

# Rockford Fire Department



## Strategic Plan 2012



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## Introduction

The City of Rockford, county seat of Winnebago County, is located in north central Illinois approximately 70 miles northwest of Chicago. According to the 2010 United States Census Bureau, Rockford is the largest city in the area with a population of 152,871. The jurisdiction covers approximately 64 square miles.

The Rockford Fire Department was established in 1855 as a volunteer organization. The first paid firefighters were hired in May of 1881 and consisted of a Fire Chief and five firefighters with a steam-powered, horse-drawn apparatus. The organization has grown to be the second largest fire department in the State of Illinois, staffed with 333 (sworn, support and Emergency 9-1-1) members, responding to 23,737 incidents in 2011. Throughout its history the Department has consistently worked to achieve the highest level of professionalism and efficiency on behalf of those it serves.

In August of 2011, the Department achieved accredited status through the Center for Public Safety Excellence (CPSE). The Rockford Fire Department is one of only 148 departments throughout the world to receive final accreditation. The process was a long and arduous task which required years of preparation and work from a core group of individuals who spent countless hours credentialing the Department through several documents.

The group developed a five-year strategic plan, conducted a comprehensive risk assessment and standards of coverage study, and developed a comprehensive self assessment document. Each of these components had to meet strict criteria and rigid standards within a very narrow set of parameters in order to be deemed compliant and achieve accreditation.

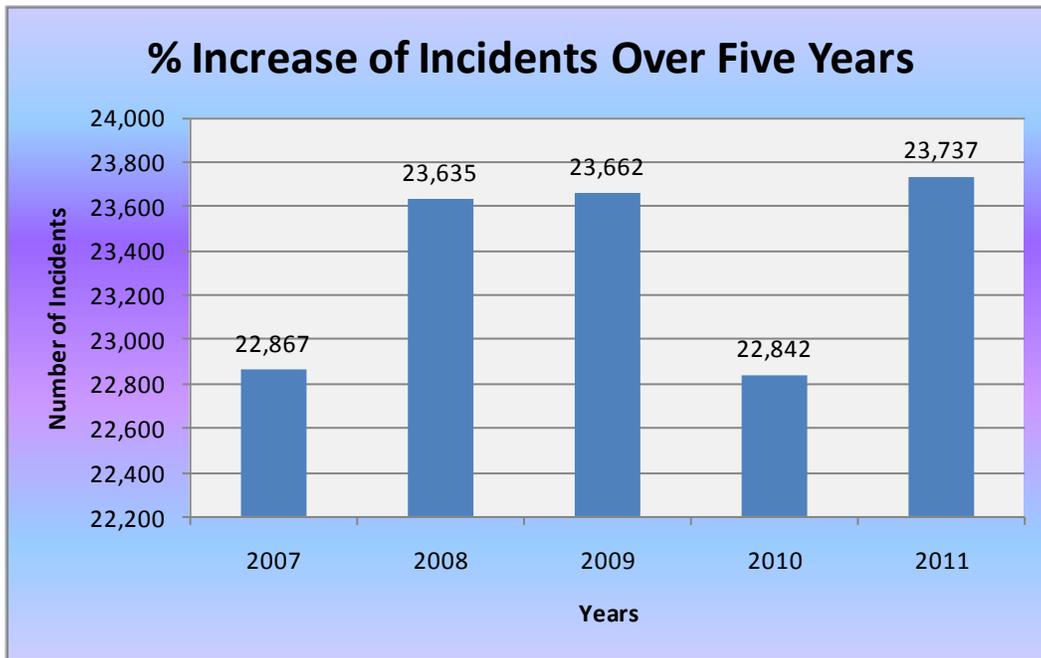
Additionally, the Department currently holds an Insurance Services Office (ISO) Public Protection Classification (PPC) rating of "Class 2."



## Organizational Background

The Department currently provides services through the work of four (4) divisions: Administration Division, Fire Prevention and Training Division, Operations Division, and 9-1-1 Division. The Department's incident history over the past five years shows an overall increase of 3.80% and is depicted in the following graph:

**Figure 1: Increase of Incidents Over Five Years**



Utilizing eleven (11) fire stations, the department operates with nine (9) engine companies, two (2) quint companies, one (1) ladder company, one (1) ladder/quick response vehicle company, one (1) quick response vehicle company, and five (5) advanced life support (ALS) ambulances. All fire companies have the capability of providing ALS emergency medical care.

