



# Schaumburg Fire Department

Illinois

February 2022

# Strategic Plan

**ESCI** Emergency Services  
Consulting International

Providing Expertise & Guidance that Enhances Community Safety

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# **SECTION I: Process Overview & Acknowledgments**

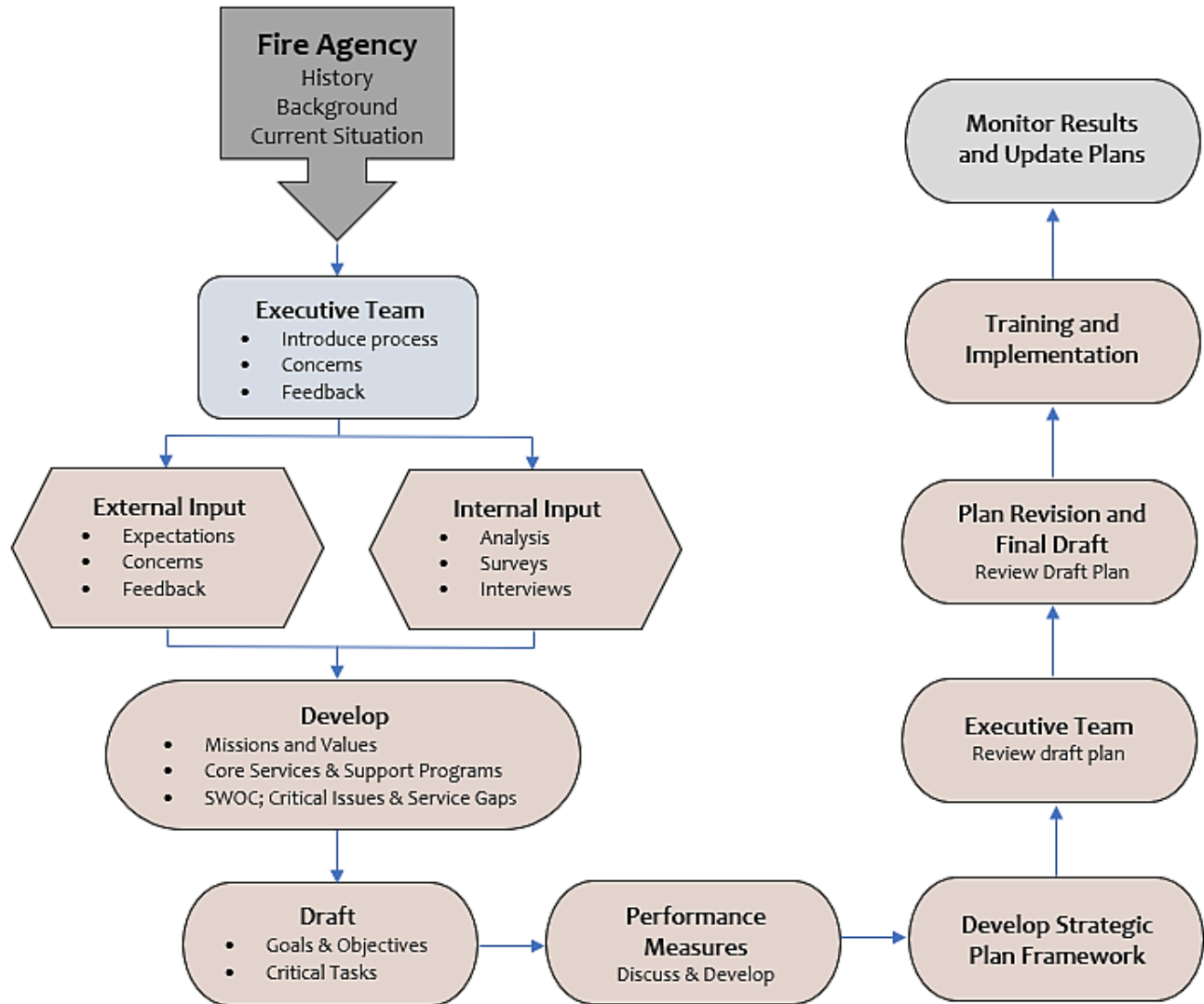
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# STRATEGIC PLANNING PROCESS

## Process Overview

The Schaumburg Fire Department (SFD) and Village of Schaumburg has shown it is committed to a strategic planning process to guide its decisions, actions, and level of service to meet the challenges of today and coming years. SFD members along with elected officials and citizens actively engaged in the process by offering their insights and perceptions. SFD, along with most public safety agencies in our nation, faces unprecedented challenges and service delivery demands. SFD’s leadership and administration remain committed to faithfully serving and supporting the department members and community served by SFD. The Department appreciates the participation and places a high value on the received plan input that will guide the department’s actions and future service delivery.

