



ORLAND FIRE PROTECTION DISTRICT

STRATEGIC PLAN



2023 - 2028

FLASHPOINT
Strategies, LLC

ORLAND

FIRE~RESCUE~EMS

DISTRICT





ORLAND FIRE PROTECTION DISTRICT



ACCREDITATION TEAM

Fire Chief

Michael Schofield

Deputy Chief

Nick Cinquepalmi

Battalion Chiefs

Jim Hynes

Erick Johnson

William Leddin

RJ Stachnik

Accreditation Team

Randy Reeder - AM

Amelia Milton - PM

BC Joe Moore - Asst. AM

BC John Putil - Asst. AM

Division Heads

Kerry Sullivan

Lucy McGlynn

Directors

Gina Cortez

Mike Ercoli

William Neuman

Lieutenants:

Mike Siefert

Josh Girdick

Dan Ritchie

Tom Panzica

Division & Team Members

Betsy Dines

Mike Angel

Mike Dorenz

Mike Pericht

BC Dan Smith (ret)

Other

Administrative Staff

Dispatchers & Inspectors

Support Personnel & Mechanics

Senior Advisory Committee

Members of LOCAL 2754

Everyone's Input & Efforts

THANK YOU TEAM

GREAT WORK!

BOARD OF TRUSTEES

President Pro-Tem - John Brudnak

Treasurer - Jayne Schirmacher

Secretary - Craig Schmidt

Trustee - James Hickey

Trustee - Christopher Evoy

FIRE CHIEF

Michael Schofield

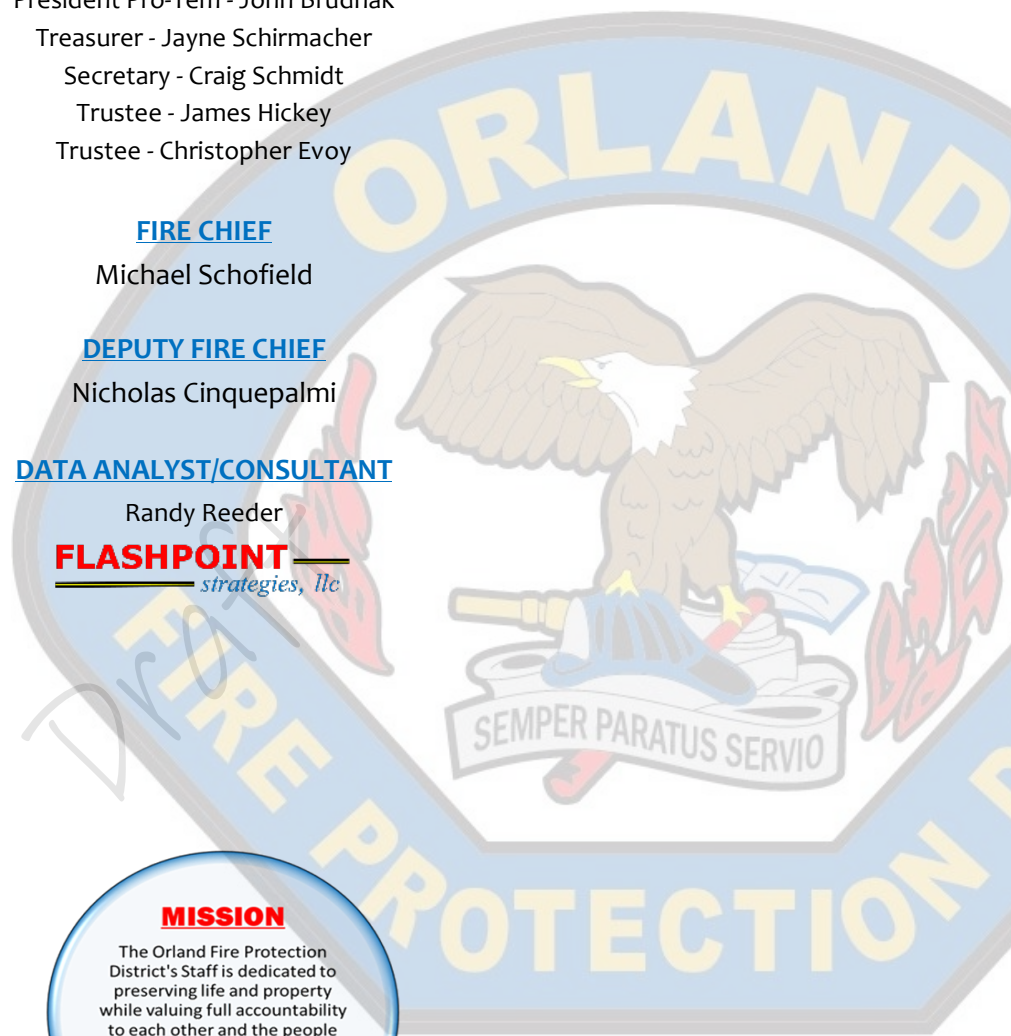
DEPUTY FIRE CHIEF

Nicholas Cinquepalmi

DATA ANALYST/CONSULTANT

Randy Reeder

FLASHPOINT
strategies, llc



MISSION

The Orland Fire Protection District's Staff is dedicated to preserving life and property while valuing full accountability to each other and the people we serve.

VALUES

DEDICATION
EXPERTISE
COMPASSION/RESPECT
ETHICAL
HONOR/PRIDE
TRUST/FAIRNESS
ACCOUNTABILITY

VISION

TO PROVIDE THE HIGHEST LEVEL OF SKILLED COMPASSIONATE SERVICE TO OUR CUSTOMERS WHILE MAINTAINING FISCAL RESPONSIBILITY THROUGH INNOVATION, PARTNERSHIPS, AND PROFESSIONAL DRIVE TO EXCELLENCE.



**FIRE EMS
RESCUE**

*Always Ready to Serve -
Better, Faster, Safer, Smarter*



2022 AT A GLANCE

MISSION STATEMENT

" THE ORLAND FIRE DISTRICT IS DEDICATED TO PROTECTING LIFE & PROPERTY WHILE VALUING FULL ACCOUNTABILITY TO EACH OTHER & THOSE WE SERVE "

PROTECTING

72,197 RESIDENTS & 33,413 STRUCTURES

53% FEMALE 47% MALE

Unemployment 4.4%

MEDIAN AGE: Orland Park 45.6
Orland Hills 34.4

30 Square Miles

\$ 2.5 Billion in Appraised Property Value

FROM

6 FIRE STATIONS + HEADQUARTERS

REGIONAL FACILITIES

911 DISPATCH

1 Training Center & Campus

1 NEW EXPANSIVE Fleet Maintenance Facility

WITH

132 Full Time FIREFIGHTERS & PARAMEDICS

+ 38 Support Personnel

170 Total Combined

Staffing Shifts **24/7**

4 ENGINES **5 AMBULANCES**

2 TRUCKS **+1 SHIFT CHIEF**

DELIVERING

CLASS 1 ISO Rating / Accredited

12,564 Calls for Service
(34.4 per day)

EMS **67%** FIRES **2%** OTHER **31%**

\$41.5 Mil Budget
(76.3% from Property Taxes)

Tax rate **\$1.292**

CARDIAC ARREST VF SAVE RATE: PUBLIC EDUCATION REACH:

71.4% **538 EVENTS**
50,000 REACH

DOLLAR LOSS: **\$ 2,014,500 (2022)**
DOLLAR SAVED: **\$ 34,599,950**

LIFE SAFETY / FIRE INSPECTIONS:

2,681

TRAINING HOURS:
46,857

FIRE INJURIES / FATALITIES

CIVILIAN: INJURY-3 FATALITIES-0
FIREFIGHTER: INJURY-2 FATALITIES-0

TOTAL RESPONSE TIME:* **5:42**
90% of EMERGENCY INCIDENTS

*First Due - Call to Arrival



Executive Summary



I am humbled and honored to serve as the Chief/ Administrator for District. I began my involvement with the Fire District as a cadet in 1977. The Orland Fire District was one of the first to have paramedics and one of the first to provide full-time firefighter paramedics 24 hours a day. We had a single station and a mostly volunteer department with tremendous community pride and support. Through the years, as the community grew, the District never lost its community pride or the community's help. The Fire District has developed from that single fire station to where we are today, with 128 firefighters and officers, six (6) fire stations, a regional training campus, a new state-of-the-art fleet maintenance center, and our dispatch center. Even though District has increased in size and complexity, we have never forgotten the volunteers and our retired members who built the foundation of this organization and their commitment to the community.

The District has worked to provide the best service possible to an ever-changing community. We provide a lot more than firefighting these days. We have developed a Community Emergency Response Team (CERT) training residents: we host Coffee and Conversations monthly with our residents; we are in the school for life safety education; we do a summer kids camp, hold monthly CPR classes, change smoke detectors, and more. The District is also a leader in the Chicago area fire service, providing high-level Fire and EMS training across the State at our Regional Training Campus and partnering with the Orland Park Police to provide specialized training in Active Shooting / Hostile Events. Our success in EMS shows in our **71% save rate in 2022** for heart attack victims in V-Fib. On the fireside, we have just retained our **ISO Class 1** rating (one of only 487 out of the 40,000 US fire departments). In 2018, we achieved the distinction of being **Accredited** by the Commission on Fire Accreditation International (one of only 309 Internationally). Only 117 fire departments in the US currently hold **the combination of being an Accredited & ISO Class 1 District**.

Achieving Accreditation, and ISO Class 1, with a 71% save rate, is a testament to the Board to Trustees and men and women of the Fire District, but it does not end there. **The continuation of the Accreditation process is our number 1 goal moving forward**. The program began with developing our first Community Risk Assessment/Standards of Cover (CRA/SOC) in 2018, which identifies our community's risks, establishes service levels to address these risks, and evaluates our performance. This became our living document that changes as our community changes. The CRA/SOC and an in-depth, introspective Fire & Emergency Service Self-Assessment Manual (FESSAM) produced this Strategic Plan (SP) to guide our future. Today's challenge compared to our initial application in 2018 is the loss of fifty-seven (57) firefighters to retirement, nearly half of our department's sworn staff. Thirty-four (34) of those who retired were Lieutenants, and three (3) were Chief Officers. Since 2018, we have hired sixty-nine (69) new members and promoted thirty-seven (37) Officers. This has created an excellent opportunity for new ideas and updating these living documents that change as our community changes. Our founding firefighters were volunteers who protected the community with passion and pride. Nearly 130 years later, we continue building on the foundation they laid with that same passion and satisfaction, never settling for the status quo. I hope those before us would look at what we are doing today and say, "Continue protecting our community, but remember you can't solve today's problems with the same thoughts that created them."

We believe in this process, and as compassionate public servants, our benchmark is
"Always Ready to Serve - Better, Faster, Safer, & Smarter."

Fire Chief Michael Schofield



Strategic Plan Emphasis

2023-2028

~~KPI=~~
~~Key Performance Indicators~~

ORLAND FIRE RESCUE

KPI

- Keep people interested
- Keep people informed
- Keep people involved
- Keep people inspired

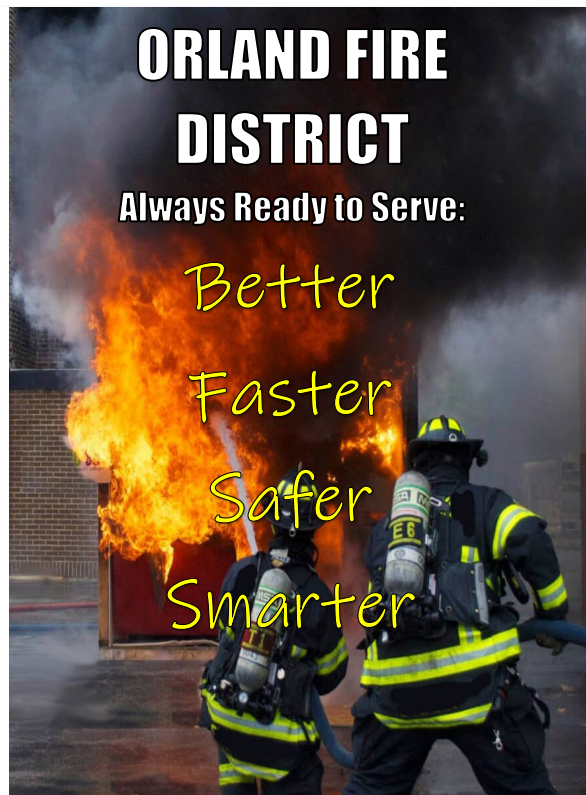




Table of Contents

Executive Summary..... 4

Strategic Plan Emphasis..... 5

Introduction..... 8

Organizational Structure 9

Staffing Plan10

Planning Methodology 12

What is a Strategic Plan 13

Mission, Vision, Values14

Guiding Principles.....16

Strategic Priorities..... 17

Master Strategic Goals.....18

S.W.O.T. - Top 519

Division Strategic Initiatives 20

Governance & Administration 26

Section 1 – Governance& Administration 26

Section 2 – Assessment & Planning..... 30

Section 3 – Goals & Objectives 34

Section 4 – Financial Resources 38

Section 5 - Programs41

Section 5a – Community Risk Reduction 43

Section 5b – Public Education 47

Section 5c – Fire Investigations..... 51

Section 5d – Domestic Preparedness..... 55

Section 5e – Fire Suppression..... 59

Section 5f – Emergency Medical Services..... 63

Section 5g – Technical Rescue..... 67

Section 5h – Hazardous Materials..... 71

Section 5i – Water Rescue / Recovery..... 75

Section 6a - Facilities..... 79

Section 6b – Fleet Maintenance..... 83

Section 6c –Tools & Equipment 87

Section 6d –Safety Equipment 92

Draft



- Section 7 – Human Resource..... 96
- Section 8 – Training..... 100
- Section 9a - Informational Technology104
- Section 9b – Data Analytics & GIS 108
- Section 9c – Dispatch & Communications112
- Section 10 – External System Relationships 116
- Section 11 – Wellness & Fitness..... 118
- Appendix121
- S.W.O.T. – 2023..... 122
- Plan Amendments.....126

aff





Introduction

The Orland Fire District has **over 120 sworn full-time firefighter/paramedics**, staffing **six fire stations** protecting **30 square miles** and 25 miles southwest of Chicago. The resident **population is 72,000**, which can swell to over 150,000 dailies. The Villages of Orland Park, Orland Hills, and unincorporated Orland Township are within the Fire District. The District has formal automatic aid agreements with five neighboring Fire Districts where we also respond. These neighboring departments also have additional critical infrastructure, including two hospitals, several nursing facilities, a large concert venue, crude oil storage tanks, and major interstate highways. These five neighboring Districts responded to approximately 25,000 calls and, with auto-aid agreements, extended our potential response area by another 92 square miles. In 2022, District responded to 12,564 incidents locally and with the five neighboring automatic aid departments.

The demographics of our mutual aid organizations are large and diverse. Most of the cities in our mutual aid group are older, with a more extensive industrial base and middle to low-income residential occupancies. The population has continually increased and is projected to grow 25% by 2040. The projected growth and the increase in the elderly population will continue to drive our call volume up exponentially.

The population increase drives community construction by adding several big box stores to our established extensive commercial and retail businesses. We currently have five assisted living/nursing home facilities with more expected and several large hotel chains. Over one million patients visit the plethora of medical facilities to accommodate the health needs of our residents and visitors.

Orland is residential, with a large retail base. Residential occupancies range from small to over fifteen thousand square ft. Orland Square Mall and Orland Park Place draw shoppers from the southwest Chicago region and beyond. The District still has rural/agricultural pockets, forest preserves, manufacturing complexes, office buildings, and major transportation corridors. I-80 defines the southern border, and significant state highways run throughout. The District answers calls for fires (structures, vehicles, and grass/outside), EMS, vehicle accidents & extrication, hazardous materials, water rescue, high angle rescue, trench rescue, building collapse, and other service requests. The District achieved ISO Class 1 in 2017 and CFAI Accreditation in 2018.

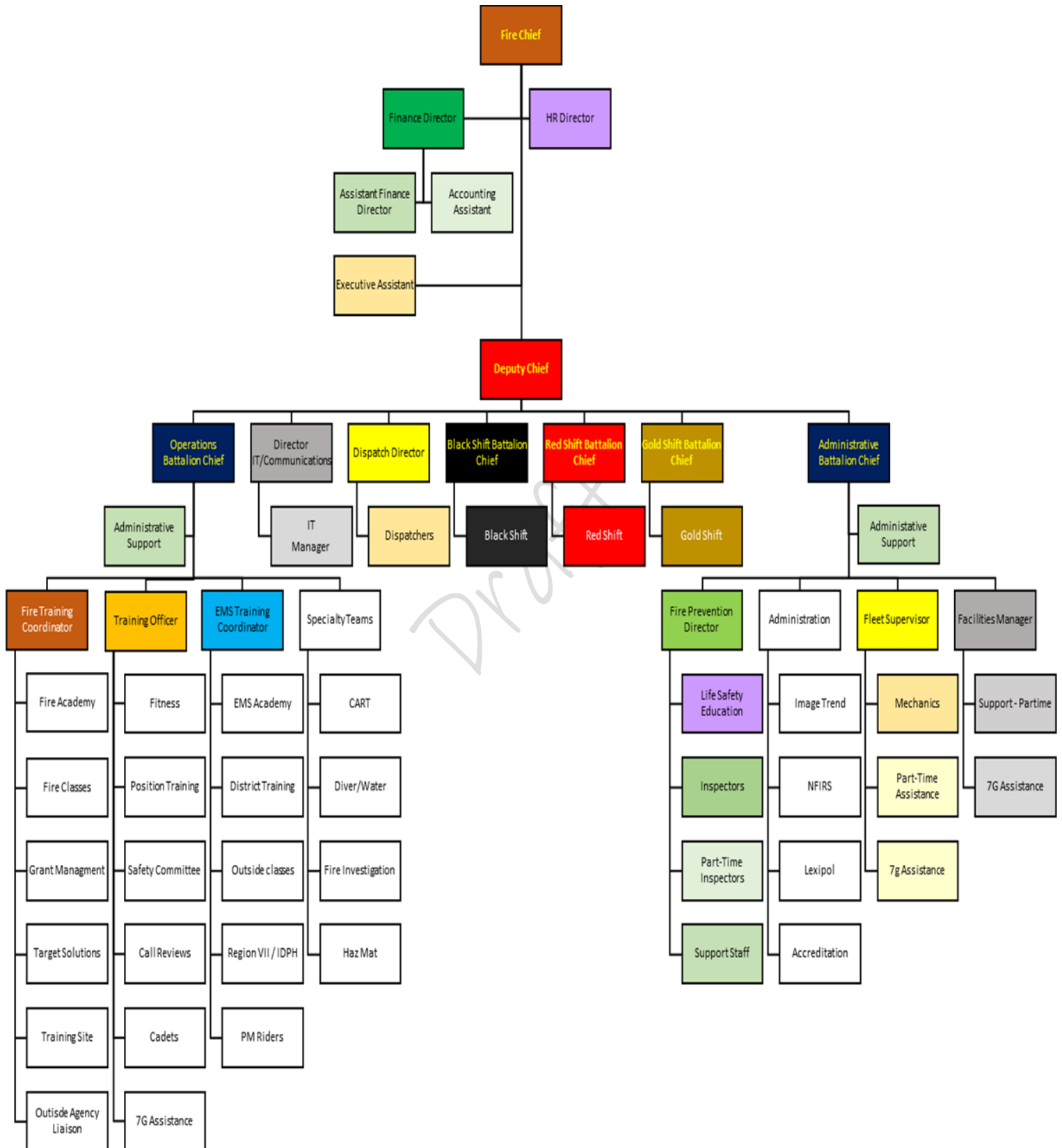
The 12,564 incidents answered by District in 2022 represent an increase of over 29% in the last five years (2018) and 50% over the previous ten years (2012).