The Department also provides many special operations capabilities. These include the following: hazardous materials; water rescue and recovery; extrication; trench; confined space; structural collapse; high/low angle rope; and airport rescue and fire fighting services at the Chicago-Rockford International Airport.

Additionally, the Department is a member of Mutual Aid Box Alarm System (MABAS) Division Eight. There are twenty-five (25) fire departments that belong to MABAS Division Eight sharing resources on a regular basis. The Department responds to MABAS Division Eight requests and has the potential to respond for assistance to over 794 square miles. In addition, the Department has written agreements with five (5) other MABAS Divisions, which cover 5,000 square miles, to provide assistance with water rescue, hazardous materials and technical rescue.



## Community-Driven Strategic Plan

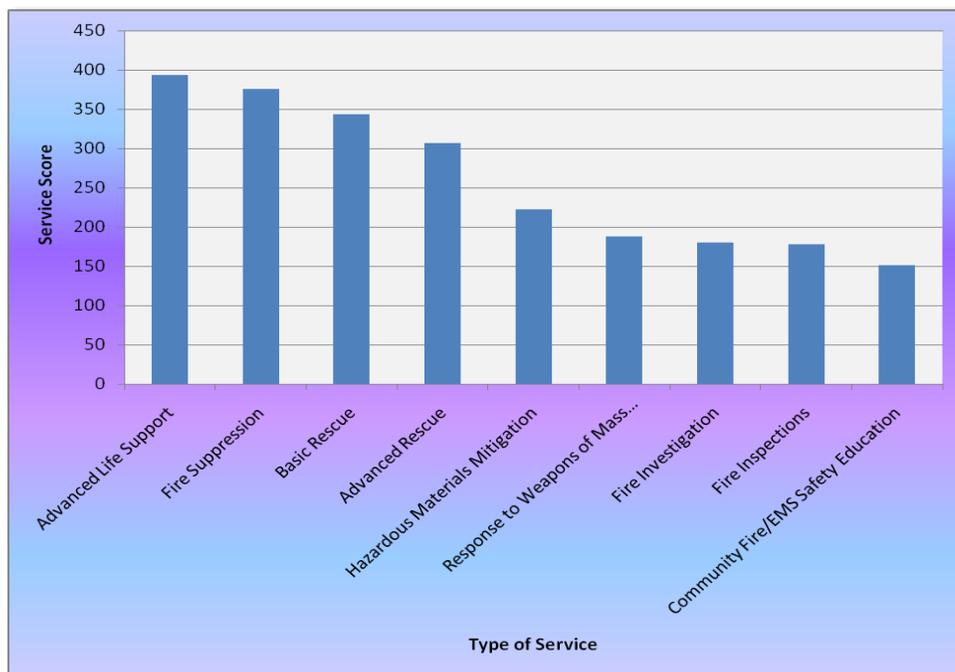
### *External Stakeholders*

As part of the Department’s original strategic plan development, the external stakeholders consisted of various business and community organization leaders. The current strategic planning process has solicited the direct input of citizens through various neighborhood organizations and user surveys.

### *Customer-Prioritization Surveys*

The CPSE Customer-Centered/Prioritization of Services survey was used as a tool to gather input from the community. In an effort to include a wide variety of citizens, the Department targeted neighborhood organizations over a period of five months. In addition to the CPSE-developed survey, the Department also included five service-related questions to solicit customer expectations. Results of the surveys have been tallied and posted on the Department’s SharePoint website.

**Figure 2: Customer Service Prioritization Results**



The following table is a summary of the top five responses from each service question contained in the Customer Prioritization Survey.