Figure 1: Strategic Planning Flow Chart



## Customer Centered Strategic Planning Process (CCSPP)

ESCI's Customer Centered Strategic Planning Process methodology has been adopted and utilized by the International Association of Fire Chiefs and numerous other national, regional, and state fire service agencies and associations, as well as hundreds of local fire departments across the United States and Canada. The CCSPP has proven very effective with all types and sizes of organizations, from large metropolitan fire departments to small, rural all volunteer fire departments, and everything in between. This process was utilized in the development of the Schaumburg Fire Department (SFD) strategic planning framework, and will include, but not necessarily be limited to:

- Review organizational background
- Define services provided to the community
- Establish community service priorities
- Identify community expectations
- Identify community concerns
- Identify aspects of the organization the community views positively
- Develop a vision for the future
- Develop a mission statement
- Establish the organization's guiding principles
- Perform an environmental scan utilizing external (customer) and internal (staff) feedback
  - Assess organizational strengths and weaknesses
  - Identify opportunities and potential challenges to the organization
- Identify gaps in performance
- Establish the organization's strategic initiatives (mission specific goals)
- Identify the objectives that support the strategic initiatives
- Identify implementation (critical) tasks for each objective
- Define service outcomes in the form of performance measures and targets

## ACKNOWLEDGMENTS

**Brian Townsend**  
*Village Manager*

**James Walters**  
*Fire Chief*

**Kenneth Koeppen**  
*Deputy Chief – Administration*

**Daniel Johnson**  
*Deputy Chief - Operations*

**\*Thomas Dailly**  
*Village President*

**\*George Dunham**  
*Village Trustee*

**\*Brian Bieschke**  
*Village Trustee*

**\*Jamie Clar**  
*Village Trustee*

**Frank Kozak**  
*Village Trustee*

**Mark Madej**  
*Village Trustee*

**Jack Sullivan**  
*Village Trustee*

### STRATEGIC PLAN TEAM

*Battalion Chief Chambers*  
*Battalion Chief Schneidwind*  
*Battalion Chief Nelson*  
*Captain Tsoulos*  
*Captain Kelly*  
*Captain Lally*  
*Captain Puccini*  
*Lieutenant Hansen*  
*Lieutenant Werdell*  
*Lieutenant McNulty*  
*Lieutenant Brizzell*  
*Lieutenant Sturm*  
*Fire Marshal Rons*  
*Lance Lovato*  
*James McNyre*  
*Rano Mariotti*  
*Monque DeVilla*  
*Pete Dyer*  
*Kathy Henkelman*  
*Tracy Raimondo*

### EXTERNAL DEPARTMENT STAKEHOLDERS

*Chief Bill Wolf – Police*  
*Mike Hall – EPW*  
*Julie Fitzgerald – CDD*  
*John Ferro – NWCD*  
*Mick Flemming – JEMS*  
*Chief Alan Wax – Hoffman Estates FC*

### COMMUNITY EXTERNAL STAKEHOLDERS

*Kimberly Defily – American Landmark Properties*  
*Chris Kopp – Operations Director Woodfield Mall*  
*Rick Paisley – Friendship Village of Schaumburg*

*\*Denotes participation in the Strategic Plan Process.*

## ENDORSEMENT LETTERS

### Fire Chief



**VILLAGE OF SCHAUMBURG**  
PROGRESS THROUGH THOUGHTFUL PLANNING

March 31, 2022

The Schaumburg Fire Department began the process of updating its Strategic Plan in 2021. The results of this effort are contained in the Schaumburg Fire Department Strategic Plan 2022-2027.

This plan is the result of a combined and considerable effort of Village administrators, external customers, fire personnel, and other Village department heads. Their contributions provided the direction that formulated the goals and objectives of the plan and will guide decisions, actions, and level of service today and in the coming years.

As a result of this process the department has developed a new Mission Statement, and for the first time, a Vision Statement, and a list of core Values. The collaboration of the strategic planning team, made up of all levels of the department, have identified key areas to improve the effectiveness and efficiency of fire department operations over the next five years. Areas targeted include succession planning and professional development, improving the candidate pool, facility improvement, improved communication within the department and with external divisions, health and wellness, response standards, and Nursing and Senior Service enhancements.