The District Total Response Time is 5:42 to 90% of emergency responses.

As one of the largest Fire Districts in Illinois and the best-trained department in the southwest suburbs, the District provides our region with expertise, personnel, and training in firefighting, emergency medical services, hazmat, and specialized rescue teams. The District has standardized the training for local MABAS divisions to ensure consistency of operation throughout the response area. As a significant participant in local and State technician-trained specialty teams, many communities rely on the District to provide personnel and Equipment to the affected areas.



Organizational Structure





Staffing Plan

2023

Staffing

SWORN STAFF

Administration

	Full Time
Fire Chief	1
Deputy Chief	1

Administrative Operations

	Full Time
Battalion Chief	1
Battalion Chief	1

EMS Coordinator	(Lieutenant)	1
Training Coordinator	(Lieutenant)	1
Training Manager	(Lieutenant)	1

Sworn Administrative **7**

SHIFT	Black	Red	Gold	
Battalion Chief	1	1	1	3
Lieutenant	8	8	8	24
Engineer	8	8	8	24
Firefighter/Paramedic	20	21	21	62
	37	38	38	113
	Total Line			120
April 2023 hires	+4	+4	+4	
	41	42	42	125

Total Sworn Combined 132

2023 NEW HIRES PROPOSED	12
2023 RETIREMENTS ANTICIPATED	4

NON-SWORN STAFF

Administration/Support

	Full Time	Part Time
Executive Assistant	1	
Administrative Assistant	1	

Communications/IT

Communications/IT Director	1	
IT Technicians	1	

Community Risk Reduction / Life Safety

Fire Prevention Director	1	
Life Safety Educator	1	
Fire Inspector	1	
Fire Inspectors (7G)		2

Dispatch

Dispatch Director	1	
Telecommunicators	14	
Telecommunicators (part time)		3

Facilities

Facilities Manager	1	
Facilities Technician (7g)		2

Finance

Finance Director	1	
Assistant Finance Director	1	
Accounting Assistant	1	

Fleet Maintenance

Fleet Maintenance Manager	1	
Fleet Maintenance Technician	2	

Human Resources

HR Director	1	
Assistant HR	1	

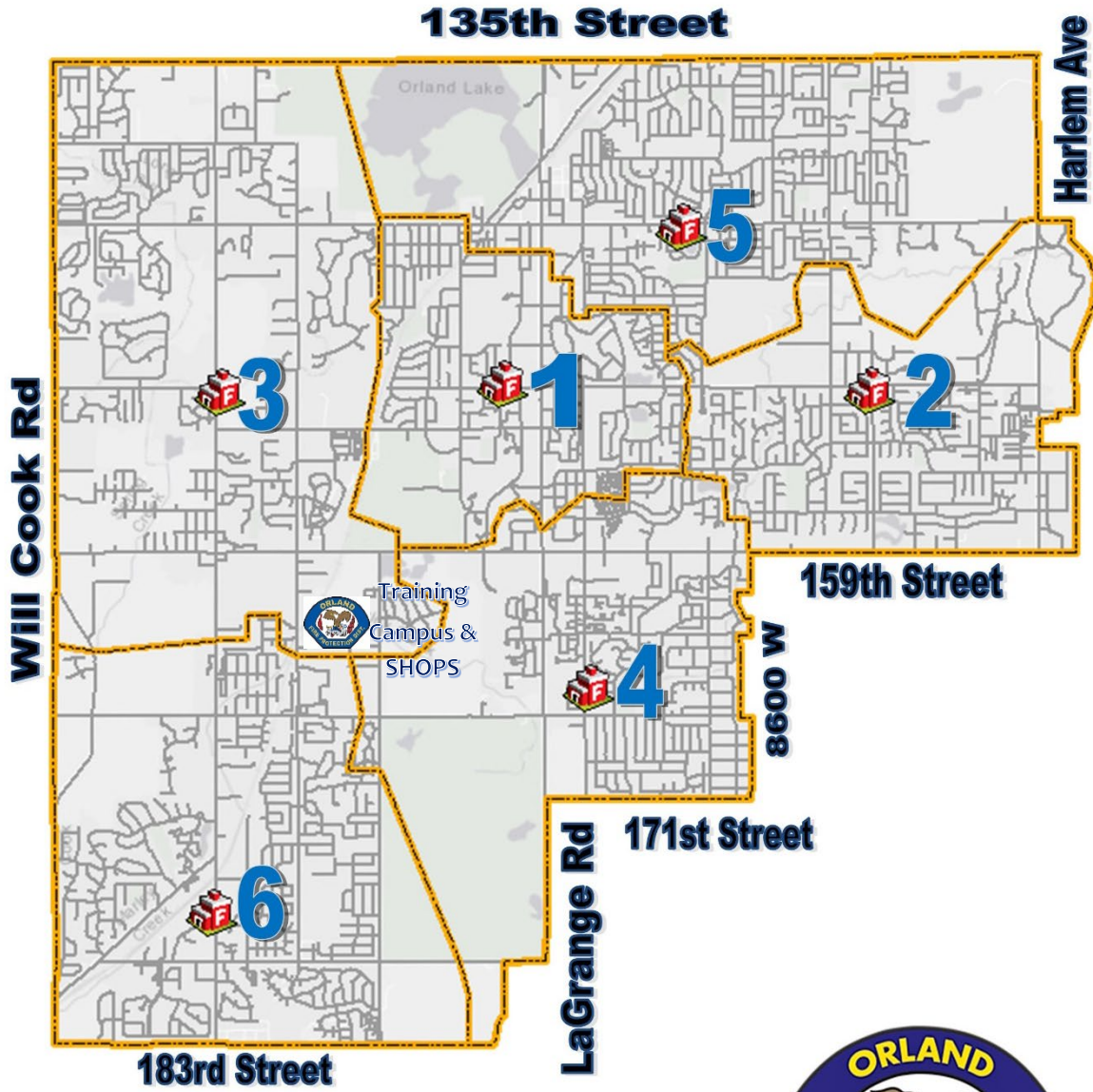
Total Non-Sworn	31	
Total Part Time		7
Total Sworn	132	

TOTAL EMPLOYEES	163	170
------------------------	------------	------------

*including part-time



Fire District Overview



Planning Methodology

For any organization, public or private, to reach its full potential, it must have a plan. The planning process that the members of the District engaged in has served to refresh the organization’s commitment to excellence and set the path to future success. An organization that knows where it is going understands the environment in which it must operate—and identifies how to get there—will have the best chance of meeting the community’s needs and achieving its goals.

The Fire & Emergency Services Strategic Planning process is more than creating a document. It challenges the organization’s membership to examine paradigms, values, philosophies, beliefs, and desires and inspires individuals to work together in the organization’s best interest. Furthermore, the planning process allows the membership input in developing the organization’s long-term direction and future focus.

Public safety agencies—particularly the fire service—find themselves in a highly competitive time. Our nation’s first responders are continually challenged to be more efficient while maintaining effectiveness. Public expectations for professional services exceed most local governments’ financial capabilities to meet and sustain such lofty standards. Impacts are being felt nationwide as our public safety systems’ effectiveness is strained against the pressure to provide the most professional services possible.

With these issues in mind, planning teams must clearly understand their organization’s direction. To make more efficient use of available resources, organizations must set goals and objectives based on constructive efforts while eliminating programs that do not fully serve the customer (patient/victim).

A comprehensive fire department strategic plan should incorporate input from representative community/District leaders (customers) and fire department members/employees. With such information, a planning team of a cross-section of all fire department ranks and disciplines could create a mid-term organizational development plan more effectively.

This document, supported by the Self-Assessment Manual (SAM) and Community Risk Assessment/Standards of Cover (CRA/SOC), will be the foundation and guidance for the next 3-5 years. The overall goal is to use the planning process to develop a programmatic approach to the ongoing plan to drive the organization toward a successful future.





What is a Strategic Plan

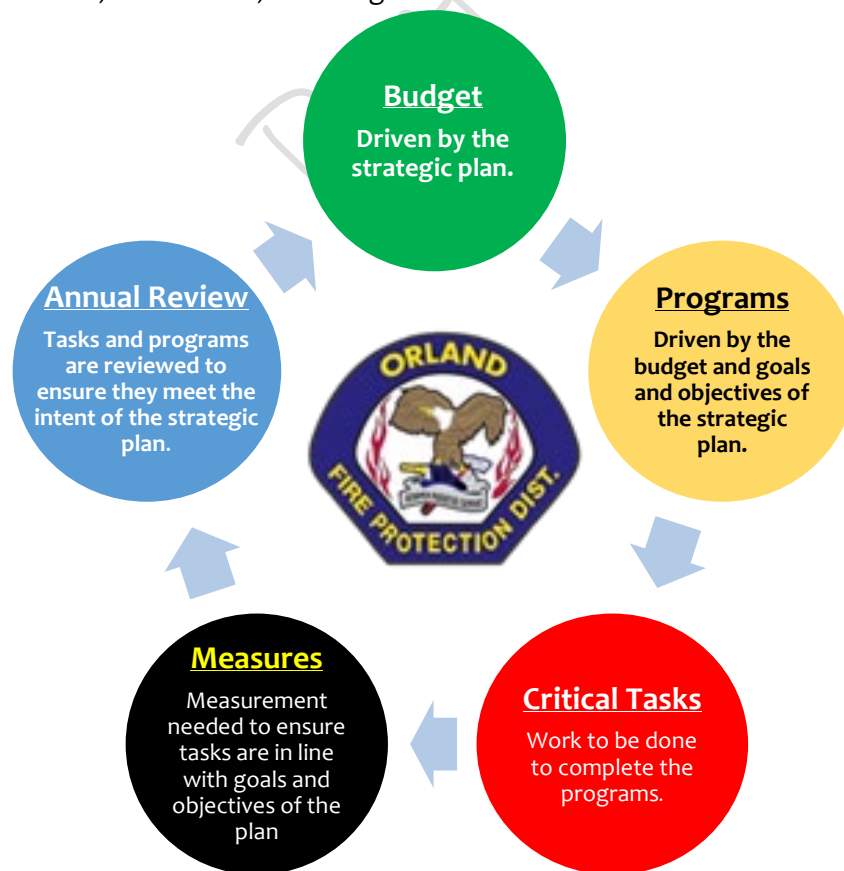
A Strategic Plan is a guiding document to support an effective strategy for the delivery and organizational growth to serve the community's needs.

Strategic planning is the process used by an organization to align its everyday operations to its mission statement. Management and staff use the Plan to guide the organization through current and future challenges, internally and externally, while accomplishing defined goals. The process includes the organization asking itself the following questions:

- (1) Where are we today?
- (2) Where do we want to go?
- (3) How can we get there?

These questions are answered by assessing current and potential internal and external factors that affect the organization's everyday operations. Once identified, these factors are categorized into issues to address in the next five years. Next, goals are created to address each subject, which is realized through creating strategies and action items.

This diagram represents a segment of the strategic plan framework. Most strategic plans identify key issues after examining potential organizational threats and challenges. Each key issue has one goal: a direct way to address or mitigate the problem. Each goal has at least one and often several strategies to approach or achieve the goal. Finally, each strategy has multiple action items to accomplish it. Action items or objectives are achievable, measurable, and assignable tasks.





Mission, Vision, Values

The mission, vision, and values are the foundation of this organization. They provide an internal reflection of our existence and an empowering creed for all district members.

Mission Statement

The District Staff is
dedicated to
preserving life and property
while valuing
full accountability
to each other
and the people
we serve

Vision

To provide the **HIGHEST** level of skilled,
compassionate service to our customers while
maintaining fiscal responsibility through innovation,
partnerships, and professional drive to excellence



Values

Values embraced by all members of an organization are fundamental, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

● Dedication

- To be "Always Ready to Serve – Better, Faster, Smarter, Safer," to protect and perform to meet our mission without failure when called upon

● Expertise

- Continually strive to improve skills, knowledge, & abilities for enhanced safety & customer service (Better, Faster, Smarter, Safer)

● Compassion/Respect

- Treat each other and everyone we meet with respect, consideration, and support

● Ethical

- To conduct ourselves by doing what's right toward our community, fellow employees, and members of other agencies

● Honor / Pride

- To be dedicated as public servants to the mission of the District. Our members are respected as our most valued resource and constitute our organizational strength

● Trust / Fairness

- To be always open, honest, and impartial

● Accountability

- To continue to demand integrity, sensitivity, and total responsibility from our members as we serve the community

E
F
F
I
C
I
E
N
T





Guiding Principles

As a public service organization, District recognizes that its principles, policies, and programs must reflect and support preserving life and property. As public servants, we acknowledge that our form of government requires us to continually balance the will of the majority with the rights of the individual. In our daily activities of responding to the needs of the people, we must move forward with that delicate balance, respecting fully that how we conduct ourselves either supports or distracts from the District mission.

This organization realizes that the residents and businesses of the District do not have an infinite capacity to fund every program required to fulfill an admittedly ambitious goal of having a completely Fire and EMS-safe community. Accordingly, there is a critical need to precisely define and continually prioritize our responsibilities and vital programs that support the mission.

We recognize that our mission is not for ourselves alone but for the generations ahead in the District. The District must balance legitimate short-term demands with responsibility toward the future. Through organizational efforts, the District will transfer to the future an even better level of service than currently provided. With that commitment, District has established the following guiding principles.

- Keep abreast of changing trends in our community and profession and continuously use our creative abilities to improve our performance and service quality.
- Conduct ourselves with honesty, fairness, openness, and integrity in all our relationships.
- Encourage and value the role of our employees by developing an organizational culture of respect, support, and trust.
- Exercise responsible stewardship over the public trust and public resources.
- Maintain a customer-based focus in the delivery of all services.

Continuous Quality Improvement Model

Compassionate Public Servants

Always Ready to Serve -

"Better, Faster, Safer, Smarter"



Strategic Priorities

TOGETHER, WE ACCOMPLISH THE MISSION

OUR:

- ✓ **Membership serves** with Commitment, Compassion, and Courage.
- ✓ **Command Staff & Administration directs & supports** the organizational focus using the 5 R's.
- ✓ **Board Leadership fosters** and champions Strategic Plans/Goals.

Rooted in continually assessing our strengths and weaknesses, the District presents challenging opportunities for our strategic priorities to represent our community's expectations, governance, and membership drive. We strive to be "Always Ready to Serve - *Better, Faster, Safer, Smarter*" in everything we do. **The 5 R's focus our priorities.**

Response

Deploy an effective emergency response force to minimize loss and damage.

Descriptors

Effective deployment model, properly equipped, front-loaded, strategically and tactically balanced, customer-centered, promptly alerted, strong partnerships, SOP/SOG based, IMS capable

Readiness

Prepare for and mitigate/minimize the risk and outcomes of an emergency incident.

Descriptors

Highly trained, fundamentally focused, prepared for all-hazard responses, strong partnerships, flexible, not breakable, physically and mentally ready

Resources

Preserve, develop, and improve the resources entrusted to us, including vehicles, Equipment, facilities, and, most importantly, human resources.

Descriptors

Best in class, sustainable for future growth, maintained with pride, master-planned, redundancy in capability, balanced and responsive, standardized

Relationships

Maintain and improve relationships with our staff, strategic partners, and professional colleagues.

Descriptors

Public safety-first community, unified command and control principles, open and willing communications, role-based titles that reflect the value and ability (skill/ expertise) of the person, not a position

Resiliency

Build and maintain an organization that will withstand challenges and adversity, growing with its community.

Descriptors

Health and wellness-focused, solid plans and systems, financially sound and planned, adaptive and accepting of new challenges and assignments while maintaining a healthy, fit, and prepared workforce



Master Strategic Goals

As part of the District’s Community Driven Strategic Planning process, we conducted an environmental scan to determine where we are currently. This scan consisted of reviewing and studying all the feedback provided by our internal and external, and community stakeholders and analyzing:

Strengths, Weaknesses, Opportunities, and Threats (SWOT).

This information was scrutinized to identify the broad critical issues and service gaps encountered to develop the District’s Master Strategic Goals & Division Goals.

- Develop planning & staffing models to provide the highest level of service based on accurate statistical information & trending
- Provide the highest level of service possible while maintaining fiscal responsibility
- Sustainability through a long-term programmatic approach
- Meeting industry standards & best practices
- Maximize all stakeholder & service user satisfaction

COMMUNITY EXPECTATIONS

- ✓ Quick response times
- ✓ Highly trained personnel
- ✓ Keep up with advancements
- ✓ Well-Maintained Equipment
- ✓ Well-maintained Facilities
- ✓ Professional and courteous
- ✓ Good stewardship of funds
- ✓ Community focus & Involvement

S.W.O.T. - Top 5

The process of SWOT enabled District to evaluate and assess the internal & external environments of the organization, the external trends, and forces that affect our services. The analysis was delivered in person or online to every stakeholder member of the organization and outside groups such as the Senior Advisory Council, Coffee and Conversation gatherings, and other external groups or agencies.