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**Figure 3: Customer Questionnaire Summary**

<p><i>List expectations, in priority, of your fire department:</i></p> <ul style="list-style-type: none"> <li>• Prompt response (25)</li> <li>• Serving those in need by putting out fires and saving lives (10)</li> <li>• Educating the community regarding our services and fire safety (9)</li> <li>• Well-trained and prepared personnel (4)</li> <li>• Professional and dedicated personnel (4)</li> </ul>
<p><i>List concerns regarding your fire department:</i></p> <ul style="list-style-type: none"> <li>• Staffing cuts (18)</li> <li>• Reduction in funding (4)</li> <li>• Too many trucks on scene based on call type (4)</li> <li>• Better/updated equipment and apparatus (3)</li> <li>• Quick response (2)</li> <li>• Firefighter safety (2)</li> <li>• Too many personnel on apparatus (2)</li> <li>• More community involvement (2)</li> </ul>
<p><i>List feedback or strengths you would like to share regarding your fire department:</i></p> <ul style="list-style-type: none"> <li>• Department provides professional services (7)</li> <li>• Fast response times (6)</li> <li>• Personnel are kind (5)</li> <li>• Appreciate community involvement (4)</li> <li>• Well-trained personnel (3)</li> </ul>
<p><i>List general remarks for your fire department:</i></p> <ul style="list-style-type: none"> <li>• Doing a good/great/excellent job (18)</li> <li>• Thank you (6)</li> <li>• More public education (3)</li> <li>• Need more diversity/minorities (2)</li> <li>• Have questions regarding new QRV program (2)</li> </ul>
<p><i>Based on City's budget concerns, are you worried about reduction of fire/emergency services?:</i></p> <ul style="list-style-type: none"> <li>• Yes. Do not reduce staffing (16)</li> <li>• No. Not necessarily (reason not given) (7)</li> <li>• No. Budget cuts may be necessary (5)</li> <li>• Yes. Concerns about infrastructure/apparatus (4)</li> <li>• Yes. Make cuts elsewhere (4)</li> </ul>

The Department also examined the external stakeholders' responses from the 2007 Customer Prioritization survey to find that both the prioritization of services and the service-related questions revealed similar results as those found in the recent surveys.



# Rockford Fire Department

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### Customer Service Surveys

The Department also seeks input through customer surveys regarding emergency medical services and fire suppression. The results are maintained in a database that generates customer satisfaction reports, which are then used for RockStat presentations with other City departments.

**Figure 3: Customer Service Survey Results**

Question	Answer	Total Answered	% of Total Answered	Outstanding or Excellent	
<i>The 911 call was handled in a prompt, courteous, and competent manner:</i>	Outstanding	474	60.46%	752	95.92%
	Excellent	278	35.46%		
	Average	25	3.19%		
	Fair	5	0.64%		
	Poor	2	0.26%		
	<i>Total</i>	784			
<i>The 911 instructions given prior to the arrival of the paramedics were:</i>	Outstanding	343	48.51%	653	92.36%
	Excellent	310	43.85%		
	Average	46	6.51%		
	Fair	4	0.57%		
	Poor	4	0.57%		
	<i>Total</i>	707			
<i>The paramedic crew acted in a concerned, caring, and professional manner:</i>	Outstanding	825	69.86%	1142	96.70%
	Excellent	317	26.84%		
	Average	25	2.12%		
	Fair	8	0.68%		
	Poor	6	0.51%		
	<i>Total</i>	1,181			
<i>The paramedics clearly explained the procedures performed:</i>	Outstanding	479	59.88%	752	94.00%
	Excellent	273	34.13%		
	Average	32	4.00%		
	Fair	10	1.25%		
	Poor	6	0.75%		
	<i>Total</i>	800			
<i>How would you rate the overall quality of the care provided:</i>	Outstanding	630	67.74%	887	95.38%
	Excellent	257	27.63%		
	Average	31	3.33%		
	Fair	6	0.65%		
	Poor	6	0.65%		
	<i>Total</i>	930			
<i>How would you rate your overall experience with our services:</i>	Outstanding	629	67.63%	884	95.05%
	Excellent	255	27.42%		
	Average	29	3.12%		
	Fair	9	0.97%		
	Poor	8	0.86%		
	<i>Total</i>	930			



## Rockford Fire Department *Strategic Plan*

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The results of the customer service surveys demonstrate that the Department delivers outstanding or excellent service at least 92% of the time in each of the categories. Additionally, customers rated service delivery as fair or poor 2% or less of the time in each of the categories.

### *Internal Stakeholders*

With great success, the Department engaged in a strategic planning process that was a departure from previous strategic planning endeavors and goal-setting processes. The Department utilized a third-party who conducted a three-day workshop with a cross-section of personnel spanning all divisions and ranks throughout the organization, and included members from the accreditation workgroup.