A recent citizen survey showed the Schaumburg Fire Department is a respected and valued part of the Schaumburg community. Establishing the future direction of the department through the Strategic Plan ensures it will remain so, and will strive to not only meet, but to exceed the current and future expectations of the community. Respectfully,

James Walters  
Fire Chief

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## Labor Union

# SCHAUMBURG PROFESSIONAL FIREFIGHTERS ASSOCIATION LOCAL 4092

P.O. Box 68324, Schaumburg, IL 60168-0324 • iaфф4092.org • info@iaфф4092.org



April 5<sup>th</sup>, 2022

For a number of days in January of 2022, the Schaumburg Professional Firefighters Association was invited to participate in the strategic plan conducted by the Schaumburg Fire Department.

The open and visible nature of the strategic plan was warmly welcomed by the union. Through a diverse collaboration of individuals, specific goals and objectives were developed to spearhead the future direction of the Schaumburg Fire Department.

The final result of the strategic plan represents the thoughtfulness and effort given to the process. With a new mission statement, vision, and goals; the Schaumburg Fire Department will continue to provide superior services to the citizens and visitors of Schaumburg. On behalf of Local 4092, I can whole heartly support the direction of this strategic plan and the direction of the Schaumburg Fire Department.

Lance Lovato  
President  
Schaumburg Professional Firefighters Association, Local 4092

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# **SECTION II: Environmental Scan**

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## EXTERNAL STAKEHOLDER FEEDBACK

### Survey Information

In 2021, ESCI and the SFD invited area business and community members to participate in a survey to help guide our efforts in this important process. These individuals represented local businesses, citizens who have received services from the SFD in the past, nongovernmental organizations, community influencers, and other key external stakeholders, as identified by the SFD. The results of the external stakeholder survey were presented to internal staff to inform them of the citizens' service priorities and expectations.

This survey provided the opportunity to understand the valuable perspective of the community served. No special knowledge of the fire service was required to participate. ESCI received good participation from the community and detailed responses. The following section illustrates the responses and will assist the department in implementing its strategic plan over the next five years.

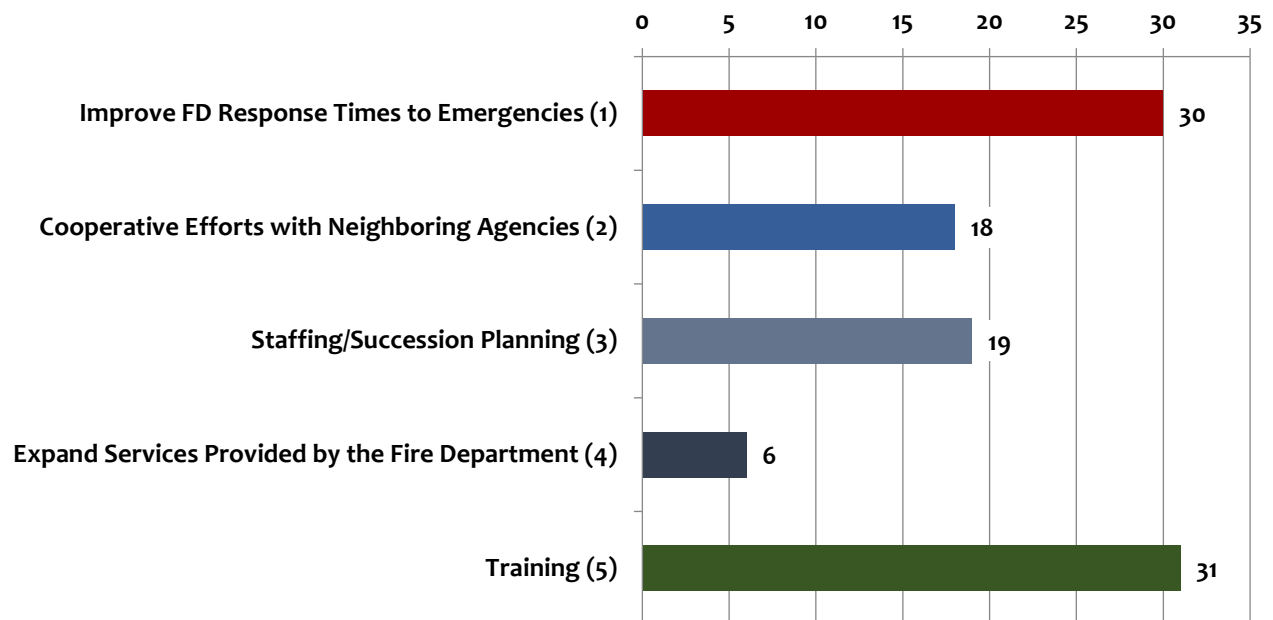
### Part 1

The first part of the external stakeholder survey asked the stakeholders to rate priorities against each other. The priorities were:

1. Improve fire department response to emergencies
2. Cooperative efforts with neighboring agencies
3. Staffing and succession planning
4. Expand services provided by the fire department
5. Training

The stakeholders were asked, "Given #1 and #2, which is more important?, Given #1 and #3, which is more important?", and continued on for every priority to be compared against each other. Therefore, the higher the score the priority received, means that it was viewed as more important to the external stakeholders than the other priorities. Training was rated above the other priorities 31 times by the external stakeholders.

External stakeholders also had the option to add planning priorities. One stakeholder added public relations and education as a planning priority and rated it above two of the other five planning priorities. Another stakeholder added emergency preparedness and rated it above three of the other five planning priorities. A third stakeholder added expand the inspection program as a planning priority and rated it above one of the other five planning priorities. These three additions are not included in the following figure as they were only scored among those stakeholders who wrote added them in, not all nine stakeholders.

**Figure 2: Planning Priorities**

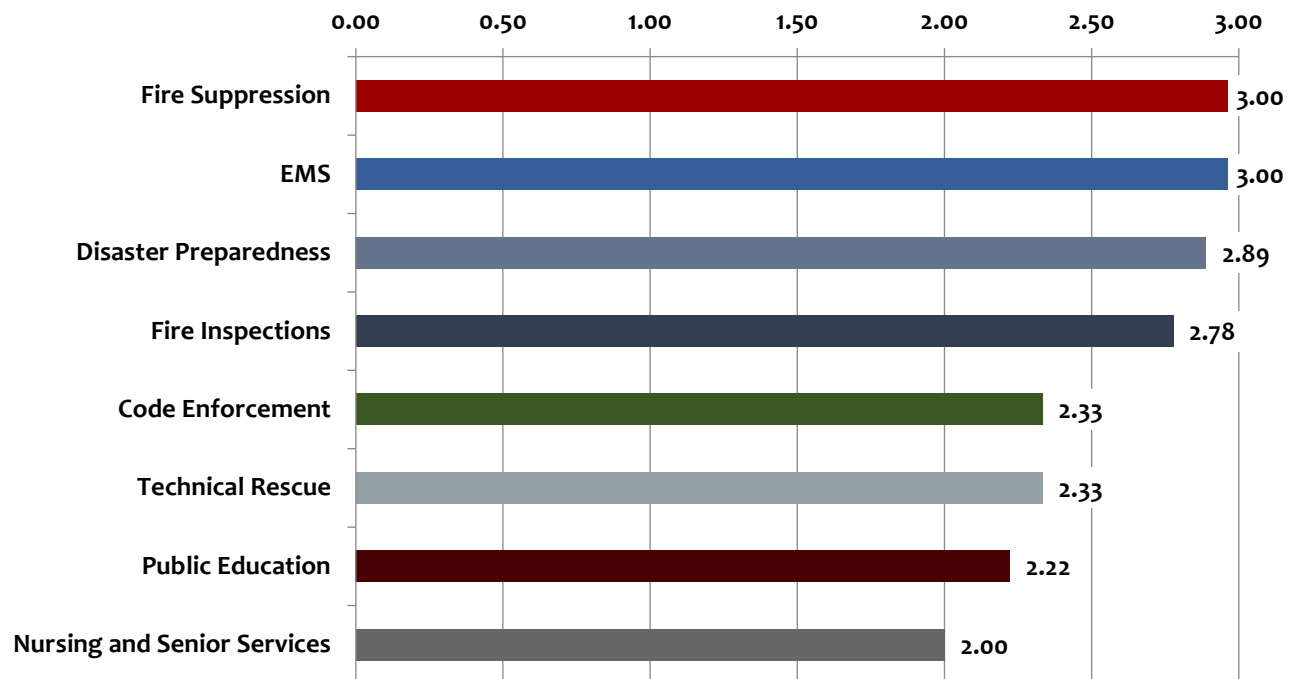
## Part 2

In the second part of the external stakeholder survey, participants were given a list of eight service priorities and asked to rate them on a scale of 1 to 3. A score of 1 equates to a low priority, 2 means important priority, and 3 equates to a critical priority. The eight service priorities were:

1. Emergency Medical Response
2. Fire Suppression
3. Technical Rescue
4. Disaster Preparedness
5. Code Enforcement
6. Fire Inspections
7. Public Education
8. Nursing and Senior Services

The participants were also given the option to strike out any services deemed inappropriate for the SFD to provide and/or to add any services the SFD does not currently provide but should. None of the participants crossed any of the eight service priorities off. One participant added two service priorities, mutual aid and hazardous materials. These two additions are excluded from the following figure because they were only rated by the participant who added them. The following figure shows the weighted average of the eight service priorities as they were rated among the nine participants.

Figure 3: Service Priorities Weighted Averages



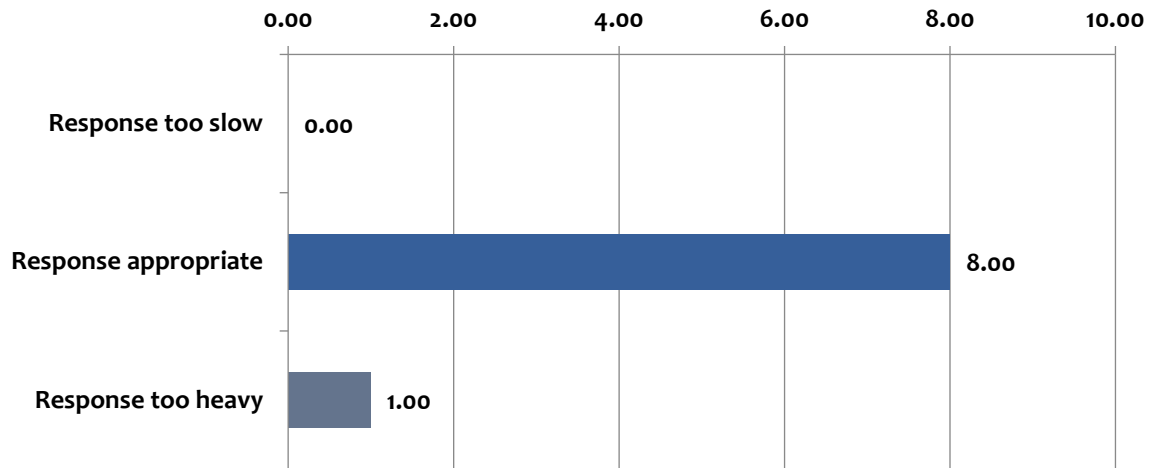
### Part 3

In the third part of the external stakeholder survey, participants were asked to rate the following areas of the SFD.

1. How appropriate is the response (performance)
2. How appropriate are the staffing levels
3. How appropriate is the cost

The majority of stakeholders felt that the department is responding appropriately with sufficient staff and that the cost was appropriate for the services provided. The following figures summarize the ratings by the participants.