Strengths

- Our Personnel
- Teamwork
- Patient Care
- Financially Stable
- Dispatch

Weaknesses

- Ambulance #1 is not staffed consistently
- Communication/Labor Management Relations
- Follow-through
- Frequency of injuries
- IT Technology / No Reliability or Consistency

Opportunity

- Growth / Consolidation
- Staffing additional ambulance
- Keeping current with technology
- Training next generation
- Utility vehicle could be utilized better

Threats

- EMS Billing Company
- Privatization
- Old Methods
- Technology
- No Lift Facilities

*The entire 2023 SWOT list is located in the Appendix



Division Strategic Initiatives

Division objectives and goals are derived from the Strategic Priorities, Master Strategic Goals, and analysis.

Strategic

Priority focus:

5R's

Resiliency

Relationships

● Section 1 Governance and Administration

- a Evaluate the resources and staffing needed to manage the District's diverse services efficiently and effectively.
- b Provide Organizational philosophies and direction through annual review and approval of the Strategic Plan and Standards Of Cover.
- c Develop a master recording system for organizational records.
- d Evaluate policies and procedures regularly

● Section 2 Assessment and Planning

Response

- a Utilize data analysis to ensure service delivery efficiency and effectiveness are consistent with jurisdictional expectations and industry standards.
- b Monitor area development, census, and demographic information.
- c Develop a systematic continuous improvement plan to identify performance gaps and negative trends.
- d Continue risk assessment methods to assess demographics and mitigation efforts to target resources and programs.

● Section 3 Goals and Objectives

Resiliency

Relationships

Resources

Response

- a Evaluate processes to determine improvements in efficiency and execution of organizational goals.
- b Present and publish annual goals and objectives from the strategic plan to stakeholders.
- c Plan for the continuation of the strategic planning process.
- d Measure and track the effectiveness of the Goals and Objectives.

● Section 4 Financial Resources

Resources

Resiliency

- a Maintain a balanced budget with the appropriate level of fund balance.
- b Maintain the highest level of service at the most efficient cost.
- c Manage the efficient operation of the finance department.
- d Develop long-term financial plans

● Section 5 Programs

a Community Risk Reduction

Relationships

- 1 Improve efficiency and effectiveness of fire and life safety inspection programs.
- 2 Ensure compliance with the most current fire protection codes and laws.
- 3 Review impacts of community risk reduction programs.
- 4 Develop sufficient staff and expertise to meet program goals and objectives.

b Public Education

Relationships

- 1 Evaluate the impact of the public education program.
- 2 Develop programs based on data evaluation to target audiences, behaviors, or demographics.
- 3 Improve Community Outreach.
- 4 Develop sufficient staff and expertise to meet program goals and objectives.



Readiness
Response

- c Fire Investigation, Origin, and Cause**
 - 1 Develop relationships with relevant local, regional, State, and federal fire investigation agencies.
 - 2 Produce Operating Programs to meet outlined components and expectations of the fire investigation program.
 - 3 Develop a systematic continuous improvement plan to identify performance gaps and negative trends.
 - 4 Develop sufficient staff and expertise to meet program goals and objectives.

Readiness

- d Domestic Preparedness, Planning, and Response**
 - 1 Complete a vulnerability assessment covering the District.
 - 2 Complete the Orland Fire Comprehensive emergency plan.
 - 3 Develop and implement a District Continuity of Operations Plan.
 - 4 Establish means and procedures for public information dissemination.

Readiness
Response

- e Fire Suppression**
 - 1 Explore and research new developing processes.
 - 2 Operate an appropriate, effective, and efficient fire service program.
 - 3 Develop a systematic continuous improvement plan to identify performance gaps and negative trends in fire service delivery.
 - 4 Develop sufficient staff and expertise to meet program goals and objectives.

Readiness
Response

- f Emergency Medical Services (EMS)**
 - 1 Develop a plan for additional EMS staff that can be adapted to other areas
 - 2 Identify technology and simulation to enhance training delivery.
 - 3 Enhance CARES and community CPR program.
 - 4 Enhance EMS Programs and Service Delivery.

SPECIAL OPERATIONS

Readiness
Response

- g Technical Rescue**
 - 1 Participate in multi-agency training, exercises, and incidents.
 - 2 Further, develop technical rescue equipment and resources.
 - 3 Develop a systematic continuous improvement plan to identify performance gaps and negative trends in technical rescue.
 - 4 Develop technical rescue training and response staff to meet goals and objectives.

Readiness
Response

- h Hazardous Materials (Hazmat)**
 - 1 Develop relationships with relevant local, regional, State, and federal fire investigation agencies.
 - 2 Produce Operating Programs to meet outlined components and expectations of the hazardous materials program.
 - 3 Develop a systematic continuous improvement plan to identify performance gaps and negative trends in fire service delivery.
 - 4 Develop sufficient staff and expertise to meet program goals and objectives.

Readiness
Response

- i Water Rescue**
 - 1 Develop relationships with relevant local, regional, State, and federal water rescue/recovery agencies.
 - 2 Produce Operating Programs to meet outlined components and expectations of the water program.
 - 3 Develop a systematic continuous improvement plan to identify performance gaps and negative water rescue service delivery trends.
 - 4 Develop sufficient staff and expertise to meet program goals and objectives.



• Section 6 _____ Physical Resources

a Facilities

Readiness
Response

- 1 Develop sufficient staff and expertise to meet program goals and objectives.
- 2 Develop comprehensive facilities plan that evaluates space and functionality needs for current and future growth.
- 3 Develop a systematic continuous improvement plan to identify performance gaps and negative facility rescue service delivery trends.
- 4 Develop a plan that evaluates the functionality of facilities presently and in the future, also providing maintenance/upkeep.

b Apparatus/Maintenance

Readiness
Response

- 1 Develop sufficient staff and expertise to meet program goals and objectives.
- 2 Develop a comprehensive apparatus strategy that evaluates current and future needs.
- 3 Develop a systematic continuous improvement plan to identify performance gaps and negative water rescue service delivery trends.
- 4 Develop a comprehensive plan for maintenance and repairs for apparatus utilizing a detailed analysis of fleet service operations.

c Tools and Equipment

Readiness
Response

- 1 Conduct annual testing of Equipment as required.
- 2 Establish a tools and small equipment program to issue, repair, and improve accountability of small tools, hoses, and Equipment.
- 3 Develop a systematic continuous improvement plan to identify performance gaps and negative trends in tools and Equipment.
- 4 Develop sufficient staff and expertise to meet program goals and objectives.

d Safety Equipment

Readiness
Response

- 1 Purchase turnout gear for new employees and continue with the replacement program of turnout gear for current employees.
- 2 Develop a safety equipment program that meets the needs of the District.
- 3 Develop a systematic continuous improvement plan to identify performance gaps and negative trends in safety equipment.
- 4 Develop sufficient staff and expertise to meet program goals and objectives.

• Section 7 _____ Human Resources

Readiness
Response

- a Define and document processes and policies continually reflecting industry best practices.
- b Provide career development opportunities to personnel to reach their fullest professional potential.
- c Develop a systematic continuous improvement plan to identify performance gaps and negative trends in human resources.
- d Digitize all benefit systems to foster and create communication channels between employees and their selected benefits to access information quickly.

• Section 8 _____ Training and Competency

Readiness
Response

- e Develop and maintain the training facility props to accommodate delivering a training program that meets the overall mission.
- f Develop a comprehensive training program that includes all facets of our profession.



- g Develop a systematic continuous improvement plan to identify performance gaps and trends in the training program.
- h Develop sufficient staff and expertise to meet program goals and objectives.

- Section 9 _____ Essential Resources

Resources

- a **Information Technology**

- 1 Provide effective technology support for computer and web-based applications and services to all aspects of the Fire District.
- 2 Promote and facilitate the effective integration of technology into the Fire District.
- 3 Develop a systematic continuous improvement plan to identify performance gaps and negative trends in information technology.
- 4 Develop sufficient staff and expertise to meet program goals and objectives.

- b **G.I.S./Data Analytics**

Readiness
Resources
Response

- 1 Develop sufficient staff and expertise to meet program goals and objectives.
- 2 Provide practical GIS technology support for the Fire District and District provided with dispatch services.
- 3 Develop a systematic continuous improvement plan to identify performance gaps and negative trends in information technology.
- 4 Promote and Facilitate the effective integration of GIS technology into the Fire District

- c **Communications**

Readiness
Response

- 1 Develop staff’s knowledge, skills, and abilities to meet the established core competencies, goals, and objectives.
- 2 Evaluate performance to improve service and operational efficiency.
- 3 Support and ensure organizational resilience and interoperability.
- 4 Evaluate the center’s layout, systems, and technology to improve service and operational efficiency

- Section 10 _____ External System Relationships

Relationships

- a Develop and maintain outside relationships that support District and its mission.

- Section 11 _____ Health and Wellness

Readiness
Resiliency
Resources

- a Maintain TSAC-f certifications for Fitness Committee personnel
- b Develop and implement a well-rounded health and wellness program
- c Identify performance gaps and trends in the fitness programs with current research and trends in the fitness industry
- d Provide quarterly fitness training for District personnel



Division Sections

- SECTION 1 **Governance and Administration**
- SECTION 2 **Assessment and Planning**
- SECTION 3 **Goals & Objectives**
- SECTION 4 **Financial Resources**
- SECTION 5 **Programs**
 - Community Risk Reduction
 - Public Education
 - Fire Investigation, Origin, and Cause
 - Domestic Preparedness, Planning, and Response
 - Fire Suppression
 - Emergency Medical Services (EMS)
 - **Special Operations**
 - Technical Rescue
 - Hazardous Materials (Hazmat)
 - Water Rescue
- SECTION 6 **Physical Resources**
 - Facilities
 - Apparatus/Maintenance
 - Tools and Equipment
 - Safety Equipment
- SECTION 7 **Human Resources**
- SECTION 8 **Training and Competency**
- SECTION 9 **Essential Resources**
 - Information Technology
 - GIS
 - Communications
- SECTION 10 **External System Relationships**
- SECTION 11 **Health & Wellness**

Governance & Administration





Section 1 – Governance & Administration

Governance recognizes the authority that allows the organization or Agency to form and operate legally.

The Commission on Fire Accreditation International (CFAI) defines governance as recognizing the authority that allows the organization or agency to form and operate legally. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the agency from undesirable external interference, determines basic policies for providing services, and interprets the agency's activities to its constituency. The administration is defined as the activities that implement the policies established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization performs day-to-day operations.

The Chief Officers provide staff leadership in developing policy proposals for the Board of Trustees, so those officials can take action to implement policy based upon knowledge input from the command staff. It is the agency leadership's primary responsibility to report to the elected governing Board for the execution of the policy to keep that higher authority informed on all matters affecting the agency and the delivery of emergency services to the public. It must be recognized that other organizations participate in the governance of the District, such as the State and Federal governments through legislation, regulations, and funding procedures, and organizations through associations and membership units.

During the planning period and development of the strategic plan, District governance and administration will continue to integrate the mission, vision, and values into the organization's culture. In addition, significant energy will be spent on meeting our master strategic goal.





● Section 1 - Government & Administration

Goal 1.1		Evaluate the resources and staffing needed to manage the District's diverse services efficiently and effectively.						
Responsibility		Command Staff						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
				1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Utilize the strategic plan to identify staffing solutions to meet operational benchmarks.	Annual	---	---	---	---	Annual
	2	Identify and document admin work flow requirements		x				
	3	Develop plan to implement system to improve efficiency			x			
	4							
	5							

● Section 1 - Government & Administration

Goal 1.2		Provide Organizational philosophies and direction through annual review and approval of the Strategic Plan and Standards Of Cover.						
Responsibility		Command Staff / Board of Trustees						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
				1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Review strategic plan to identify changes to goals	Annual	---	---	---	---	Annual
	2	Review Standards of Coverage to identify changes needed to meet goals	Annual	---	---	---	---	Annual
	3	Present the published plan to stakeholders to explain direction	Annual	---	---	---	---	Annual
	4							
	5							



• Section 1 - Government & Administration

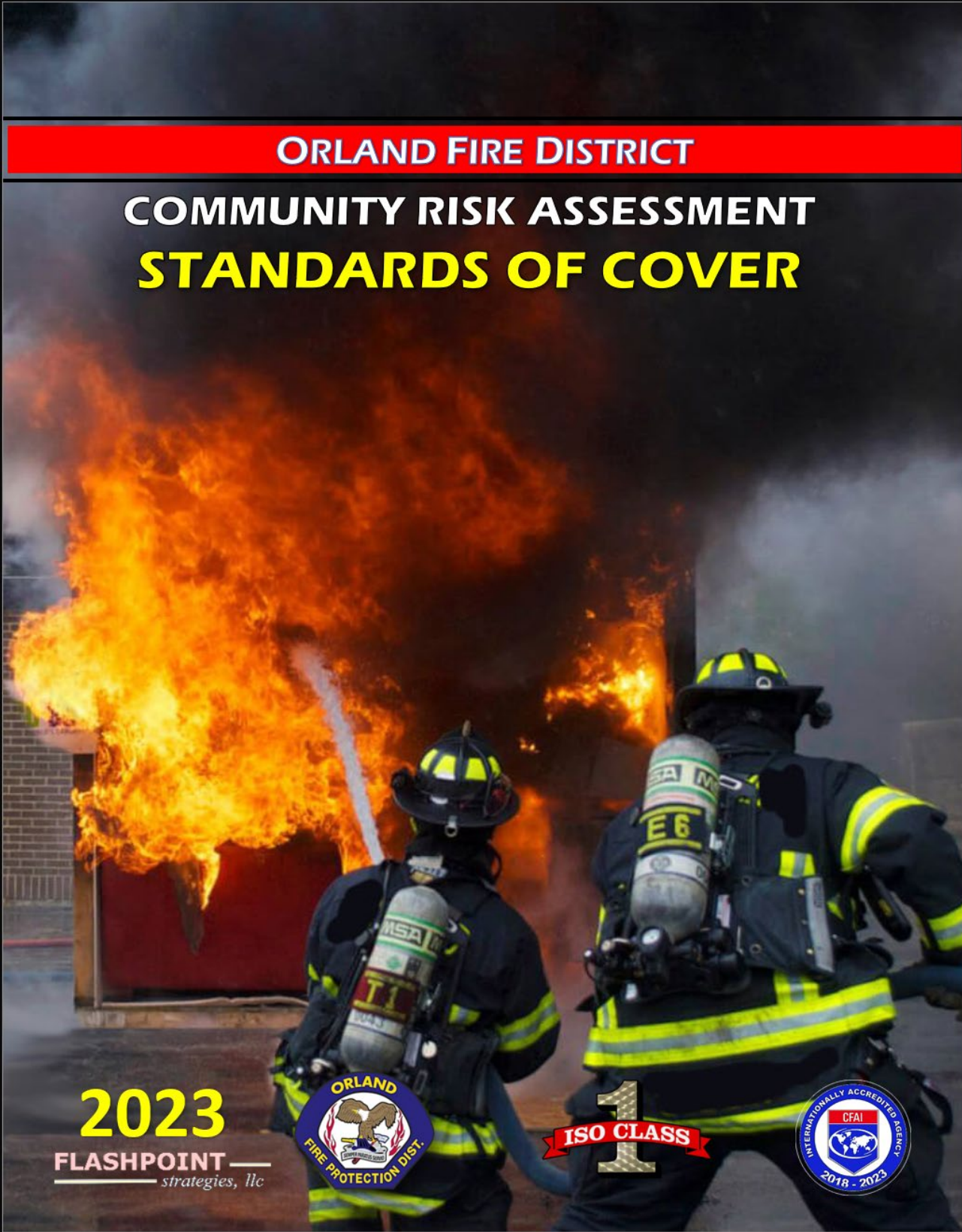
Goal 1.3 Develop a master recording system for organizational records.								
Responsibility COMMAND STAFF & LOCAL 2754 Rules/Regs Committee								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Deploy 100% of update policies and procedures on Lexipol		S		M		
	2	Establish procedure for policy drafting and approval organizationally		X				
	3	Establish standardized communication of policies			X			
	4	Develop program to schedule policy evolution and review timeline			S		M	
	5							

• Section 1 - Government & Administration

Goal 1.4 Evaluate policies and procedures regularly								
Responsibility ADMINISTRATION								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Identify need for master recording system	X					
	2	Identify solution for master recording system		X				
	3	Implement master recording solution			X			
	4	Identify gaps and improving to master recording system				X		
	5	Review efficiency of master recording solution					X	

ORLAND FIRE DISTRICT

COMMUNITY RISK ASSESSMENT
STANDARDS OF COVER



2023
FLASHPOINT —
strategies, llc



ISO CLASS
1



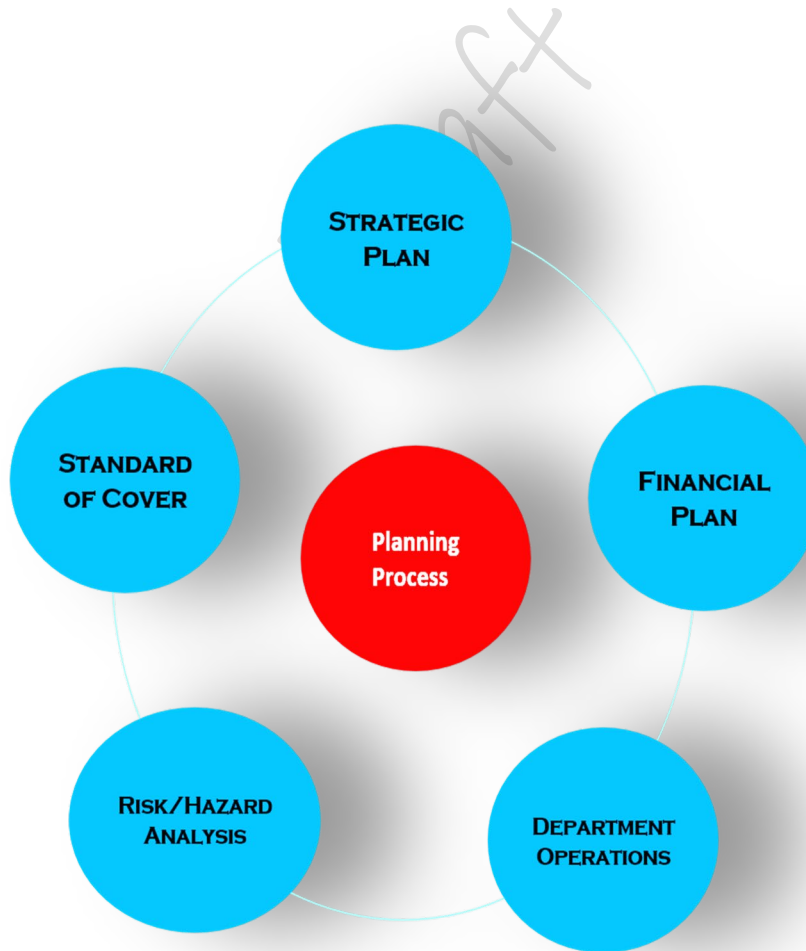


Section 2 – Assessment & Planning

Assessment and Planning are defined as the process used to identify this community’s fire protection and other emergency service needs to identify potential benchmark goals and objectives.