Howard Cross, from Howard Cross and Associates, conducted his workshop entitled Strategic Planning: Embracing the Future. Over the course of the three days, the participants (as a whole) developed new mission and vision statements, and identified the Department's core values and critical issues. During breakout sessions among the different divisions, the individual groups developed goals pertaining to each division.

After the initial workshop, the entire group met for three additional four-hour sessions to complete the goal development portion of the strategic plan. Additionally, members of the administration along with members from the accreditation workgroup partnered in making face-to-face visits to each fire station on each shift to deliver the new mission and vision statements, and to discuss the components of the entire accreditation process.

Although the Department had existing mission and vision statements and had previously identified core values and critical issues, all aspects were revisited during the workshop. The Department is committed to keeping these fundamental elements of the organization current and meaningful so that Department members have clear direction regarding the accomplishment of goals, objectives, and critical tasks.





Internal stakeholders who participated in the strategic planning workshop are listed in the table below.

**Figure 4: Rockford Fire Department Internal Stakeholders Group**

<b>Internal Stakeholders Group</b>
<ul style="list-style-type: none"><li>• Derek Bergsten, Fire Chief</li><li>• Joe Corl, Division Chief of Operations</li><li>• Greg Castronovo, Division Chief of Administration</li><li>• Matt Knott, Division Chief of Fire Prevention and Training</li><li>• Sandy Stansell, 911 Administrator</li><li>• Steve Preiss, District Chief</li><li>• Benny Ognibene, District Chief</li><li>• Bud Turner, District Chief</li><li>• Jim Rife, District Chief</li><li>• Barry Fitz, Safety and Equipment Manager</li><li>• Mark Marinaro, Fire Prevention Coordinator</li><li>• Bob Vertiz, EMS Training Coordinator</li><li>• Derreyl Brown, Fire Training Coordinator</li><li>• Leigh Sterrenberg, 911 Training Coordinator</li><li>• Rick Tetrick, Shop Coordinator</li><li>• Tracy Renfro, Captain</li><li>• Michele Pankow, Captain/Accreditation Manager</li><li>• Brad Walker, Lieutenant – Local 413 President</li><li>• Mike Schnaper, Inspector</li><li>• Trent Brass, Firefighter/Paramedic</li><li>• Shawn Connors, Firefighter/Paramedic</li><li>• Erica Nunez, Firefighter/Paramedic</li><li>• Rebecca Tyo, Firefighter/EMT</li><li>• Chris Scrol, Firefighter/EMT – Local 413 Secretary</li><li>• Elizabeth Russell, Statistical Analyst</li><li>• Tad Shaver, Technical Services Coordinator</li><li>• Judi Yehling, Administrative Assistant</li></ul>

*The Planning Process*

The strategic planning process is an opportunity to unify administration with the internal and external stakeholders through a common understanding of the organization's direction, how those involved can work to that common purpose, and how progress and levels will measure success.

During the strategic planning workshop, the entire group developed new mission and vision statements, and the Department's core values:



Figure 5: Mission Statement

**The mission of the Rockford Fire Department is to protect the lives and property of our community through fire, emergency medical and life safety services.**

Figure 6: Vision Statement

**The members of the Rockford Fire Department are professionals dedicated to provide services that are innovative and progressive ensuring the safest environment for our community.**

Figure 7: Core Values

<b>Professionalism</b>	<b>Service</b>
<b>Respect</b>	<b>Loyalty</b>
<b>Dedication</b>	<b>Compassion</b>
<b>Integrity</b>	<b>Safety</b>



In an effort to identify the critical issues facing the Department and its personnel, the group participated in breakout sessions. During this time each breakout group brainstormed the variety of concerns confronting the organization. After much debate the planning group reached a consensus and selected the five critical issues on which the Department needs to focus.

**Figure 8: Critical Issues**



During breakout sessions among the different divisions, the individual groups developed goals specific to each division. Each group focused on developing attainable goals that supported the Department's mission, vision, and core values. Most of these goals were designed to address the identified critical issues.





## Goals and Objectives

The following goals and objectives provide specific timelines for completion. The strategic planning group will meet periodically to review progress toward these goals and objectives, and adjust timelines and specific targets as needed. In an effort to measure progress toward goals, objectives and critical tasks, the Department has established a tracking program that is accessible to all members of the organization via the SharePoint website.