**Figure 4: Response Performance Ratings**



**Figure 5: Staffing Levels Ratings**

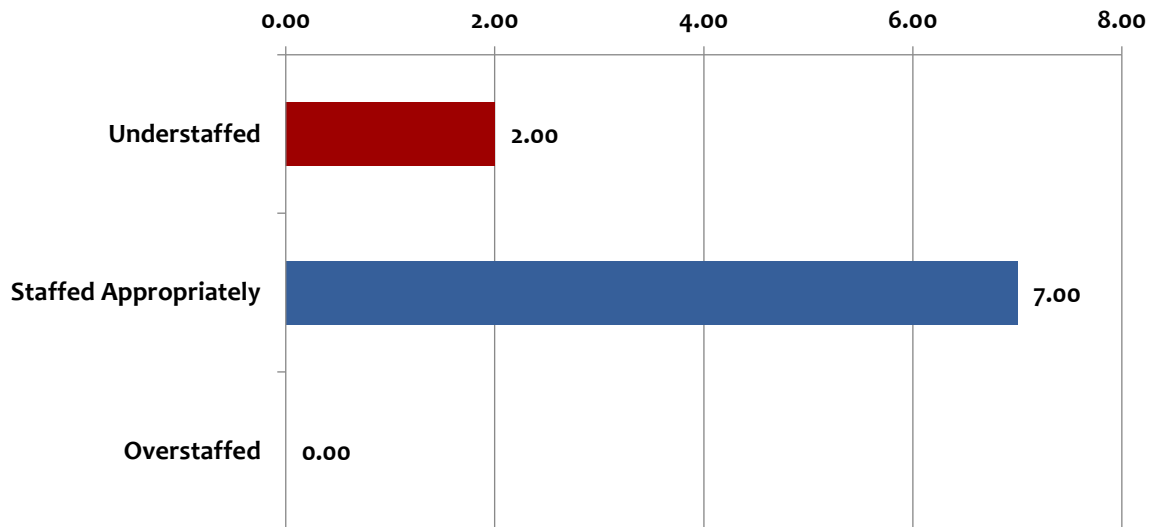
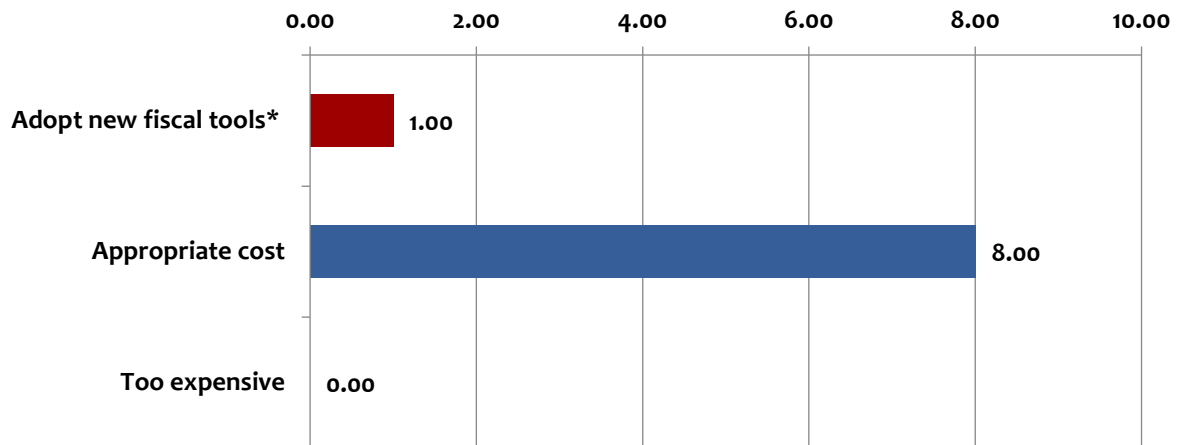


Figure 6: Cost Ratings



## Part 4

The fourth part of the external stakeholder survey allowed for a discussion with the external stakeholders on the mission statement, vision statement, and guiding values and principles of the SFD.

External participants pointed out that there was nothing in the mission statement about emergency response and that it possibly lacked operational focus. Some questioned whether the fire department's mission statement was adequately pointing toward the village core mission and if there should be a clause about prompt service to protect life and property included. What measurement of integrity would be utilized as a frame of reference was also discussed.

External stakeholders agreed that the SFD should have a vision statement that is aligned with the village board's vision and should grow with the community. Obtaining accreditation as an elite agency is a vision that was strongly supported by external stakeholders. Values that were mentioned as being worthy of incorporation into a values statement included: Diversity, inclusion, equity, kindness, and being nice. Additional stakeholder comments focused on:

- Upgrades in facilities including dedicated training facility.
- Mission statement should highlight the effectiveness and efficiency of the department and highlight professional standards.
- Vision statement should include how changes in firefighting and EMS are shaping their department and how will future changes effect fire department evaluation.
- Certification, credentialing, and education should be incorporated in the vision statement.
- Mission statement should address prompt response.
- Should lights and sirens be used on every call?
- Safety and efficiency inclusion.

- Vision Statement should address long term strategic plan with involvement and alignment with board.
- The SFD seems to be staffed appropriately, responds appropriately, and has the proper cost of service.
- More resources are needed for inspections
- Need training for high rise tenants.
- Pre-Planning the mall is important.



## INTERNAL STAKEHOLDER FEEDBACK

In November 2021, Emergency Services Consulting International (ESCI) and the Schaumburg Fire Department (SFD) created a survey using SurveyMonkey to be completed by internal members of the SFD. The survey was made available for members to complete until January 1, 2022. Eighty-eight members completed the survey. Although not all 88 members completed all 29 questions of the survey. The survey was divided into five sections:

- Individual Information
- Training, Professional Development, and Communications
- Morale and Work Environment
- Community Relations
- Comments, Suggestions, Thoughts

A more detailed review of the internal survey can be found in appendix B. Please note for all open-ended questions a complete list of responses are included as appendices in this report. This is raw data and responses have not been edited for grammar and spelling.