Assessment and Planning are defined as the process used to identify the community’s fire protection and other emergency service needs to identify potential goals and objectives. Assessment and planning are critical to establishing service levels, standards of cover, and the quality of program outcomes.

The Community Risk Reduction analysis is dedicated to those efforts that will help guide methods to improve critical data that focus organizational programs and decisions. A crucial part of District response efforts is to understand the risks present within our District, correlate those risks to community demographics, emphasize high-risk populations, and focus programs to mitigate those risks. This effort will require strong collaboration between department heads and a detailed analysis of our community’s demographics, past incidents, and future trends. Opportunities to increase District outreach, cooperate with regional partners and other data-gathering organizations, and collaborate with performance evaluation efforts will be sought to make these efforts successful. The District will also pursue opportunities to collaborate with other fire service agencies to share best practices and establish uniformity and consistency in performance methods.





• Section 2 - Assessment & Planning

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Goal 2.1		Utilize data analysis to ensure service delivery efficiency and effectiveness are consistent with jurisdictional expectations and industry standards.							
Responsibility		COMMAND STAFF & DATA ANALYST							
Desired Action & Tasks	1	Develop a systematic system to collect service delivery data.		x			x		
	2	Provide a visual system to analyze service delivery data against established performance standards			x			x	
	3	Develop a standardized system to publish service delivery data quarterly.				x			x
	4								
	5								

• Section 2 - Assessment & Planning

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Goal 2.2		Monitor area development, census, and demographic information.							
Responsibility		COMMAND STAFF & DATA ANALYST							
Desired Action & Tasks	1	Develop a programmatic system to collect demographic information.		Annual	--->	--->	--->	--->	Annual
	2	Provide visual maps of demographic changes in response zones.		Annual	--->	--->	--->	--->	Annual
	3	Develop a programmatic system to analyze demographic information.			x				
	4	Publish demographic information as it relates to service delivery.		x		x		x	
	5								



• Section 2 - Assessment & Planning

Goal 2.3		Develop a systematic continuous improvement plan to identify performance gaps and negative trends.							
Responsibility		DATA ANALYST							
OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Develop a standardized program to review community risk with visual maps for easy analysis.		X		X			
	2	Develop a standard program to analyze data on service delivery compared to community demographics.		X	X		X	X	
	3	Develop goals and objectives for identified service gaps.		Annual	---	---	---	---	Annual
	4								
	5								

• Section 2 - Assessment & Planning

Goal 2.4		Continue risk assessment methods to assess demographics and mitigation efforts to target resources and programs.							
Responsibility									
OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Develop a GIS program to assess community risk.		Annual	---	---	---	---	Annual
	2	Utilize GIS data to analyze Demographics and service call trends to target programs and resources.		Annual	---	---	---	---	Annual
	3	Meet with village planners to address trends in service and growth potential within response zones.		X		X		X	
	4								
	5								

Strategic Planning Process

Goals & Objectives



Section 3 – Goals & Objectives

Goals and objectives are incorporated into the services established by the District to accomplish our mission, vision, and values derived from the Strategic Priorities, Master Strategic Goals & Division analysis.

The District has developed a five-year planning cycle to link the Accreditation: Fire and Emergency Service Self-Assessment Manual (FESSAM), performance measures, budget cycle, Annual Compliance Report (ACR), Community Risk Assessment/Standards of Cover (CRA/SOC), and Strategic Plan updates. It is based on aligning the re-accreditation and strategic planning cycles over five years. Goals and objectives are incorporated into the services established by the District to accomplish its assigned mission.

Integrating these planning tools is to institutionalize the philosophy of Accreditation to improve our services through a continuous self-evaluation process. We can put that philosophy and our mission and vision into action by continually looking forward, setting goals, measuring our progress, and adjusting our path. Then, we can show that we are actively working toward progressively providing the best protection of lives and property and can adapt to the changing needs of our community.





• Section 3 - Plans & Objectives

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Utilize technology to monitor and disseminate annual goals.		X	X				
	2	Identify workflow to develop a process to execute organizational goals.			X				
	3	Develop a standard communication process to track the execution of organizational goals.		X	X				
	4								
	5								

Goal 3.1 Evaluate processes to determine improvements in efficiency and execution of organizational goals.
 Responsibility **Chief, Command Staff, and Division Supervisors**

• Section 3 - Plans & Objectives

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Develop a monthly reporting system to outline milestones.		X					
	2	Develop a programmatic approach to publish milestones/track progress increasing reporting efficiency.			X				
	3	Develop a master recording system to achieve milestones.				X			
	4								
	5								

Goal 3.2 Present and publish annual goals and objectives from the strategic plan to stakeholders.
 Responsibility **Chief, Command Staff, and Division Supervisors**



• Section 3 - Plans & Objectives

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Deploy 100% of update policies and procedures on Lexipol			S		M		
	2	Establish procedure for policy drafting and approval organizationally			X				
	3	Establish standardized communication of policies				X			
	4	Develop program to schedule policy evolution and review timeline				S		M	
	5								

Goal 3.3 Plan for the continuation of the strategic planning process.

Responsibility Command Staff & Local 2754 Rules/Regs Committee

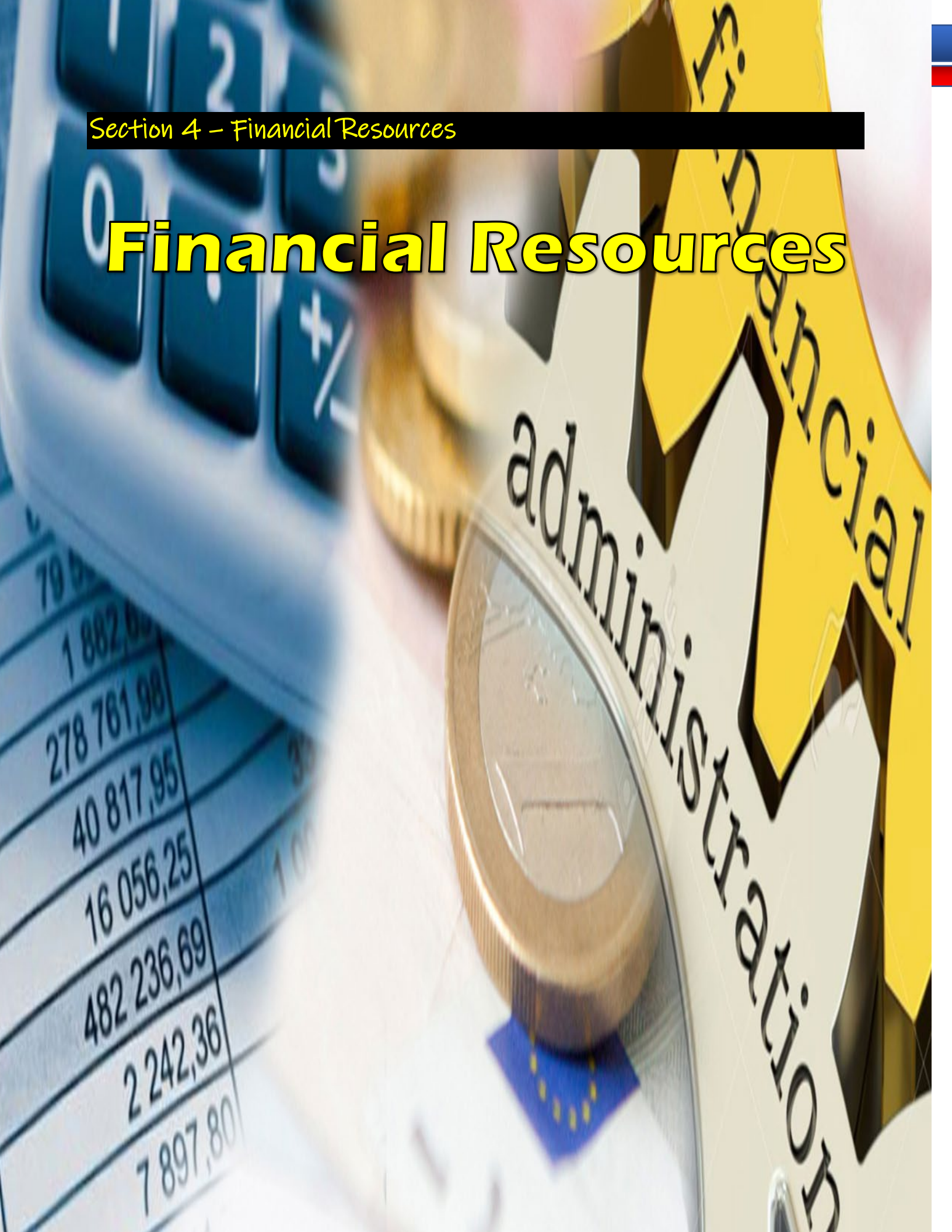
• Section 3 - Plans & Objectives

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Identify need for master recording system		X					
	2	Identify solution for master recording system			X				
	3	Implement master recording solution				X			
	4	Identify gaps and improving to master recording system					X		
	5	Review efficiency of master recording solution						X	
	6								

Goal 3.4 Measure and track the effectiveness of the Goals and Objectives.

Responsibility Administration & Command Staff

Financial Resources



Section 4 – Financial Resources

This category evaluates District’s financial condition to determine our ability to fund operational priorities, our effectiveness in serving the community’s needs, and our prognosis for long-range quality of service given what can be a dynamic and adverse fiscal environment.

The stability of revenues is fundamental. It is recognized that resources must be adequate to maintain the various programs the District has committed to.

The chief fire officers, professional staff, and governing Board are responsible for financial resources planning, management, and stability. Budget preparation is the ultimate responsibility of the Fire Chief and administrative staff. Since the budget is the economic expression of our programs and priorities, it is developed through appropriate consultation with the Board of Trustees, participating units, and internal divisions. In approving the budget, the governing bodies support acquiring and allocating resources consistent with District goals, objectives, and stated priorities.





● Section 4 - Finance

Goal 4.1 Maintain a balanced budget with the appropriate level of fund balance.

Responsibility Financial Officer / Chiefs / Board of Trustees

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Maximize revenue streams	Annual						
	2	Estimate budgeted expenditures based on conservative revenue projections	Annual						
	3	Review fund balance level to determine appropriate transfers	Annual						
	4	Adequately fund pension and retiree health insurance	Annual						
	5	Create an executive summary budget document			x	Annual			
	6	Change of Review of Strategic Plan Goals vs Budgeting			x	Annual			
	7	Increase balances in the Capital Projects Fund				x			
	8								

● Section 4 - Finance

Goal 4.2 Maintain the highest level of service at the most efficient cost.

Responsibility Financial Officer / Chiefs / Board of Trustees

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Come to agreement on reasonable Labor Agreement		m		a			as renewed
	2	Review internal controls		x					
	3	Improve internal control and workflow automation		x					
	4								
	5								



Goal 4.3 Manage the efficient operation of the finance department

Responsibility Financial Officer / Finance Division

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Review procedure manuals and adjust as needed		x					
	2	ID staffing needs for current and future needs			x				
	3	Develop staffing plan and work flow for Finance Department				x			
	4								
	5								

• Section 4 - Finance

Goal 4.4 Develop long-term financial plans

Responsibility Financial Officer / Chiefs / Board of Trustees

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Develop five year capital and operational and financial plans		x	Annual				
	2	Develop long-term staffing analysis to meet operation goals			x				
	3	Review financial plan to ID gaps in current plan				s	m		
	4								
	5								

Programs

Section 5 - Programs

This category is defined as the services, activities, and responses provided by the District for the Community provides that are designed, organized, and operated in compliance with our mission, goals, and objectives.

The District provides essential services in Eight key program areas:

- Community Risk Reduction
- Public Education
- Fire Investigation, Origin, & Cause
- Domestic Preparedness, Planning, & Response
- Fire Suppression
- Emergency Medical Services (EMS)
- Special Operations
 - Technical Rescue
 - Hazardous Materials
 - Water Rescue

Programs – Community Risk Reduction

Community Risk Reduction

inspection



Section 5a – Community Risk Reduction

The Community Risk Reduction (CRR) program will focus on preventing and mitigating hazards by ensuring fire and life safety features through Engineering, Enforcement, and Economic Incentives.

The Community Risk Reduction (CRR) program will focus on preventing and mitigating hazards by ensuring fire and life safety features are intact within commercial occupancies through design review, code compliance, and continuing to monitor program effectiveness and long-term impact on community safety. The current development of new construction and the corresponding plan reviews and inspections effect will be closely monitored. Orland Fire District will also continue encouraging staff to participate in the local, State, and national code development and legislative processes to positively influence future community safety regulations.





Community Risk Reduction- FPB

Goal 5a.1		Ensure compliance with the most current fire protection codes and laws.						
		Responsibility: Fire Prevention Supervisor / Chief						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	District Adoption of the 2021 IFC (Spring 2024)	x					
	2	Ensure standard Codes and between other AHJs.		x				
	3	Work with VOOB to Adopt 2018 IFC (7/23)	x					
	4	Work with VOH to Adopt 2018 IFC (12/23)	x					
	5							

Community Risk Reduction- FPB

Goal 5a.2		Improve efficiency and effectiveness of fire and life safety inspection program.						
		Responsibility:						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Develop an online residential inspection program. (2026)		x				
	2	Implement the single-family self-administered inspection Program			x			
	3	Establish a system for receiving approved plans from the VOOB		x				
	4	Organize monthly meeting with the VOOB Building Dept.						
	5	Organize as needed meeting with the VOH						



Community Risk Reduction- FPB

Goal 5a.3		Develop sufficient staff and expertise to meet program goals and objectives.						
Responsibility		Fire Prevention Supervisor / Chief						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Increase staffing in the FPB		x				
	2	Hire additional FG inspector (2024)		x				
	3	Hire additional inspector (FT or PT) in 2025			x			
	4	Hire PT Admin. Assistant in 2026				x		
	5	Increase continuing education opportunities by increasing the budget (5yrs)						x

Community Risk Reduction- FPB

Goal 5a.4		Develop sufficient staff and expertise to meet program goals and objectives.						
Responsibility		Fire Prevention Supervisor / Chief						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Analyze data collection at least annually, with the intent of meeting twice a year to review and update programs.	Annual	---	---	---	---	Annual
	2	Develop a CRR program for dissemination through the District		x				
	3	All FPB trained in CRR		x				
	4							
	5							

Programs - Public Education

Public Education





Section 5b – Public Education

The Public Education Division delivers Community Risk Reduction instruction throughout District.

The Fire and Life Safety Educator (FLSE) coordinates and implements the Public Safety Mission. The FLSE is accountable for the adequate supervision and education of the different at-risk programs implemented throughout the District.

The Fire and Life Safety Educator develops, coordinates, presents, oversees, and evaluates each program throughout District. Our goals and objectives are established yearly, including curriculums and programs to reduce the risk of injury, harm, or death. Comprehensive lesson plans, support aids, audio-visual aids, and Equipment provide a quality learning experience. The District offers numerous classes and programs to help reduce Community Risk. Some of the programs that we offer are First Aid/CPR, station tours, multiple school visits, camps, Open House, show and tells, car seat installations, fire extinguisher training, fire drills, safety trailer lessons, senior citizen home safety, Coffee and Conversation, apartment/condominium safety, business evacuation planning, and emergency preparedness. The District must follow the annual budget guidelines, and the Chief and Board approve all programs of Trustees.





Public Education

Goal 5b.1 Evaluate the impact of the public education program.								
Responsibility Public Education Coordinator								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Use GIS data to compare incidents, demographics, and Public Education programs.	x					
	2	Develop a program to collect the number of people impacted by Public Education.			x			
	3	Develop methods to publish data on the impact of Public Education.			x			
	4	Evaluate and publish Opiate Program Data.			x			
	5							

Public Education

Goal 5b.2 Develop programs based on data evaluation to target audiences, behaviors, or demographics.								
Responsibility Fire Prevention Supervisor / Public Education Coordinator								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Use GIS data to compare incidents, demographics, and Public Education programs.	x					
	2	Develop a program to collect the number of people impacted by Public Education.			x			
	3	Develop methods to publish data on the impact of Public Education.			x			
	4	Evaluate and publish Opiate Program Data.			x			
	5							



Public Education

Goal 5b.3 Improve Community Outreach.								
Responsibility: Public Education Coordinator / Fire Prevention Supervisor								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
				1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Identify programs to increase community outreach.	x					
	2	Identify technology to enhance community outreach programs.			x			
	3	Implement community outreach programs.		x				
	4	Develop a program to identify the number of people impacted by the Public Education program.				x		
	5	Analyze the impact of community outreach programs.				x		

Public Education

Goal 5b.4 Develop sufficient staff and expertise to meet program goals and objectives.								
Responsibility:								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
				1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Develop staffing needs analysis for public education.	x					
	2	Identify people interested in Public Education programs.		x				
	3	Train staff in specific Public Education programs (Fire and Life Safety Educator).				x		
	4	Develop Continuing education programs for public educators.				x		
	5							

Programs - Fire Investigations

Fire Investigation, Origin & Cause





Section 5c – Fire Investigations

Investigation of Fires to determine Origin & Cause to help guide and reduce future fire risks

A trained member of the department is designated as Lead Investigator for District. The designated person functions as the Team Leader. The on-duty company officer or Battalion Chief handles routine fire investigations or cause determination. Additional on-duty fire personnel trained in investigations can be called to any fire that presents issues that may be out of the ordinary. The District has twelve State-certified Investigators and four trained Certified Fire Investigators (CFI). The District has modified an older EMS transport into an Investigative Unit. The State Crime Lab in Joliet normally processes evidence gathered at the scene. Processed evidence is secured in the MABAS 19 evidence locker.