All objectives have been developed using the SMART method:

- **S** – specific
- **M** – measurable
- **A** – attainable
- **R** – relevant
- **T** – timely

### Overall Department Goal

<b>Department Goal</b>	Examine all division processes and activities for relevance to the Rockford Fire Department mission and vision statements.
<b>Objective</b>	<b>To share the strategic plan with all members of the organization.</b>
<b>Timeline</b>	March 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Redevelop mission statement and create goals to support it using a cross-section of department personnel.</li> <li>• Conduct face-to-face visits to all stations and shifts to discuss mission, strategic plan, and the accreditation process.</li> <li>• Conduct a department-wide drill to cover policy, process and SOP changes.</li> </ul>



Administration Division

<b>Goal 1</b>	To examine the flow of information and define responsibilities.
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<b>Objective 1A</b>	<b>Identify means of communication.</b>
<b>Timeline</b>	February 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Develop a survey on SharePoint to poll department personnel.</li> </ul>

<b>Objective 1B</b>	<b>Keep all department policies current.</b>
<b>Timeline</b>	Ongoing
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify all essential policies.</li> <li>Create a committee to review current policies and procedures.</li> <li>Transition to electronic communications.</li> <li>Create a workflow chart/steps to follow for creation/revision of each essential policy and procedure.</li> </ul>

<b>Objective 1C</b>	<b>Provide expectations of administrative and line personnel.</b>
<b>Timeline</b>	October 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Provide training in Outlook and SharePoint (see Operation's objective 6C).</li> <li>Provide email for all employees</li> <li>Define accountability</li> </ul>



911 Division

<b>Goal 2</b>	To reduce workload for 911 personnel so that the focus is directed toward public safety and emergency operations.
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<b>Objective 2A</b>	<b>To establish a committee comprised of telecommunicators who will identify duplicate or non-essential tasks.</b>
<b>Timeline</b>	August 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Review and update policies and procedures.</li><li>• Make any notifications to agencies and departments affected by updates.</li><li>• Train telecommunicators on policy updates or changes.</li><li>• Implement new policies.</li></ul>



Fire Prevention and Training Division

Fire Prevention

<b>Goal 3</b>	Develop a comprehensive plan to minimize the risk potential in our community.
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<b>Objective 3A</b>	<b>Identify all vacant structures within the City.</b>
<b>Timeline</b>	June 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a city-wide task force to identify vacant/hazardous structures.</li> <li>• Identify vacant/hazardous structures with physical and electronic notification.</li> <li>• Establish inter-department contact list with related departments.</li> <li>• Provide training and tools necessary to identify the hazards of vacant structures.</li> <li>• Provide a means to communicate those findings to the task force.</li> </ul>

<b>Objective 3B</b>	<b>Increase the coverage of inspections.</b>
<b>Timeline</b>	January 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Redistribute inspection assignments among fire inspectors.</li> <li>• Increase the number of quality inspections.</li> <li>• Provide inspection list on a weekly basis.</li> <li>• Increase Fire Prevention Division staffing.</li> </ul>

<b>Objective 3C</b>	<b>Improve relationships with outside agencies.</b>
<b>Timeline</b>	August 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Define agencies to partner with for fire prevention efforts.</li> <li>• Develop a contact list.</li> <li>• Establish a flow chart to enhance communications.</li> </ul>



**Training**

<b>Goal 4</b>	Strengthen the knowledge and skills of our personnel in direct support of our mission.
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<b>Objective 4A</b>	<b>Provide clear training objectives and how they can be attained.</b>
<b>Timeline</b>	June 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a training committee.</li> <li>• Develop a multi-year training plan.</li> <li>• Explore the use of multi-media technology.</li> <li>• Purchase training props through AFG Grant/ Foreign Fire Tax</li> </ul>

<b>Objective 4B</b>	<b>Provide avenues of feedback for training programs.</b>
<b>Timeline</b>	July 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a drill recommendation procedure.</li> <li>• Re-evaluate the current drill evaluation process and recommend improvements.</li> <li>• Encourage the use of the SharePoint evaluation form by drill participants.</li> </ul>

<b>Objective 4C</b>	<b>Evaluate feedback and make necessary adjustments to the training program.</b>
<b>Timeline</b>	July 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish quarterly training committee meetings to review drill evaluations.</li> <li>• Implement committee recommendations as needed.</li> </ul>