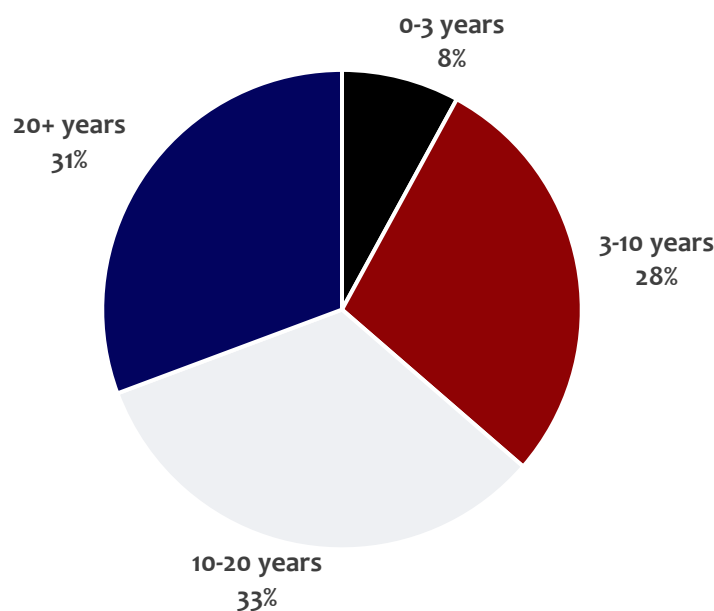
### Individual Information

The first section sought to gather information about the individual member, without seeking their identity.

#### Question 1

The first question asked the respondent to identify their total number of years of experience (paid and volunteer) in the fire service. The following figure shows the results in chart format.

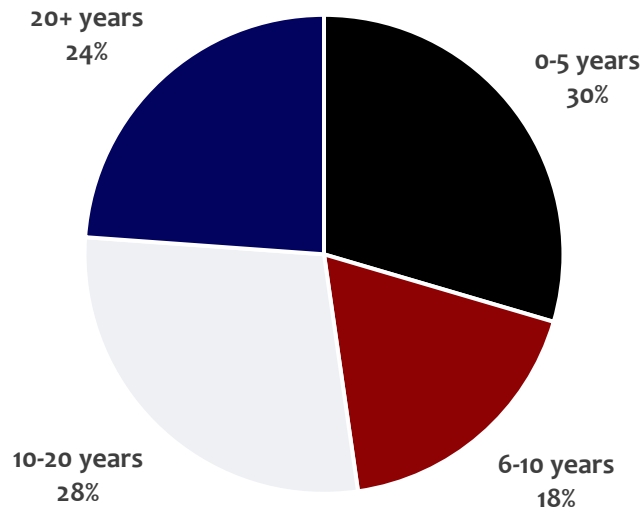
Figure 7: Question 1 - Chart



### Question 2

The second question asked the respondent to identify their total number of years of service for the Schaumburg Fire Department. The following figure shows the results in chart format.

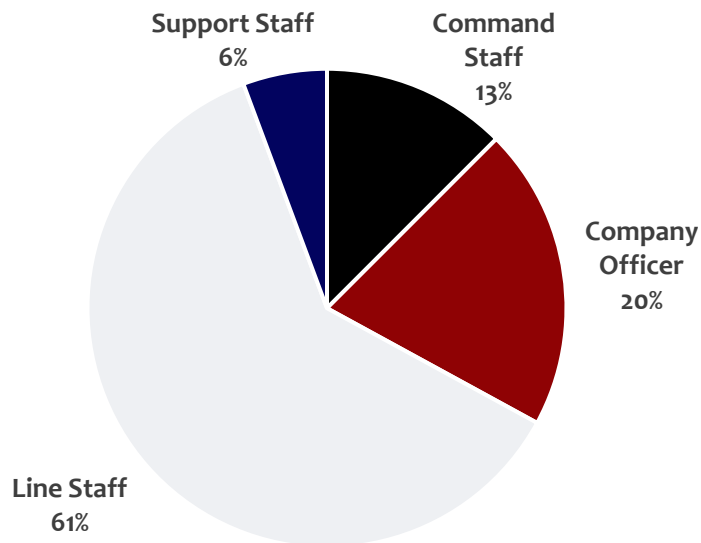
Figure 8: Question 2 - Chart



### Question 3

The third question asked the respondent to select their current position with the SFD. The following figure shows the results in chart format.