In addition, the MABAS 19 Fire Investigation Team can be activated on more significant incidents, including 5 to 10 members from MABAS and a representative of the State Fire Marshal's Office (SFM). The SFM also has access to a dog trained in accelerant detection. This response can be expanded into a Task Force concept, including the SFM and elements from the States Attorney's Office, ATF, and the FBI.

Several District Fire Investigation Team members have been trained to the 240-hour level as State Arson Investigators. This level also includes Law Enforcement training sufficient for these individuals to be recognized to carry firearms. The Fire District does not wish these members to have that privilege. Still, it can be beneficial to remember that this training exists when and if the situation warrants such recognition.





Fire Investigation, Origin, and Cause

Goal 5c.1		Develop relationships with relevant local, regional, State, and federal fire investigation agencies.						
Responsibility		Fire Investigation Team Leader						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
				1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Identify outside fire investigation organizations that influence Orland Fire Investigations.	x					
	2	Identify current Orland members of other Local, Regional, and State investigation agencies.	x					
	3	Enhance participation in Local, Regional, and State fire investigation agencies.		x				
	4	Continue to define partnerships with the Will Cook Grundy Task Force and other area MABAS departments and to continue to update our investigation programs	x					
	5							

Fire Investigation, Origin, and Cause

Goal 5c.2		Produce Operating Programs to meet outlined components and expectations of the fire investigation program.						
Responsibility		Fire Investigation Team Leader						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
				1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Develop current Standard Operating Guidelines.						
	2	Revise standard call-out procedures.						
	3	Develop workflow process to facilitate statistical data analysis.						
	4	Switch fire investigation reporting to the ATF BATS program to facilitate report sharing.						
	5							



Fire Investigation, Origin, and Cause

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
					1 year	2 year	3 year	4 year	5 year
Goal 5c.3		Develop a systematic continuous improvement plan to identify performance gaps and negative trends.							
Responsibility		Fire Investigation Team Leader							
Desired Action & Tasks	1	Ensure staffing meets the needs of the goals and objectives.		x					
	2	Develop a standardized program to collect investigation data with documented Fire Loss/ Saved Property.			x				
	3	Develop a standard program to publish fire investigation data.			x				
	4	Compare Organizational Demographics, Public education programs, and fire incidents to identify gaps and trends.				x			
	5	Utilize ATF BATS reporting system to allow area fire departments access to fire trends and causations seen within our fire district		x					

Fire Investigation, Origin, and Cause

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
					1 year	2 year	3 year	4 year	5 year
Goal 5c.4		Develop sufficient staff and expertise to meet program goals and objectives.							
Responsibility		Fire Investigation Team Leader							
Desired Action & Tasks	1	Conduct staffing needs analysis for Fire Investigation Program.		x					
	2	Identify the minimum number of team members and members interested in Fire Investigation.			x				
	3	Train Investigators using the OSFM Certification program.				x			
	4	Develop a comprehensive continuing education program to meet OSFM Certification requirements				x			
	5	Continue to recruit new fire investigators after completion of probation to develop long term commitments			x				

Programs – Domestic Preparedness

Domestic Preparedness



Section 5d – Domestic Preparedness

Assessments of our risks to take the necessary steps to prepare for new and emerging threats & hazards.

Orland Fire and whole communities, including Fire/EMS/Police services, must assess our risks and take the necessary steps to prepare for new and emerging threats and hazards. Analysis and exercise of plans will identify opportunities for improvement and performance. The District has assessed gaps and needs in soft target environments and other predictable areas. Orland is the largest suburb in SW Cook County, with a diverse population of malls, medical facilities, hotels, schools, churches, community centers, fitness facilities, and other potential areas for large gatherings. Working with our regional and community partners is vital to hardening targets, minimizing exposures, and improving response capabilities. THIRA – Threat & Hazard Identification & Risk Assessment is a capability-based review identifying and assessing risk. Through THIRA and SPR tools – we will identify vulnerabilities and potential consequences and the impact on the development of plans. Emergency Operations Plans will be revised and conform to CPG 101 – Developing & Maintaining Emergency Ops Plan V-2.

Using partnerships within our community and region: we will assess, prepare, and deliver a relevant, sustainable, and cost-effective program that will address threats and hazards that are diffuse, evolving, dynamic, and challenging to detect and can occur anywhere at any time.





Domestic Preparedness, Planning, and Response

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Conduct and document vulnerability assessment.				X			
	2	Review current policies and develop plans to address shortcomings.					X		
	3	Present all plans and policy updates to board for approval.					X		
	4								
	5								

Domestic Preparedness, Planning, and Response

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Draft and publish all-hazard emergency plan.			X				
	2	Communicate the plan to stakeholders and publish the plan electronically.			X				
	3	Develop a standard program to review and revise the program annually.				X			
	4								
	5								



Domestic Preparedness, Planning, and Response

Goal 5d.3 Develop and implement a District Continuity of Operations Plan.								
Responsibility Command Staff / Emergency Planning Supervisor								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Draft Continuity of Operations Plan (COOP) ICW vulnerability assessment.		x				
	2	Review COOP with administration and evaluate budgetary changes to support preparedness.		x				
	3	Enact COOP plan with board approval			x			
	4							
	5							

Domestic Preparedness, Planning, and Response

Goal 5d.4 Establish means and procedure for public information dissemination.								
Responsibility Emergency Planning Supervisor								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Evaluate current means for dissemination of emergency information to the public.		x				
	2	Explore alternative means for public information dissemination.			x			
	3	Enact plan for public information dissemination				x		
	4							
	5							

Programs – Fire Suppression

Fire Suppression



Section 5e – Fire Suppression

The primary function, mission, and statutory requirements of protecting life & property from fire.

Tasks that must be performed at a fire can be broken down into two key components: life safety and fire flow. The life safety tasks are based on the number of building occupants, location, status, and ability to take self-preservation action. Life-related tasks involve the search, rescue, and evacuation of victims. The fire flow component involves delivering sufficient water to extinguish the fire and create an environment within the building that allows entry by firefighters.

The number and types of tasks needing simultaneous action will dictate the minimum number of firefighters required to combat other fires. Without adequate personnel to perform concurrent action, the commanding officer must prioritize the tasks and complete some in chronological order rather than concurrently.





Fire Suppression

Goal 5e.1 Explore and research new developing processes.									
Responsibility Operations Chief									
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year	
Desired Action & Tasks	1	Review new technology and processes to improve deployment.	Annual	---	---	---	---	---	Annual
	2								
	3								
	4								
	5								

Fire Suppression

Goal 5e.2 Operate an appropriate, effective, and efficient fire service program.									
Responsibility Operations Chief									
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year	
Desired Action & Tasks	1	Develop and implement a cyclical review system of the SOG process.		x					
	2	Evaluate deployment objectives to ensure compliance with benchmarks.		x					
	3	Develop a work plan to address deficiencies in deployment objectives.			x				
	4	Review response times and identify opportunities for improving current baselines.	Annual	---	---	---	---	---	Annual
	5								



Fire Suppression

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
					1 year	2 year	3 year	4 year	5 year
Goal 5e.3 Develop a systematic continuous improvement plan to identify performance gaps and negative trends in fire service delivery. Responsibility: Operations Chief									
Desired Action & Tasks	1	Analyze fire suppression data compared to operational goals.	Annual	----	----	----	----	----	Annual
	2	Develop a standard program for data published quarterly.		X					
	3	Develop a work plan to address identified gaps in established benchmarks.			X				
	4								
	5								

Fire Suppression

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
					1 year	2 year	3 year	4 year	5 year
Goal 5e.4 Develop sufficient staff and expertise to meet program goals and objectives. Responsibility: Operations Chief									
Desired Action & Tasks	1	Analyze fire suppression data compared to operational goals.		X					
	2	Develop a standard program for data published quarterly.			X				
	3	Develop a work plan to address identified gaps in established benchmarks.				X			
	4								
	5								

Programs - EMS

Emergency Medical Services





Section 5f – Emergency Medical Services

Providing Emergency Medical Services at the Advanced Life Support (Paramedic) care & transport.

The District has initiated its Emergency Medical Services program through the appropriate certification and approval of State and Regional authorities governing the EMS system. The Illinois Department of Public Health has the governance authority to oversee emergency medical services in the region.

The department’s Emergency Medical Services are managed by a specified individual responsible for its effective operation, legal certification, coordination with other agencies, and adequate oversight. The individual assigned is the EMS Coordinator. This individual has been provided with a reasonable and sufficient level of authority to make decisions regarding the service, direct the activities of personnel providing EMS services, and provide input into system planning, budgeting, and service levels. However, it should be noted that these activities are only one part of this individual’s responsibilities. The agency is involved in some restructuring to provide additional emphasis on EMS management.

cx





Emergency Medical Services (EMS)

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Develop a Transition Document that details the daily, weekly, and monthly duties and requirements of the position.		x					
	2	Develop a training program where the new and current coordinator works side-by-side for a smooth transition.			x				
	3	Utilize technology/software that is standardized to the position to avoid confusion with organizational workflow.				x			
	4	Pursue Accreditation through the Commission on Accreditation of Ambulance Services.							x
	5								

Emergency Medical Services (EMS)

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Research new equipment that provides realistic training for various scenarios through technology		x					
	2	Integrate technology into current EMS training to improve the identification and interpretation of 12-lead ECGs.			x				
	3	Develop a committee program to enhance and upkeep the EMS sim lab for training opportunities			x				
	4								
	5								



Emergency Medical Services (EMS)

Goal 5f.3 Enhance CARES and community CPR program.								
Responsibility EMS Coordinator / Operations Chief								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Analyze current cardiac arrest data to provide evidence-based on-scene decision making.	x					
	2	Analyze current cardiac arrest data to justify current and future staffing levels.	x					
	3	Utilize current program to provide information to the community to improve cardiac arrest save rate.		x				
	4	Utilize the current program to instruct lay person as to why providing CPR is important for the community.	x					
	5	Acquire funding to provide additional training for providers and civilians.		x				

Emergency Medical Services (EMS)

Goal 5f.4 Enhance EMS Programs and Service Delivery.								
Responsibility EMS Coordinator / Operations Chief								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Analyze cardiac arrest data and identify trends for improvement	x					
	2	Upgrade simulation equipment to facilitate more realistic training.		x				
	3	Monitor continuing education program and identify trends for improvement.	x					
	4	Develop structured QA/QI program to facilitate improved service delivery.		x				
	5	Develop and utilize Service Delivery Surveys to record and interpret perception of community.	x					

Programs – Technical Rescue

Special Operations Technical Rescue

Combined Area Rescue Team (CART)



Section 5g – Technical Rescue

Operations & Technician level service for Rescues involving Extrication, Confined Space, High Angle Rope, Collapses in Buildings or Trenches, Water/ice/dive responses, and others.

Technical Rescue has moved to the forefront recently within the fire service due to the events of September 11, 2001, at the World Trade Center and Pentagon. We currently have instructors who can conduct basic-level courses in-house. However, we lack specific capabilities, materials, and props for more advanced training. This type of specialized training is highly complex, involved, and physically demanding.

The Combined Agency Response Team is an organization of fire departments within the Northern part of the State of Illinois that have joined forces to provide Equipment and personnel for technical rescue situations. This would include building collapse, confined space rescue, trench collapse, and elevated or vertical rescue situations. Our department has joined the regional rescue organization known as CART to assist with training our personnel in this area and provide resources during responses.

Our department is a member of the Blue CART team and, as such, trains with the member departments monthly. Training is held on the first & second Friday of the month, and the training location typically moves from department to department on a rotating basis.

Draft





Technical Rescue

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Evaluate MABAS Box Cards to determine if allocated resources are sufficient for Technical Rescue.	Annual		---	---	---	---	Annual
	2	Analyze training done with all of Blue C.A.R.T. Team to determine if additional multi-jurisdiction training is needed.			x				
	3	Review and plan for annual C.A.R.T. Validation.	Annual		---	---	---	---	Annual
	4								
	5								

Technical Rescue

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Evaluate record keeping for tool/squad maintenance.		x					
	2	Analyze inventory and identify if further equipment is needed.		x					
	3	Develop program to standardize equipment record keeping and equipment maintenance			x				
	4	Develop capital technical equipment program for purchase and replacement				x			
	5								



Technical Rescue

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Develop standard format to collect Technical Rescue data.			x				
	2	Analyze Technical Rescue response data to identify gaps in responses.			x				
	3	Analyze Technical Rescue training to identify gaps in training.			x				
	4	Develop a plan to improve Technical Rescue response and training gaps.				x			
	5								

Technical Rescue

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Establish TRT Training Officer to facilitate training needs for team.		x					
	2	Examine needs for local training based on experience of team.		x					
	3	Examine needs/opportunity for personnel to attend outside classes for further training.			x				
	4	Assess training by personnel on TRT to determine if compliant with Local/State standards.			x				
	5	Evaluate response times for Technical Rescue incidents.		x					

Programs - HazMat

Hazardous Materials



Section 5h – Hazardous Materials

Operations & Technician level service for Hazardous Material response

Personnel from District are trained and equipped to provide hazardous materials response at the “Operations” level. This level permits defensive operations for containment but does not permit aggressive forward tactical efforts focused on corrective action, clean-up, or handling of hazardous substances (with a few exceptions) and some limited equipment for containment and decontamination, as authorized at the Operations level.

In the District’s MABAS Region, technician-level hazardous materials response has been the responsibility of the Southwest Hazardous Materials Response Team, of which the District is an active contributing member. This team has promoted detailed local planning with all area fire department personnel for more effective emergency mitigation responses. Technician-level response personnel provided by the participating departments respond with significant resources on Board, though the person may be in various locations when called. Integrating these individuals into the local response system is effective since all members are affiliated with local emergency agencies. When an incident occurs, the local responders typically know who is responding, how many are responding, where and how long it will take, and what they will have available when they arrive. This system provides effective hazardous materials response planning and mitigation.





Hazardous Materials (Hazmat)

Goal 5h.1		Develop relationships with relevant local, regional, State, and federal fire investigation agencies.						
		Responsibility Hazardous Materials Team Leader						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Evaluate MABAS Box Cards to determine if allocated resources are sufficient for Hazardous Materials.	Annual					
	2	Analyze training done with all of Southwest Hazmat to determine if additional multi-jurisdiction training is needed.		x				
	3							
	4							
	5							

Goal 5h.2		Produce Operating Programs to meet outlined components and expectations of the hazardous materials program.						
		Responsibility Hazardous Materials Team Leader						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Evaluate recordkeeping for tool/squad maintenance.	x					
	2	Analyze inventory and identify if further equipment is needed.		x				
	3	Develop program to standardize equipment record keeping and equipment maintenance.		x				
	4	Develop capital technical equipment program for purchase and replacement.		x				
	5							



Goal 5h.3		Develop a systematic continuous improvement plan to identify performance gaps and negative trends in fire service delivery.						
Responsibility		Hazardous Materials Team Leader / Operations Chief						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Develop standard format to collect Haz-Mat Response data.		x				
	2	Analyze Haz-Mat response data to identify gaps in responses.		x				
	3	Analyze Haz-Mat team training to identify gaps in training			x			
	4	Develop a plan to improve Haz-Mat response and training gaps.			x			
	5							

Goal 5h.4		Develop sufficient staff and expertise to meet program goals and objectives.						
Responsibility		Hazardous Materials Team Leader						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Establish Training Officer to facilitate training needs for team.	x					
	2	Examine needs for local training based on experience of team.		x				
	3	Examine needs/opportunity for personnel to attend outside classes for further training.		x				
	4	Assess training by personnel on Haz-Mat Team to determine if compliant with Local/State standards			x			
	5							

Programs - Water Rescue/Recovery

Water Rescue & Recovery





Section 5i – Water Rescue / Recovery

Operations & Technician level service for Water, Ice, and Dive Rescue

The District provides all aspects of Water Rescue, ranging from swift water/flood rescue, subsurface rescue and recovery, surface ice rescue, watercraft, and sonar operations. The District established its Water Rescue response time and deployment objectives through the Standards of Cover (SOC) document. All Department Shift personnel achieve awareness and operations-level training through in-house training and accredited classes through the Office of the Illinois State Fire Marshall. The personnel receive technician-level training through the Professional Association of Diving Instructors (PADI), Emergency Response Diving International (ERDI), and the Indiana River Rescue School. Training curriculums are based on NFPA 1670 and NFPA 1006.

All responding fire apparatus are staffed with personnel trained to the operations level. All on-duty Orland technicians will respond to the scene. Dispatch will send a page to all MABAS 19 team members alerting them to a Water Rescue call. Suppose the Still Alarm is upgraded to the Box. In that case, additional fire apparatus, ambulances, and Chiefs will be sent along with MABAS 19 Water Rescue equipment, squads, boats, and all available on/off-duty technicians.





Water Rescue

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Evaluate MABAS Box Cards to determine if allocated resources are sufficient for Water Rescue/Recovery.			x				
	2	Analyze training done with all of MABAS 19 to determine if additional multi-jurisdiction training is needed.				x			
	3								
	4								
	5								

Water Rescue

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Develop recordkeeping program for tool/squad maintenance			x				
	2	Analyze inventory and identify if further equipment is needed.			x				
	3								
	4								
	5								



Water Rescue

Goal 5i.3		Develop a systematic continuous improvement plan to identify performance gaps and negative water rescue service delivery						
Responsibility		Water Rescue Team Leader						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
				1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Develop standard format to collect Water Rescue data.			x			
	2	Analyze Water Rescue training to identify gaps in training.			x			
	3	Develop Water Rescue training program to satisfy identified gaps in training.			x			
	4	Develop a plan to improve Water Rescue response and training gaps.				x		
	5							

Water Rescue

Goal 5i.4		Develop sufficient staff and expertise to meet program goals and objectives.						
Responsibility		Water Rescue Team Leader						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
				1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Establish Training Officer to facilitate training needs for team.		x				
	2	Examine needs for local training based on needs/experience of team.		x				
	3	Examine needs/opportunity for personnel to attend outside classes for further training.		x				
	4	Assess training by personnel on dive team to determine if compliant with Local/State standards			x			
	5	Evaluate response times for Water Rescue/Recovery incidents.	Annual	---	---	---	---	Annual

Facilities

A low-angle photograph of a modern building with a large glass facade on the left. On the right, a tall, red, three-dimensional sign reads "ORLANDO FIRE" in white, bold, sans-serif capital letters. The sky is a clear, bright blue.

