire Hydrants					
FPE 25-5	Complete Commercial Pre-plans Incorporating Them in Computer Aided Dispatch					



# 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.

### 2023

FST 23-1 Identify Command Staff Training Promoting Department Succession.

The Department will identify educational opportunities for Command Staff Officers and support their education. This is important for the preparation of members to take leadership roles.

*Budget – Minimum*

*Responsible Party – Deputy Chief*

*Time Frame – TBD, Class Availability*

FST 23-2 Send Officers and Team Leaders to Fire Service Incident Safety Officer Class Annually

All Company Officers and Team Leaders of the Department should be trained at a minimum to the level of Fire Service Incident Safety Officer. The Department will identify members who have not completed the training and provide the opportunity.

*Budget – Minimum*

*Responsible Party – Training Officer*

*Time Frame – TBD, Class Availability*

FST 23-3 Certify 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).

*Budget – Minimum*

*Responsible Party – Training Officer*

*Time Frame – TBD, Class Availability*

FST 23-4 Encourage and Provide the Opportunity for All Department Officers to Become Center for Public Safety Excellence (CPSE) Designated

The Department organizationally follows a model of continuous improvement and encourages personnel to personally engage in the same model. That is achieved through the CPSE officer designation process which provides designations for Chief Fire Officer, Chief EMS Officer, Chief Training Officer, Fire



# HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



Marshal, Fire Officer and Public Information Officer. The Department currently has two designated officers.

*Budget – Minimum*

*Responsible Party – Deputy Chief*

*Time Frame – First, Second, Third and Fourth Quarter*

## 2024

FST 24-1

Send Officers and Team Leaders to Fire Service Incident Safety Officer Class Annually

All Company Officers and Team Leaders of the Department should be trained at a minimum to the level of Fire Service Incident Safety Officer. The Department will identify members who have not completed the training and provide the opportunity.

*Budget – Minimum*

*Responsible Party – Training Officer*

*Time Frame – TBD, Class Availability*

FST 24-2

Certify 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).

*Budget – Minimum*

*Responsible Party – Training Officer*

*Time Frame – TBD, Class Availability*

## 2025

FST 25-1

Send Officers and Team Leaders to Fire Service Incident Safety Officer Class Annually

All Company Officers and Team Leaders of the Department should be trained at a minimum to the level of Fire Service Incident Safety Officer. The Department will identify members who have not completed the training and provide the opportunity.

*Budget – Minimum*

*Responsible Party – Training Officer*

*Time Frame – TBD, Class Availability*

FST 25-2

Certify 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).

*Budget – Minimum*

*Responsible Party – Training Officer*

*Time Frame – TBD, Class Availability*



## HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



**FST 25-3**

Send Deputy Chief to Class to Obtain Executive Fire Officer Certification or Center for Public Safety Excellence Chief Fire Officer Designation

The National Fire Academy Executive Fire Officer class provides senior officers with a broad perspective on various facets of fire and emergency services administration. The courses and accompanying research examine how to exercise leadership when dealing with difficult or unique problems within communities.

*Budget – Minimum*

*Responsible Party – Deputy Chief*

*Time Frame – TBD, yearly two-week attendance*

Fire Suppression and Training		1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	Comments
FST 23-1	Identify Command Staff Training Promoting Department Succession					
FST 23-2	Send Officers and Team Leaders to Fire Service Incident Safety Officer Class					
FST 23-3	Certify Recruits to the Level of Fire Apparatus Engineer					
FST 23-4	Encourage and Provide the Opportunity for All Department Officers to Become CPSE Designated					
FST 24-1	Send Officers and Team Leaders to Fire Service Incident Safety Officer Class					
FST 24-2	Certify Recruits to the Level of Fire Apparatus Engineer					
FST 25-1	Send Officers and Team Leaders to Fire Service Incident Safety Officer Class					
FST 25-2	Certify Recruits to the Level of Fire Apparatus Engineer					
FST 25-3	Send Deputy Chief to Class to Obtain Executive Fire Officer Certification or Center for Public Safety Excellence Chief Fire Officer Designation					



# 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 City's facility manager. The facility manager prioritizes what projects to complete during the fiscal year.