Operations Division

<b>Goal 5</b>	To re-define the company priorities by including the responsibilities that are directly related to emergency operations and training.
<b>Objective 5A</b>	<b>Work with the Fire Prevention and Training Division to establish one day for station-specific training directly related to emergency operations.</b>
<b>Timeline</b>	April 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assign a specific day of the week to each station for the purposes of company training.</li> <li>• Allow each station to determine the training that pertains to that station – i.e., suppression, EMS, boat operations, etc.</li> <li>• Increase the communication between the Training Division, Operations Chief, District Chiefs and companies to ensure that other Department training and activities are not scheduled on designated days.</li> <li>• Evaluate the effectiveness of the designated training after six months.</li> </ul>
<b>Objective 5B</b>	<b>Work with the Fire Prevention and Training Division to define who is responsible for tracking the completion of training requirements for the probationary firefighter to include the following: driver’s license requirements, OSFM objectives, and ambulance requirements.</b>
<b>Timeline</b>	July 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Incorporate the number of completed OSFM FF Basic Objectives on the monthly probationary evaluation.</li> <li>• Incorporate progress toward ambulance requirements on the Monthly probationary evaluation.</li> <li>• Evaluate the effectiveness at the midpoint and completion of the probationary period.</li> </ul>
<b>Objective 5C</b>	<b>Work with the Fire Prevention and Training Division to define who is responsible for tracking the completion of training requirements for the second driver’s position to include pump, aerial and tiller operations.</b>
<b>Timeline</b>	July 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Include the required training in the second driver’s manual.</li> <li>• Establish a notification process from the Training Division to the District Chiefs.</li> <li>• Evaluate the effectiveness on a semi-annual basis.</li> </ul>



Operations Division (cont'd)

<b>Objective 5D</b>	<b>Work with the Fire Prevention and Training Division to establish a more formalized approach to career/officer development.</b>
<b>Timeline</b>	April 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop an officer candidate/acting officer guide.</li> <li>• Formalize the officer candidate mentor program.</li> <li>• Establish an officer awareness program.</li> <li>• Evaluate the effectiveness six months after completion.</li> <li>• Update the District Chief reference guide.</li> </ul>

<b>Goal 6</b>	To re-evaluate and prioritize the non-emergency responsibilities at the company level.
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<b>Objective 6A</b>	<b>To accomplish required hose testing with the support of accurate database documentation.</b>
<b>Timeline</b>	September 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Conduct annual hose testing.</li> <li>• Conduct a department-wide hose inventory.</li> <li>• Ensure database corrections of ladder inventory.</li> <li>• Evaluate accuracy upon completion.</li> </ul>

<b>Objective 6B</b>	<b>To accomplish required ladder testing with the support of accurate database documentation.</b>
<b>Timeline</b>	July 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Conduct annual ladder testing.</li> <li>• Conduct a department-wide ladder inventory.</li> <li>• Ensure database corrections of ladder inventory.</li> <li>• Evaluate accuracy upon completion.</li> </ul>

<b>Objective 6C</b>	<b>Work with the Fire Prevention and Training Division to conduct multi-company drill reinforcing accurate Firehouse documentation.</b>
<b>Timeline</b>	October 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Firehouse / NFIR</li> <li>• Equipment / inventory</li> <li>• SharePoint</li> </ul>



Operations Division (cont'd)

<b>Objective 6D</b>	<b>Work with the Fire Prevention and Training Division to conduct multi-company drill reinforcing accurate employee evaluation documentation.</b>
<b>Timeline</b>	October 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• All types of personnel evaluations – probationary, preceptor and annual.</li> </ul>

	<b>To continue and review the process of daily checks.</b>
<b>Timeline</b>	Ongoing
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Apparatus</li> <li>• EMS (narcotics log, glucometer check, etc.)</li> <li>• Personal protective equipment</li> </ul>

<b>Objective 6F</b>	<b>To review the entire preplan process.</b>
<b>Timeline</b>	September 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Communicate the process to all personnel.</li> <li>• Check for inconsistencies making sure the most current/recent drawing is uploaded and linked to the file.</li> <li>• Identify issues with utilizing preplans on scene.</li> <li>• Complete five preplans/company/shift by established timeline.</li> </ul>