ORLANDO FIRE



Section 6a - Facilities

For a Fire department to be successful, we need three primary resources to conduct their emergency mission: People, Equipment, and Facilities

Because firefighting is a highly physical pursuit, the adequacy of personnel resources is a primary concern. Fire departments need three primary resources to conduct their emergency mission: People, Equipment, and Facilities. But no matter how competent or numerous the firefighters are, the department will fail to execute its mission if it lacks sufficient fire apparatus distributed efficiently.

The District has several million dollars worth of capital assets. These assets are necessary to provide service and must be maintained and replaced as needed. Maintenance and replacement plans should be created and maintained for facilities, apparatus, and high-value Equipment. A funding mechanism should be established to ensure money is available to cover the cost of this effort.

The department continually evaluates its facilities' future viability, and the solutions are often complicated. There are basic needs each fire station must address; more specifically- quick response time and housing of apparatus and Equipment. Everything else depends on a needs assessment compared to the department's budget. Consideration should be given to the ability of the facilities to support the functions of the department, as it may exist today and in the future. The primary tasks that should take place within the fire station environment should be closely examined, and adequate, efficient space for all operations should be provided.

DRAFT



Facilities

Goal 6a.1		Develop sufficient staff and expertise to meet program goals and objectives.						
Responsibility								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Identify work group needs for building / grounds	Annual	---->	---->	---->	---->	---->
	2	Develop personnel plan to meet staffing needs of building and grounds.		x				
	3	Develop a succession plan for maintenance staff.		x				
	4							
	5							

Facilities

Goal 6a.2		Develop comprehensive facilities plan that evaluates space and functionality needs for current and future growth.						
Responsibility								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Analyze current facilities to determine if stations meet current needs for incident response.	Annual	---->	---->	---->	---->	Annual
	2	Develop facility team to develop/examine long range plan for facility improvements or new facility construction.			x			
	3	Develop facilities program for energy saving possibilities.			x			
	4							
	5							



Facilities

Goal 6a.3 Develop a systematic continuous improvement plan to identify performance gaps and negative facility rescue service delivery <small>Responsibility</small>		Timeframe	2023	2024	2025	2026	2027	2028
OBJECTIVES	DESCRIPTION			1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Identify consistent method to collect facilities costs	x					
	2	Analyze data collected to identify gaps and trends associated with facilities.		x				
	3	Develop programmatic solutions to address trends and gaps associated with facilities.		x				
	4							
	5							

Facilities

Goal 6a.4 Develop a plan that evaluates the functionality of facilities presently and in the future, also providing maintenance/upkeep. <small>Responsibility</small>		Timeframe	2023	2024	2025	2026	2027	2028
OBJECTIVES	DESCRIPTION			1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Utilize technology/software that is standardized to allow for better communication for day-to-day facility needs.	x	x				
	2	Develop facility team to perform yearly inspections and to continually analyze facility needs.		x				
	3	Develop a facilities plan to address storage space for future growth and needs.		x				
	4	Analyze facilities to determine if Federal/State codes and regulations are being met.			x			
	5							

Physical Resources

Fleet Maintenance





Section 6b – Fleet Maintenance

Maintenance and Repairs of the rolling stock

The District maintains a fleet of response vehicles that is well-maintained. The average condition is considered good. However, several vehicles in the fleet are more than the typical anticipated front-line lifespan for their type. The department needs to continue to make apparatus replacement a significant issue in both the short and long term to ensure continued reliability for emergency service use.





Apparatus/Maintenance

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Examine maintenance personnel to determine if adequate for the department's maintenance needs		X	X	X			
	2	Analyze repair facility to determine if sufficient space and maintenance equipment is available to meet the District's FUTURE needs with Regionalization plan			X		X		X
	3								
	4								
	5								

Apparatus/Maintenance

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Analyze apparatus types to determine if functions of District are appropriate		X					
	2	Develop replacement schedule for all apparatus in the District			X				
	3	Establish communication methods to allow for employee input for new apparatus			X				
	4	Establish plan for expunging apparatus fleet to meet needs of growing department				X			
	5								



Apparatus/Maintenance

Goal 6b.3		Develop a systematic continuous improvement plan to identify performance gaps and negative water rescue service delivery						
Responsibility		Fleet Maintenance Supervisor						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
				1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Identify consistent method to collect apparatus costs.	x					
	2	Analyze data collected to identify gaps and tread associated with facilities		x				
	3	Develop programmatic solutions to address trends and apsl associated with facilities			x			
	4							
	5							

Apparatus/Maintenance

Goal 6b.4		Develop a comprehensive plan for maintenance and repairs for apparatus utilizing a detailed analysis of fleet service operations.						
Responsibility		Fleet Maintenance Supervisor						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
				1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Develop a Apparatus/Maintenance Committee to oversee all apparatus and maintenance.	x					
	2	Establish al maintenance program for all apparatus.		x				
	3	Initiate communication method for apparatus problems, repair needs or improvements		x				
	4	Examine methods of repairs, maintenance and testing of all apparatus		x				
	5							

Section 6c - Physical Resources

Tools & Equipment



Section 6c – Tools & Equipment

Purchasing and servicing the tools & equipment to do the diverse jobs that we must do quickly, and safely.

Small Equipment can take a significant bite out of an annual budget. Small Equipment can be expensive and has the additional challenge of limiting its life by technological improvements. A small equipment replacement plan should also be established. Currently, the District does not have such a plan. The District does include replacement funding in its annual budget for Equipment that is known to need replacement, but a scheduled replacement plan does not do this.

The plan, like facilities and apparatus, should include a schedule of Equipment covered, estimated life expectancy, replacement cost, and annual contributions required to replace Equipment as needed. It is recommended that all Equipment with more than \$5,000 value and groups of Equipment with an aggregate value of more than \$5,000 be included in the plan.





Tools and Equipment

Goal 6c.1 Conduct annual testing of equipment as required.								
Responsibility Fleet Maintenance Supervisor								
OBJECTIVES		Timeframe	2023	2024	2025	2026	2027	2028
		DESCRIPTION		1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Create and inventory control and maintenance tracking system	x					
	2	Train and educate OFPD personnel to fix/replace tools to limit and reduce downtime of equipment			x			
	3	Create and communicate a procedure for broken / damaged equipment that improves efficiency		x				
	4	Implement system to evaluate when it is more responsible to replace than fix broken tools			x			
	5							

Tools and Equipment

Goal 6c.2 Establish a tools and small equipment program to issue, repair, and improve accountability of small tools, hoses, and equipment.								
Responsibility Fleet Maintenance Supervisor								
OBJECTIVES		Timeframe	2023	2024	2025	2026	2027	2028
		DESCRIPTION		1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Develop a safety equipment inventory control and maintenance tracking system	x					
	2	Follow and document all annual performance testing recommendation per manufacturer.	x					
	3							
	4							
	5							



Tools and Equipment

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Examine maintenance personnel to determining if adequate for department's maintenance needs		x					
	2	Analyze repair facility to determine if sufficient space and maintenance equipment is available to meet department's needs for the future -			x				
	3								
	4								
	5								

Tools and Equipment

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Collect data on tools to identify gaps and trends		x					
	2	Develop programmatic solution to address trends and gaps in small tools.			x				
	3								
	4								
	5								



OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Examine maintenance personnel to determining if adequate for department's maintenance needs		x					
	2	Analyze repair facility to determine if sufficient space and maintenance equipment is available to meet department's needs for the future -			x				
	3								
	4								
	5								

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Collect data on tools to identify gaps and trends		x					
	2	Develop programmatic solution to address trends and gaps in small tools.			x				
	3								
	4								
	5								

Section 6d - Physical Resources

Safety Equipment / SCBA





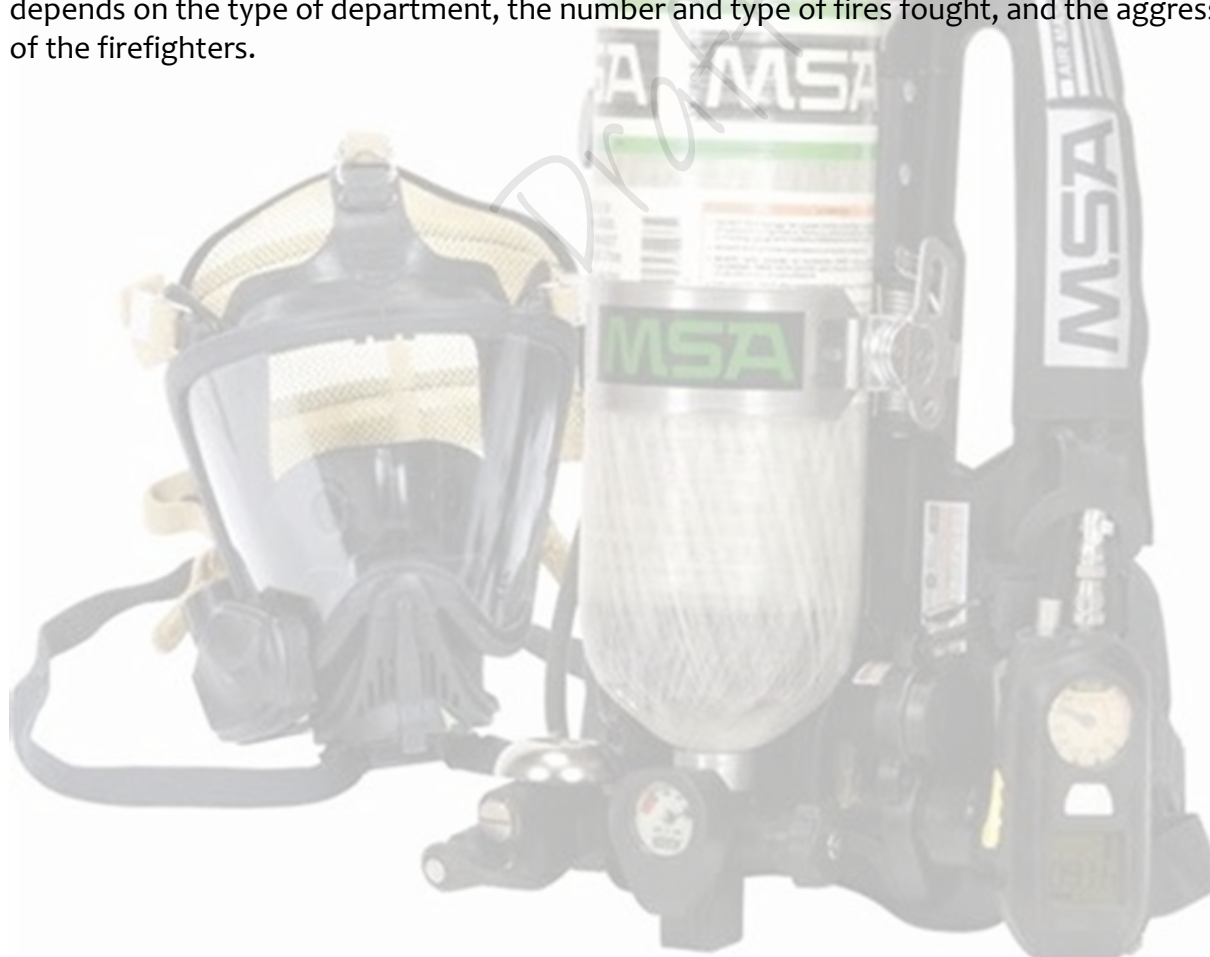
Section 6d - Safety Equipment

The District's most important and most expensive asset is its personnel. Protecting those who protect others is our ultimate goal.

The District's most expensive asset is its personnel. Statistical data indicate that health and safety are at a much higher risk due to exposure to the buildup of contaminants in many fire situations.

The District has an extractor designed to clean turnout gear since less sophisticated cleaning methods will remove dirt and perspiration but will not remove severe contaminants or hydrocarbons.

In the latest revisions to NFPA Specifications 1500, 1581, and 1971, the fire service has addressed the health and safety risks associated with contaminated turnout gear by requiring that protective clothing be cleaned at least once every six (6) months. With the new standards established by the NFPA, fire departments nationwide are trying to find inexpensive ways to comply with new standards effectively. Proper care will enable fire departments to lengthen their replacement cycle for new gear and reduce yearly capital expenditures. The life expectancy of Equipment depends on the type of department, the number and type of fires fought, and the aggressiveness of the firefighters.





Safety Equipment

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Goal Gd.1		Purchase turnout gear for new employees and continue with the replacement program of turnout gear for current employees.							
Responsibility		Gear Committee							
Desired Action & Tasks	1	Review gear replacement program to evaluate its effectiveness towards cancer prevention.		x					
	2	Develop a program to allow for and encourage a regular gear washing schedule.			x				
	3	Provide two sets of supplemental gear (i.e. hoods, gloves) to be used immediately following an IDLH incident.				x			
	4								
	5								

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Goal Gd.2		Develop a safety equipment program that meets the needs of the District.							
Responsibility		Gear Committee							
Desired Action & Tasks	1	Inventory safety equipment to determine if adequate equipment is available for personnel.		x					
	2	Establish recordkeeping method for tracking safety equipment inventory, maintenance and inspections.			x				
	3	Analyze areas where safety equipment is needed and if equipment is available.			x				
	4	Establish tracking method to determine if personnel are using safety equipment that is available to them.				x			
	5								



Goal 6d.3		Develop a systematic continuous improvement plan to identify performance gaps and negative trends in safety equipment.						
Responsibility								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Collect data on tools to identify gaps and trends.						
	2	Develop programmatic solution to address trends and gaps in small tools.						
	3							
	4							
	5							

Goal 6d.4		Develop sufficient staff and expertise to meet program goals and objectives.						
Responsibility		Gear Committee						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Develop personnel standards to meet the department's needs.		x				
	2	Develop programmatic solution to address gaps in trained personnel.			x			
	3	Train personnel to established standards.			x			
	4							
	5							

Section 7 - Human Resources

Human Resources

HUMAN
RESOURCES

MANAGEMENT

CAREER

RECRUITMENT

SKILL
TRAINING

ABILITY

HIRING



f



Section 7 – Human Resource

This category is designed to appraise and support the most important asset and resource the District has – the human resource.

The Division of Human Resources is committed to cultivating and embracing District’s superior service-oriented culture by providing innovative and efficient talent solutions in recruiting, developing, and retaining exceptional and diverse talent for public service.

The Division of Human Resources (HR) provides services and support to the District employees in ways that embrace the District’s mission of devotion to duty and tradition of excellence. Human Resources provides programs and services to support the District and its employees in achieving its mission and objectives. Under the leadership of the District Board of Trustees, Board of Fire Commissioners, and Fire Chief Michael Schofield, the Division of Human Resources is dedicated to supporting our workforce by striving to provide the best HR practices and objectives in leadership, legal compliance, labor negotiations, risk management, services supporting superior benefits promoting health, wellness, and a sound work/life balance to the employees of District.

The Division of Human Resources remains dedicated to our responsive and progressive organization and strives to maintain a culture of service excellence through practical training, technology, and adapting to the changing needs of our community. To help employees maximize health, Human Resources continues offering annual health screenings, assessments, and coaching to all firefighters to provide early detection, reduce health issues, and motivate employees toward healthier lifestyles. The Division of Human Resources firmly upholds confidentiality, accountability, and trust in all work areas.



• Section 7 - Human Resources

Goal 7.1		Define and document processes and policies continually reflecting industry best practices.						
Responsibility		Human Resources Director						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Complete Lexipol implementation for policies and procedures.			X			
	2	Review current department policies, procedures and rules and regulations for conformance with industry best practices.		X				
	3	Develop process for ongoing review and revision of all department manuals.		X				
	4							
	5							

• Section 7 - Human Resources

Goal 7.2		Provide career development opportunities to personnel to reach their fullest professional potential.						
Responsibility		Human Resources Director						
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Develop and implement a succession plan for all positions.		X				
	2	Forecast and estimate departmental staffing needs over 2-year and 5-year windows		X				
	3	Assess current staff skills and compare to anticipated department needs over 2 and 5 years.			X			
	4	Identify key areas to prepare employees for advancement.			X			
	5							



• Section 7 - Human Resources

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Identify human resources work flow		X					
	2	Develop program utilizing technology to make program more efficient.			X				
	3	Establish a training plan to address identified gaps.				X			
	4	Provide comprehensive training and experience opportunities for employee skill development.					X		
	5								

• Section 7 - Human Resources

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Identify possible technology to utilize to digitize systems		X					
	2	Identify what data and systems need to be collected and managed.			X				
	3	Implement solution to manage benefit system electronically.				X			
	4	Identify gaps in management system and implement solution to mitigate gaps.					X		
	5								

Training





Section 8 – Training

The Division of Training is organized to provide all our members with the highest quality training and education. Providing realistic, relevant, and referenced training to improve operational effectiveness & increase the safety of our personnel, and the people we serve, for any emergency response.

Orland Fire’s dedicated men and women are always on the front line, working 24/7, striving to deliver superior fire, rescue, and emergency medical services that are indeed the “Best for the Most.” Thus, in return, we can provide a safer, more efficient emergency service. We must always be READY to RESPOND, no matter the call’s need or nature.

Nearly 35 times daily, and almost thirteen thousand times yearly, our firefighters and paramedics respond to requests for assistance. We are an all-hazard response team answering calls for structure fires, emergency medical calls, auto extrication, hazardous materials, water rescue, high-angle rope rescue, building collapse, and many other service calls.

The District is one of the largest Fire Districts in the State, responding to various emergency calls. We are dedicated to minimizing the risks to our residents, visitors, and firefighters. Training our members in all facets of our profession ensures skill proficiency and operational efficiency, as well as reduction of risk and risk management. All training program components strive to provide our customers with the highest level of service.

A good training program is crucial in producing and maintaining high departmental proficiency. The program will meet or exceed the mandated required minimum levels of training as directed by the Insurance Service Organization (ISO), Illinois Department of Labor (IDOL), Occupational Safety and Health Administration (OSHA), as well as follows the National Fire Protection Association (NFPA) standards. Compliance with Federal, State, and Local governmental agencies is an underlying consideration in developing and implementing the training program. Applicable standards and codes identified by the District Training Committee will serve as a reference in the development and implementation of the program.