### 2023

F 23-1            Replace flooring at Fire Station #34  
 The living area flooring is worn and in need of replacement.  
*Budget – Moderate*  
*Responsible Party – Chief, Deputy Chief, Public Works*  
*Time Frame – Second Quarter*

F 23-2            Re-Finish Apparatus Floor at Fire Station #33  
 The apparatus bay floor at Fire Station #33 is in need of resurfacing. The epoxy floor is coming lose in areas, stained and worn.  
*Budget – Moderate*  
*Responsible Party – Chief, Deputy Chief, Operations Battalion Chief*  
*Time Frame – Fourth Quarter*

### 2024

F 24-1            Training Tower Facility and Campus Planning  
 Begin process for design and reutilization for the training campus.  
*Budget – Significant*  
*Responsible Party – Chief, Deputy Chief, Training Officer*  
*Time Frame – TBD*

### 2025

F 25-1            Training Tower Facility and Campus Development  
 Complete the process after the research and published report was released.  
*Budget – Significant*  
*Responsible Party – Chief, Deputy Chief, Training Officer*  
*Time Frame – TBD*



## HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



Facilities		1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	Comments
F 23-1	Replace Flooring at Station #34					
F 23-2	Re-Finish Apparatus Floor-Fire Station #33					
F 24-1	Training Tower Facility and Campus Development					
F 25-1	Training Tower Facility and Campus Development					



# 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.

### 2023

#### EMR 23-1 Update Vehicle Replacement Plan

Pandemic related delays in manufacturing have caused significant challenges regarding the replacement of equipment and has caused substantial increases in cost. The Department will adapt the replacement plan to maintain an effective response plan.

*Budget – None*

*Responsible Party – Chief*

*Time Frame – First Quarter*

#### EMR 23-2 Department Vehicle Depreciation and Deployment Plan.

All Fire Department vehicles, excluding staff vehicles, have a combination of front-line and reserve use totaling a service life for the vehicle. This can be adapted based upon use, depreciation and community need. The equipment replacement plan provides for the Engine and Squad to have a 17 year service life. As the industry has changed, the Department recognized that the Tower Ladder can serve front-line for 10 years and have significant trade-in value. It is more fiscally advantageous to replace the Tower Ladder every 10 years capitalizing on the used value. The Department does not currently keep a Tower Ladder in reserve status. Ambulances have an 11 year service life. Manufacturing delays have disrupted the schedule for replacement, but the Department has adapted ordering timelines to stay as close to the timelines as possible

*Budget – None*

*Responsible Party – Chief, Deputy Chief*

*Time Frame – Continuous*

#### EMR 23-3 Replacement of Self-Contained Breathing Apparatus (SCBA) and Compressors

The replacement of our SCBA and compressors as our current equipment is reaching the end of its life cycle. This replacement will give our members the most updated technology and allow them to work in the safest means possible.

*Budget – significant*

*Responsible Party – SCBA Committee, Support Services BC*

*Time Frame –Third and Fourth Quarter*



# HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



## 2024

### EMR 24-1 Purchase Communications Equipment

The Department needs to upgrade its portable and mobile radios to a digital platform. The current VHF system is outdated, not interoperable with other first responders and is becoming unreliable.

*Budget – Significant*

*Responsible Party – Chief, Deputy Chief, Radio Program Manager*

*Time Frame – First Quarter*

### EMR 24-2 Purchase Extrication Equipment

Motor vehicles continue to change using lighter and stronger materials. The equipment used to cut, fracture or displace those materials must exert more force than previous generations of tools. The Department is replacing the current hydraulic tools with battery tools that have increased capability.

*Budget – Moderate*

*Responsible Party – Chief, Deputy Chief, Vehicle Machinery Operations Manager*

*Time Frame – Second Quarter*

### EMHS 24-3 Purchase a New Ambulance

The Department ordered a new ambulance in 2022. Due to manufacturing delays, the ambulance is expected in 2024.

*Budget – Moderate to Significant*

*Responsible Party- Medical Officer, Chief*

*Time Frame – Third Quarter*

## 2025

### EMR 25-1 Training Campus Metal Containers

The Department depends upon the Training Campus providing the space and equipment to properly train both new firefighters and veteran firefighters. Keeping the skills, ability and strength to enact rescues, extinguish fires and mitigate other emergencies is critical. Metal containers will allow additional training opportunities for personnel and provide greater longevity to the masonry training tower already in place.

*Budget – Significant*

*Responsible Party – Deputy Chief, Training Officer*

*Time frame – First, Second, Third and Fourth Quarter*

### EMHS 25-2 Purchase a New Ambulance

The Department ordered a new ambulance in 2023. Due to manufacturing delays, the ambulance is expected in 2025. The Department will equip the ambulance and provide in-service training to all personnel.



# HIGHLAND PARK FIRE DEPARTMENT STRATEGIC PLAN



*Budget – Moderate to Significant*

*Responsible Party- Medical Officer, Chief*

*Time frame – Third Quarter*

Equipment Maintenance and Replacement		1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	Comments
EMR 23-1	Update Vehicle Replacement Plan					
EMR 23-2	Department Vehicle Depreciation and Deployment Plan					
EMR 23-3	Replacement of Self Contained Breathing Apparatus (SCBA) and Compressors					
EMR 24-1	Purchase Communications Equipment					
EMR 24-2	Purchase Extrication Equipment					
EMR 24-3	Purchase a New Ambulance					
EMR 25-1	Training Campus Metal Containers					
EMR 25-2	Purchase a New Ambulance					