<b>Objective 6G</b>	<b>To work with the Water Department to improve the current hydrant testing process.</b>
<b>Timeline</b>	March 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Meet with the Water Department to resolve issues.</li> </ul>

<b>Objective 6H</b>	<b>Work with the Fire Prevention and Training Division to evaluate and eliminate non-essential functions.</b>
<b>Timeline</b>	April 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Transition the school-related fire prevention activities back to Fire Prevention.</li> <li>• Continue to work with Fire Prevention regarding neighborhood meeting information.</li> </ul>



Operations Division (cont'd)

<b>Objective 6I</b>	<b>Continue to provide wellness benefits and programs for all personnel.</b>
<b>Timeline</b>	October 2012
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Increase the number of physicals received by the department's members' own physician.</li><li>• Provide a form for physicians with NFPA recommendations.</li><li>• Meet with the City regarding physicals to credit toward wellness discount.</li><li>• Provide a job-related consumption course and/or fitness assessment for all personnel.</li></ul>



## Long-Range Considerations

The Rockford Fire Department Strategic Plan creates a platform for a wide range of initiatives. This strategic plan will come to life by being shared, debated, and implemented in the context of organizational realities.

The strategic plan contains goals that will be updated annually to embrace newly identified challenges. Critical issues that extend into the future have also been considered, but due to contractual, budgetary, technological, and intangible factors, specific goals have not yet been developed for these issues. These issues include:

### *Fire apparatus procurement*

In early 2012, the City entered into a seven year leasing agreement which includes three quint apparatus, one engine, two sport utility vehicles, and three sedans for during the year. Plans are to address further apparatus requirements with additional agreements over the next three years that would provide for all front line apparatus and support vehicle needs. The capital replacement plan is outlined in the following table.

**Figure 9: Capital Replacement Plan**

<b>Capital Replacement Plan</b>					
<b>Vehicle Type</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total</b>
Ambulance	0	3	3	3	9
Engine	1	4	2	2	9
Quint	3	0	1	1	5
Van	0	0	1	0	1
Sedan	3	2	2	3	9
SUV	2	2	2	2	8
Truck	0	0	2	1	3

### *Additional ambulances*

The current collective bargaining agreement (CBA) provides for a limit of five ambulance companies. The department is in the process of initiating additional ambulance companies through negotiations with Local 413 or contracting with a private ambulance service provider.

### *Facility improvements*

The Department continues to work with the city Public Works Department to address



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station maintenance and improvements. Additional improvements include a parts room and office enhancements at the maintenance facility, and upgrades to the training facility through grants and partnerships with local trade unions.

### *Workforce diversity*

The Department recognizes the need for a workforce which represents the community. Both elected officials' and community survey comments have expressed the desire for a diverse department.

### *Additional facilities*

Statistical analysis and facility recommendations designed to provide for both resource distribution and concentration factors will continue. The possibility of replacing Station 3 to a location consistent with the Standards of Cover recommendations is aggressively being pursued.

### *Paramedic class*

Continuation of the paramedic training program is critical for service delivery. Contractual issues, including the number of ambulances, are factors as well as the need to rotate personnel through assignments.

### *Expanded officer development program*

The Department is in the process of beginning an internal training program for officer candidates. Additional options are currently being negotiated in the CBA.

### *Technological hardware upgrades*

Improvements in radio communication equipment, mobile data computers, and a variety of fire suppression equipment are currently either being implemented or researched.

These issues will provide the basis for future strategic planning efforts in order to maintain organizational and community commitment to the plan. Everyone who has a vested interest in the present and the future of the Rockford Fire Department also has a role and responsibility in this strategic plan.



## Glossary of Terms

For the purposes of the Community-Driven Strategic Planning, the following terms have the meanings set forth below:

<b>Accreditation</b>	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
<b>Accredited</b>	The act of accrediting or the state of being <b>accredited</b> , especially the granting of approval to an institution or agency by an official review board or organization that has established nationally accepted standards.
<b>Customers</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
<b>Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period of time, something to accomplish in assisting the agency to move forward.
<b>Mission</b>	An enduring statement of purpose, the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
<b>Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Stakeholder</b>	Any person, group, or organization that can place a claim on, or influence, the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
<b>Strategic Plan</b>	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provide the framework for more detailed annual and operational plans.



# Rockford Fire Department

## *Strategic Plan*

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### **Strategic Planning**

The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.

### **Vision**

An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.