• Section 8 - Training

Goal 8.1		Develop a comprehensive training program that includes all facets of our profession.						
Responsibility Training Officer								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Develop and Officer development / CE program		x				
	2	Analyze the Engineer program and develop improved delivery methods		x				
	3	Analyze the Firefighter program and develop improved delivery methods		x				
	4	Develop Chief Officer mentor/development program			x			
	5							

• Section 8 - Training

Goal 8.2		Develop and maintain the training facility props to accommodate delivering a training program that meets the overall mission.						
Responsibility Training Officer								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Identify funding opportunities for facility development	x					
	2	Continue partnership with outside agencies to provide and offering funding sources to support courses		x				
	3	Work towards developing/enhancing classroom and training facility			x			
	4	Develop partnerships with other organizations to enhance training opportunities		On-going				
	5							

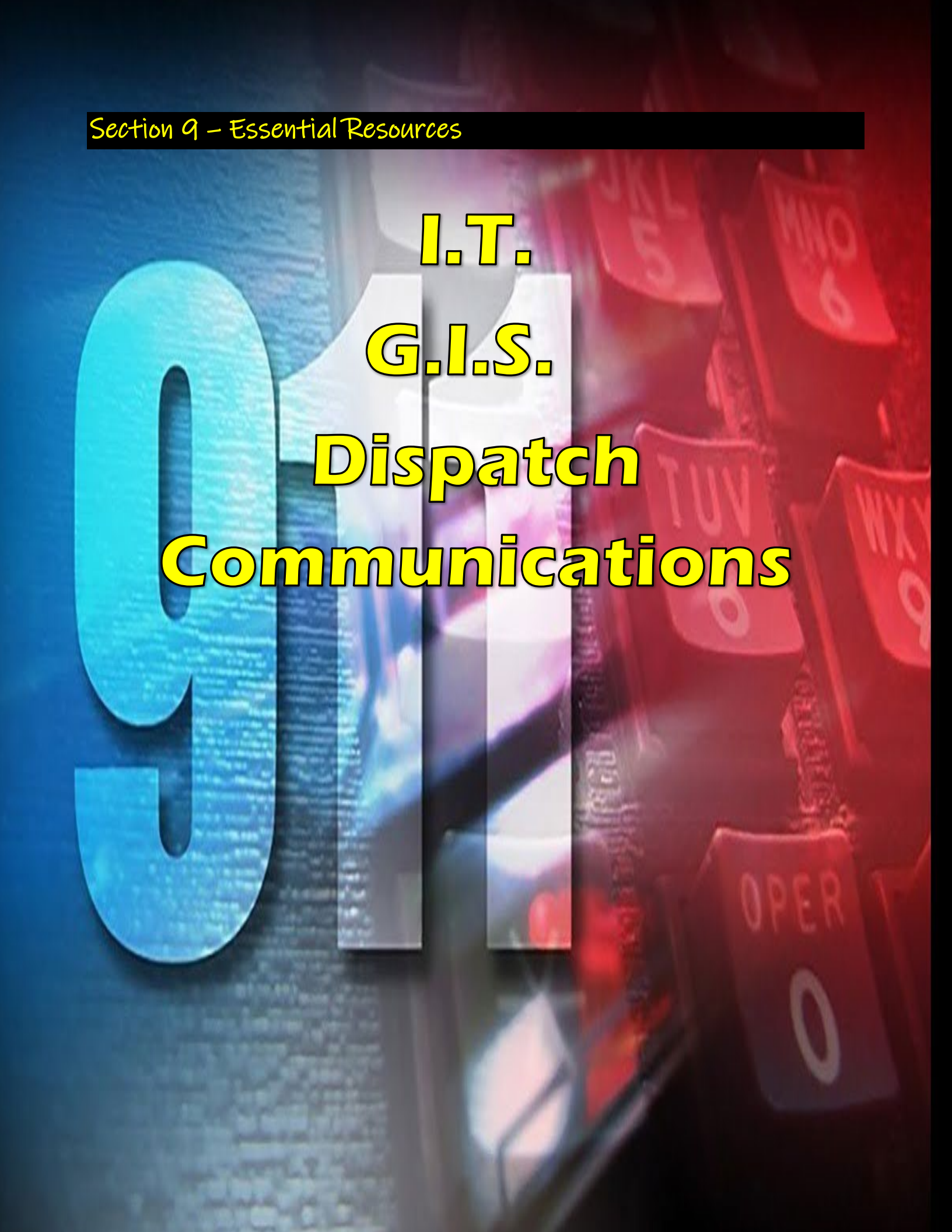


• Section 8 - Training

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Identify current training staff needs	Annual		---	---	---	---	Annual
	2	Develop staffing program to meet training staff needs		Annual	---	---	---	---	Annual
	3	Develop a organizational structure that addresses need for administrative support for Training			x				
	4	Work towards identifying and designating a Training/Safety Officer assigned to each shift				x			
	5	Analyze effectiveness and efficiency of training staff				x	M		
	6	Develop program to address trends and gaps in training staff					x		

• Section 8 - Training

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Identify current trends and gaps in training program		x			M		
	2	Analyze training program for compliance with current trends and recommendations			a	Annual	---	---	Annual
	3	Identify better delivery methods for shift training for personnel				x			
	4	Develop and focus on scenario based training evolutions to mimic real-world scenarios				x			
	5	Develop programmatic solutions to address trends and recommendations				x	M		



I.T.
G.I.S.
Dispatch
Communications



Information Technology

Goal 9a.1 Provide effective technology support for computer and web-based applications and services to all aspects of the Fire District.
 Responsibility **I.T. Supervisor**

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Identify technology needs for District divisions and programs.		x					
	2	Develop a plan to ensure reliability of hardware and software.		x					
	3	Develop solutions to streamline data collection and analysis.			x				
	4								
	5								

Goal 9a.2 Promote and facilitate the effective integration of technology into the Fire District.
 Responsibility **I.T. Supervisor**

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Identify work flow of information throughout District.		x					
	2	Develop a plan to improve efficiency and data collection from the work information flow.			x				
	3								
	4								
	5								



Goal 9a.3 Develop a systematic continuous improvement plan to identify performance gaps and negative trends in information technology.

Responsibility **I.T. Supervisor**

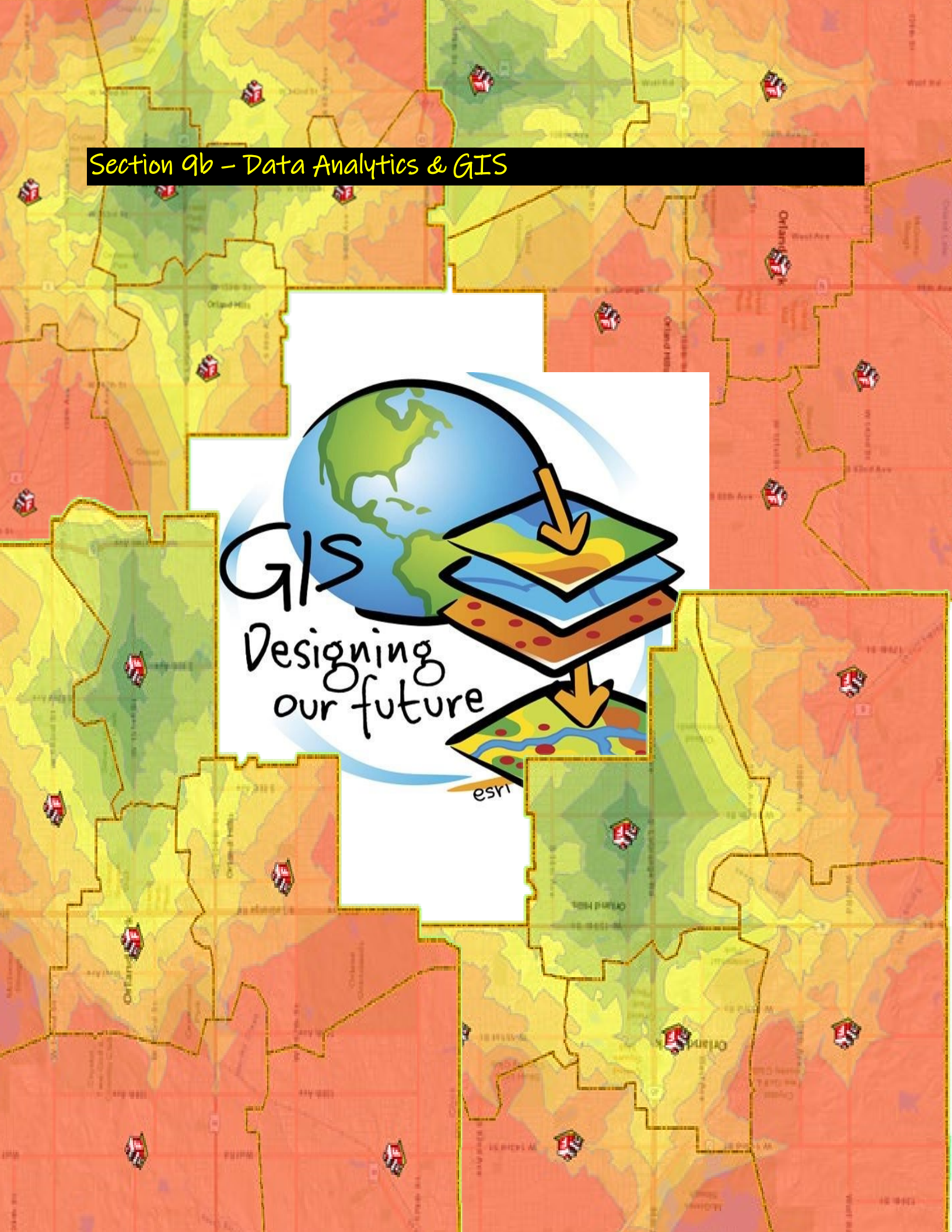
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
				1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Develop a technology replacement program.	x					
	2	Evaluate technology efficiency annually.	Annual	--->	--->	--->	--->	Annual
	3	Develop efficient ways to collect and display data to ensure program goals are met.		x				
	4							
	5							

Goal 9a.4 Develop sufficient staff and expertise to meet program goals and objectives.

Responsibility **I.T. Supervisor**

OBJECTIVES	DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
				1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Identify staffing needs to provide required services.	x					
	2	Identify solutions to handle staffing needs in the IT division.		x				
	3							
	4							
	5							

Section 9b - Data Analytics & GIS

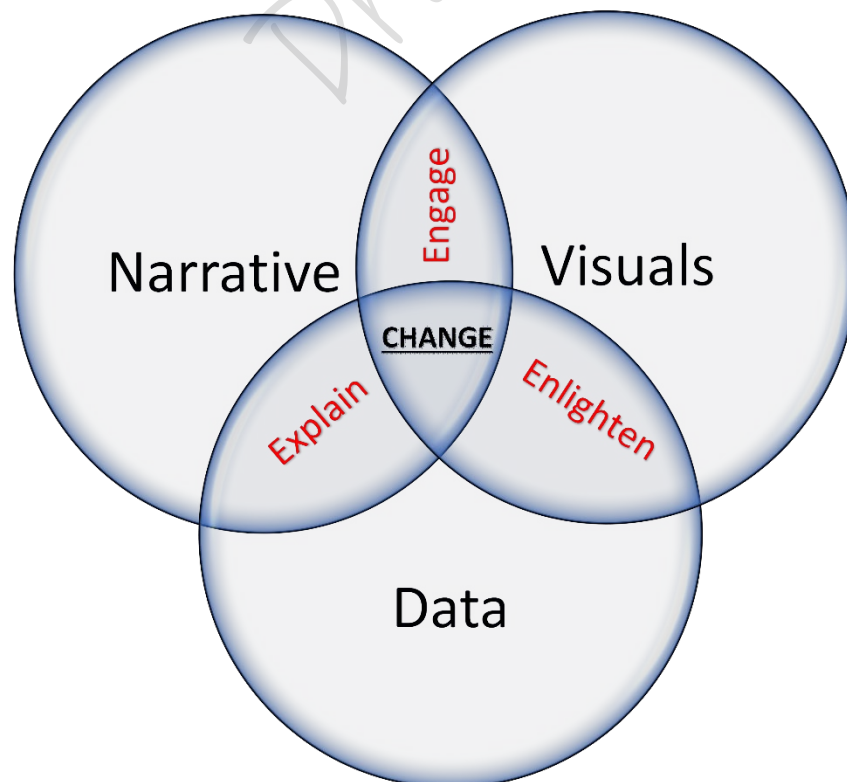


Section 9b – Data Analytics & GIS

This category evaluates mandatory services or systems required for the district’s operational programs to function

The fire service mission requirements of saving lives and protecting property have become increasingly complex in the twenty-first century. Fire professionals are finding that they need to be more strategic in using technology to overcome challenges. Geographic Information Systems (GIS) have surfaced as a critical technology enabling better planning and action for strategic and tactical needs. GIS has helped fire departments reduce risk, increase efficiency, and improve outcomes for over a decade. More than ever, fire service executives and information technology professionals are discovering new and creative ways to apply this proven technology to solve ever-increasing fire service demands. GIS is a powerful information management system with a unique ability to collect, analyze and visualize information based on location. Because so much of the fire service mission is location-dependent (emergencies always happen at a place or location), GIS has emerged as an essential component of information platforms built to support fire service organizations.

Data analytics is the broad field of using data and tools to provide insights to make informed decisions. It involves the conversion of raw data into actionable insights. This process includes various tools, technologies, and methods to find trends and solve problems using data to shape business processes, improve decision-making, and foster growth. Using data and “facts” to support and validate the mission of the fire service helps plan and provide future direction.





G.I.S.

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Identify staffing needs for GIS.			X				
	2	Identify people for GIS programs.			Annual				
	3	Develop process to train personnel for GIS programs.				X			
	4								
	5								

G.I.S.

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Identify process for integration of GIS data for dispatch.			X				
	2	Develop process to integrate GIS technology into dispatch services.				X			
	3	Analyze program to identify gaps and trends in GIS data implementation to dispatch.				X			
	4	Revised GIS program into dispatch to improve information sharing.					X		
	5								



G.I.S.

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Analyze GIS programs and data to ensure goals are met.			x				
	2	Identify improvements to GIS data solutions to enhance operation.				x			
	3	Review and revise GIS solutions to improve efficiency and effectiveness.					x		
	4								
	5								

G.I.S.

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Identify opportunities to integrate GIS into the organization.			x				
	2	Develop GIS programs to integrate GIS into the organization.				x			
	3	Implement GIS Solutions into District operations.				x			
	4	Review and revise GIS solutions.					x		
	5								

Section 9c – Dispatch & Communications

Dispatch & Communications



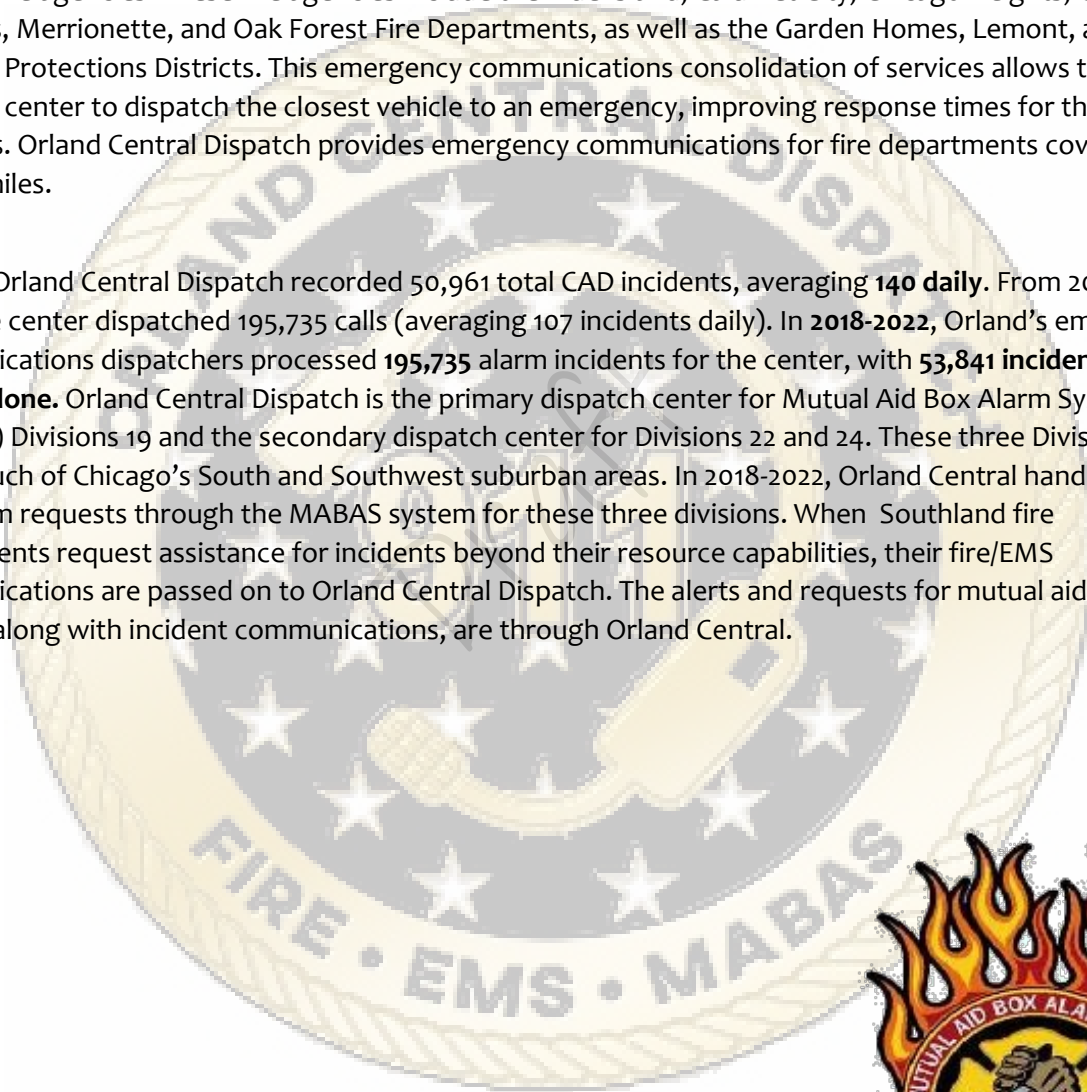


Section 9c – Dispatch & Communications

The First - “First Responders” are the lifeblood of the Fire, EMS, & All Hazards District. They are responsible for the proper call-taking, processing & dispatching the appropriate resources to save lives.

The Orland Fire Protection District operates a fire service-only emergency communications center. The center, Orland Central Dispatch, provides emergency medical, fire, and rescue call-taking and dispatching services to its community. Additionally, the District contracts its emergency communications services to **ten (10)** fire agencies. These fire agencies include the Blue Island, Calumet City, Chicago Heights, Country Club Hills, Merrionette, and Oak Forest Fire Departments, as well as the Garden Homes, Lemont, and Palos Park Fire Protections Districts. This emergency communications consolidation of services allows the District’s center to dispatch the closest vehicle to an emergency, improving response times for the residents. Orland Central Dispatch provides emergency communications for fire departments covering 251 square miles.

In 2022, Orland Central Dispatch recorded 50,961 total CAD incidents, averaging **140 daily**. From 2018 to 2022, the center dispatched 195,735 calls (averaging 107 incidents daily). In **2018-2022**, Orland’s emergency communications dispatchers processed **195,735** alarm incidents for the center, with **53,841 incidents for Orland alone**. Orland Central Dispatch is the primary dispatch center for Mutual Aid Box Alarm System (MABAS) Divisions 19 and the secondary dispatch center for Divisions 22 and 24. These three Divisions cover much of Chicago’s South and Southwest suburban areas. In 2018-2022, Orland Central handled 663 box alarm requests through the MABAS system for these three divisions. When Southland fire departments request assistance for incidents beyond their resource capabilities, their fire/EMS communications are passed on to Orland Central Dispatch. The alerts and requests for mutual aid to that agency, along with incident communications, are through Orland Central.





Communications

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Goal 9c.1 Develop staff's knowledge, skills, and abilities to meet the established core competencies, goals, and objectives. Responsibility Director of Dispatch Operations									
Desired Action & Tasks	1	Achieve APCO's Agency Training Program Certification.		x					
	2	Establish professional development models and plans for communications personnel.			x				
	3	Create and fill a Communications Training Coordinator position.			x				
	4	Update training program to meet national standards and continuing dispatch education.	On-going	---	---	---	---	---	On-going
	5	Negotiate Communications Shift Supervisor into dispatch CBA.		x					

Communications

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Goal 9c.2 Evaluate performance to improve service and operational efficiency. Responsibility Director of Dispatch Operations									
Desired Action & Tasks	1	Identify performance deficiencies and proficiencies.		Annual	---	---	---	---	Annual
	2	Develop improvement plans for deficiencies.		Annual	---	---	---	---	Annual
	3	Meet APCO/NENA and ASTM QA/QI standards.		Annual	---	---	---	---	Annual
	4	Complete APCO's RETAINS study and survey to analyze the center's effectiveness.		Annual	---	---	---	---	Annual
	5	Establish a Quality Improvement Oversight Committee and EMD Coordinator.		x					



Communications

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Establish a trunked radio system and grant funding for the same.					X		
	2	Reestablish the CTC as the center's backup center.			X				
	3	Create and test a Continuity of Operations plan.				X			
	4	Contract annual maintenance on phone and radio systems.			X	X	X	X	X
	5	Review dispatch contracts to ensure fiscal responsibility and solvency.			X	X	X	X	X

Communications

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Remodel the dispatch center.			X				
	2	Develop emergency communications center equipment/technology replacement plan.			X				
	3	Deploy APCO's IntelliComm software for fire/EMD scripted protocols.		X					
	4	Create automatic CAD paging high-acuity events.		X					
	5	Create & test manual call-taking & dispatching systems	Annual	---	---	---	---	---	Annual
	6	Create and test manual call-taking and dispatching systems.							

Section 10 - External Relationships

External Relationships

1
ISO CLASS





Section 10 – External System Relationships

This category evaluates the District’s external relationships, the increased use of multi-use systems, and the increase of inter-agency agreements between various governmental entities.

- Section 10 - External Relationships

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024	2025	2026	2027	2028
					1 year	2 year	3 year	4 year	5 year
Desired Action & Tasks	1	Identify external agencies that support District mission.		X		X		X	
	2	Analyze and consider functional relationships that assist in meeting goals and objectives.		X		X		X	
	3	Develop a process on how external agency agreements are reviewed and managed.			X		X		X
	4	Maintain external agreements beneficial to District and its mission.	Annual	---	---	---	---	---	Annual
	5	Continue to engage in meetings with the Villages of Orland Park and Orland Hills	Annual	---	---	---	---	---	Annual
	6	Continue to participate in Monthly MABAS 19 meetings and committees.	Annual	---	---	---	---	---	Annual
	7	Foster relationships with other agencies that impact the community.	Annual	---	---	---	---	---	Annual
	8	Promote relationships with local, state, and federal legislators.	Annual	---	---	---	---	---	Annual
	9	Annually review agreements with external stakeholders	Annual	---	---	---	---	---	Annual
	10								

Section 11 - Wellness / Fitness

Wellness & Fitness





Section 11 – Wellness & Fitness

The District has a comprehensive focus on Wellness and Fitness through careful coordination with L2754 and outside agencies that provide complete physical/mental evaluation, training, and support.

Caring for our most valuable asset is the District's priority. This care starts before being hired with complete physicals and "fit for duty" scans. To ensure members can meet a baseline fitness standard, District requires candidates to have obtained a CPAT (Candidate Physical Ability Test) card within 12 months of the eligibility test. The District additionally requires all new hires to be physically fit.

A Wellness and Fitness standard is maintained in District's in-house academy with mandatory daily physical fitness. Once a member is placed on shift, they will have annual physicals, fitness scans, Functional Movement Screenings every 6 months, and annual EAP training. Severe deficiencies in physical or fitness scans are noted and addressed with rehabilitative wellness or medical care. In addition, District provides functional fitness training to all shift members with a professional physical fitness trainer once a week at the stations, which have fully equipped workout rooms.

Wellness and Fitness are recognized as critical areas of the organization. Adopting the progressive program created by the Wellness Fitness Initiative and ongoing functional fitness sessions, District expects a measurable reduction in on-duty injuries and time off work if a member is hurt. All improvements in this area will benefit the department and the membership equally.



• Section 11 - Health & Wellness

Goal 11.1 Maintain TSAC-f certifications for Fitness Committee personnel								
Responsibility Health & Wellness Team Leader								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Attend Tactical Annual conference yearly via live or virtual attendance	Annual	---	---	---	---	Annual
	2	Complete monthly CEU from NSCA	X					
	3	Conduct further research areas and self-studies related to health, wellness, and fitness	X					
	4	Further develop CEU program for current and prospective TSAC-f's		X				
	5							

• Section 11 - Health & Wellness

Goal 11.2 Develop and implement a well-rounded health and wellness program								
Responsibility Health & Wellness Team Leader								
OBJECTIVES	DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Continue to research trending topics, exercise programming, safe/effective equipment, and methods for promoting whole health practices.	annual	---	---	---	---	annual
	2	Improve mental health resources for District personnel			X			
	3	Continue to provide resources for promoting healthy nutrition habits	on-going	---	---	---	---	on-going
	4	Continue to emphasize the importance of healthy sleep habits		X				
	5	Research and invest in trainings to further improve areas such as nutrition, sleep, stress management, recovery, and mental health		X				



• Section 11 - Health & Wellness

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Analyze equipment compliance with current trends and recommendations							
	2	Continuous research in most current manufactured equipment for effectiveness and safety benefits.	on-going	---	---	---	---	---	on-going
	3	Develop a method for members to make requests for new/replacement equipment needs			annual	---	---	---	annual
	4								
	5								

• Section 11 - Health & Wellness

OBJECTIVES		DESCRIPTION	Timeframe	2023	2024 1 year	2025 2 year	2026 3 year	2027 4 year	2028 5 year
Desired Action & Tasks	1	Collaborate with experts in the fields of nutrition and wellness related areas		x					
	2	Research and invest in training areas prevalent to firefighters, first responders					x		
	3	Study areas to improve postural health in efforts to reduce lower limb and back injuries				x			
	4								
	5								



Appendix



Draft

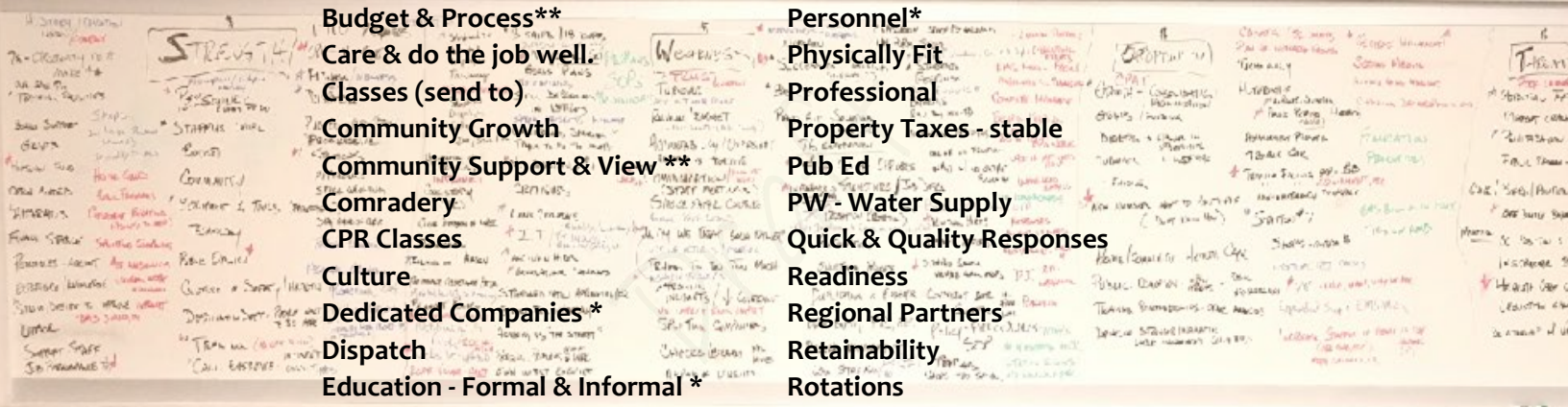


S.W.O.T. - 2023

The process of SWOT enables the District to evaluate and assess the internal environment of the organization and the external trends and forces that affect our services. The analysis was delivered to every stakeholder member of the organization and outside groups such as the Senior Advisory Council, Coffee and Conversation gatherings, and other external agencies.

Strengths

- 7G
- Accreditation*
- Adaptability
- Admin Relationship
- Age of members
- Apparatus *
- Backgrounds & Abilities
- Budget & Process**
- Care & do the job well.
- Classes (send to)
- Community Growth
- Community Support & View **
- Comradery
- CPR Classes
- Culture
- Dedicated Companies *
- Dispatch
- Education - Formal & Informal *
- Equipment
- Equipment - EMS
- Facilities - ALL*
- FFT - 2%
- Financial Flow & Support
- Financial Stable
- Fitness Equipment
- FPB
- Full time
- Good Neighbor
- Grants
- Growth - District & Promotions
- Health & Wellness *
- ISO
- Leadership & Support
- Maintenance
- Manpower/Staffing **
- Mutual Aid *
- Org Chart
- Paramedics - 100%
- Patient care
- PD Relations (OPPD)
- Pension (fully funded)
- Personnel came from other FDs
- Personnel*
- Physically Fit
- Professional
- Property Taxes - stable
- Pub Ed
- PW - Water Supply
- Quick & Quality Responses
- Readiness
- Regional Partners
- Retainability
- Rotations
- Salaries
- Save rate
- Service delivery
- Size
- Special Ops *
- Standard of Care *
- Station Bidding
- Surveys & Evaluation
- Technology - New (drone)
- Technology - some*
- Training - EMS, FIRE, ACADEMY**
- Training Campus
- Union Contract
- Upgrades - Tech Training Alerting
- UT-1



Always Ready to Serve -
Better, Faster, Safer, Smarter



Weaknesses

- 20% doing 80% of the work
- 3 shifts/ 3 departments *
- AAR - Critiques (accountability) ***
- Ability to participate and be heard
- Admin/Dispatch meetings & debriefs
- Administrative oversight of all divisions
- After Action Reports - not involving Dispatch
- After the Fire program
- Age of members *
- Ambulance - no 6th *
- Ambulance - van style
- Apathy (admin) *
- Apparatus OOS (time, freq, schedule) *
- Attitude
- B/C too busy (stretched)
- Back-ups
- Blue Card - not all***
- Budget as a target *
- Budget cuts
- Budget cuts
- Buy-in
- Cell Service - EMS
- Chamber of Commerce representation
- Chief in Hot Zone *
- Chiefs not Training *
- Cliques
- Clothing vendor
- Cocky
- Code enforcement
- Committee use (lack of) *****
- Communication (Top-down) *****
- Community Relations
- Complacency**
- Con Ed - \$ funding
- Conflicting orders on fire scene*
- Consistency - Apparatus Setup*
- Construction of M/F & lack of protection
- Construction of M/F density/plans
- Continuity of Equipment/placement/hose loads
- Cultural Change/Experience
- D.I. - back to work
- D.I. accountability
- Death of lawyer
- Decision making
- Dispatch - inconsistencies/oos list
- Dispatch - turnover, stretched**
- Distrust in communication from Chief Officers
- Diversity - calls/personnel
- Documentation - EMS & NFIRS
- Economy
- Education - lack of external
- EMS billing company
- Engines - Electric Deck gun
- Engines - Tank size *
- Equipment - failures or not installed/programmed
- Evolution - Fire to EMS
- FFT 2% - District reliance
- Fire Investigator training *
- Fireground tactics/ Unilateral command
- Fitness
- Follow-through *****
- FPB stretched *
- Freq Flyers
- Frequency of injuries ***
- Gear - 2nd set*
- Gear - the primary type
- GPS fencing
- GPS off - personnel turning off
- Grapevine
- Hiring Process ***
- HR *****
- IAP (ex- winter/blizzard)
- Increased Call Volume
- Indifference
- Inflated sense of capabilities
- Involvement



- Lack of recognition/acceptance of ideas
- Lack of training emphasis in Dispatch
- Laziness
- Outdated Equipment in Dispatch
- Overstepping mgmt. on fireground
- Rank structure/divisions
- Reactionary
- Separation between FD & Dispatch
- Span of control
- Tanker plan/operations
- Unified approach
- Use of mutual aid/CQ
- Language Barriers
- Lift Assists ***
- Loss of Experience / local knowledge
- Managing follow-through
- Mechanics involved in new rig specs
- Mental Health
- Mentoring - ALL levels (formal)
- Multiple Platforms
- Opticom oos
- OT - mandatory
- OT procedure **
- Record Keeping - many platforms
- Redundancies
- Rescue Squad - why need?
- Rumors instead of fact
- Rural water supply areas*
- Self-Centered
- Self-deploying on the fire scene
- Shared Vision
- Sharing information
- Shops - Stretched **
- Short Sided
- Sick Time accrual*
- Social Media
- Spec Ops personnel, o/d response
- Staffing
- Staffing supply
- Station - lack of effort
- Station Alerting *
- Station Bidding
- Specialty teams
- Shortcuts
- Station Pride (restricted)
- Stations - aging
- Tradition
- Training - more on less familiar
- Training - too repetitive
- Training - unable to be OOS*
- Training Delivery
- Training - not realistic or representative
- Trouble alarms - policies/monitor
- Turnover
- TVs in bunks
- Understanding existing program process
- Unincorporated areas
- Upgrades - REASSIGN APPROPRIATE
- UT-1 **
- Workers Comp
- Work-life balance



Opportunities

- 7G
- 911 uses clarification for public
- Apparatus
- Captains
- Change
- Command Staff (new)
- Committee
- Community interaction
- Community Outreach/Social Services
- Community Paramedicine
- Community Paramedicine
- Consolidation
- Dispatch
- Fire Buddies
- Increasing calls = increase manpower
- Increasing manpower
- Interoperability
- Mental Health
- Networking
- One/unify software platforms
- Platform supervision
- Professional Development
- Recruiting
- Regionalization *
- Retiree engagement
- Room to grow - District & Promotion
- Shops
- Smoke Detectors
- Social Media/PR
- Spec Ops
- Sta 3 relocate/ Sta 7
- Staff additional Ambulance
- Technology (keep current)
- Training Campus

Threats

- Apparatus
- Change
- Change of Quarters
- Chiefs
- Command Staff (new) *
- Contract negotiations
- Costs
- EMS Billing Company
- Labor pool
- No Lift facilities **
- Pension
- Pension Consolidations
- Politicians (negative plan)
- Politics
- Pricing out of the market
- Prioritization of OP in Shops
- Privatization
- Privatization
- Property tax caps
- Public Perception
- Replacement
- Restriction of secondary PSAP
- Retention
- Safety of personnel
- shortage of paramedics
- Social Media
- Social Media
- Supply Chain & Apparatus
- Sustainability of OP
- Sustainability of other FDs
- Technology
- Uninvolved Leadership

For M.A. Deps
 EMS Focus
 Ambulance
 Committee
 Records
 20%
 Practical
 NO OUTPUT FOLLOW-UP
 NO DASH
 interest
 FIRES
 RESOURCES
 PROPS
 WALL
 SMALL STAFF
 IT DATA
 COLLECTION
 + PROCEDURES - MAPS
 NO NIEBERMAN MOC
 STATION SIGNS
 TOO SMALL NO SIGNAGE

ORLAND FIRE RESCUE
 CADETS (JR CADETS)
 PLAN FOR INCREASED GROWTH
 TECHNOLOGY
 ALTERNATIVE
 MANPOWER SOLUTIONS
 PEAK PERIODS
 ADVANCEMENT/PROMOTION
 TROUBLE CAR
 TRAINING FACILITY EXP. - \$
 NON-EMERGENCY TRANSPORT
 STATION #7
 SHOPS - OUTSIDE \$
 ADDITIONAL GET CASES
 PUBLIC EDUCATION - NEW AREAS - PUBLIC INFO/awareness
 PR - WHO, WHO, WHO
 EXPANDED SCOPE
 INCREASE STAFFING IF HEADLINE IF QEF UNINVOLVED (1)
 MORE WARNINGS, ETC.

THREAT
 POOR LEADERSHIP
 POTENTIAL TAX LAW VEST
 MARKET CRASH
 PRIVATIZATION
 PUBLIC OPINION - PENSION
 CHIEF / BOARDS / POLITICAL CHANGE
 OFF DUTY BEHAVIOR
 BC POSITION IS TOXIC/POLITICAL
 INSTANT BURNOUT
 HEALTH CARE CONCERNS
 LEGISLATION CHANGES
 PRESUMPTION
 RELATIONSHIP w/ VILLAGES
 COLLECTION



FLASHPOINT
Strategies, LLC

**ORLAND
FIRE RESCUE**

**STRATEGIC
PLAN**



2023-2028