Figure 9: Question 3 - Chart



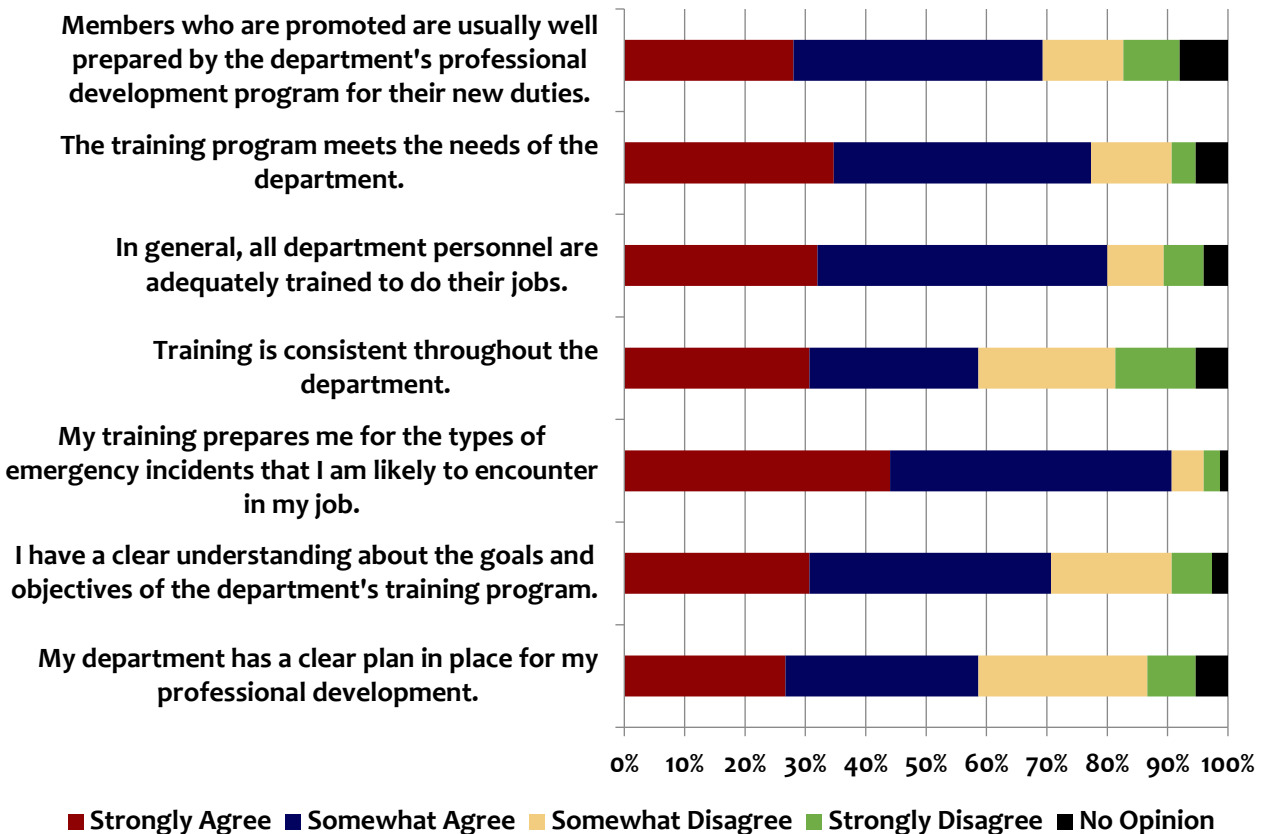
## Training, Professional Development, and Communications

The second section of the survey gathered information about the SFD’s training, professional development, and communication within the department.

### Question 4

Question 4 was a seven-part question where respondents rated their level of agreement on various statements about training and professional development opportunities provided by the Schaumburg Fire Department. To summarize question four, most respondents were in the strongly agree and somewhat agree categories. Part four “Training is consistent throughout the department” and part seven “My department has a clear plan in place for my professional development” had the most somewhat and strongly disagrees with 36%. The following chart summarizes all of question four.

Figure 10: Question 4 - Chart



### Question 5

Question 5 was an open-ended question that asked members, “In which subjects or areas would you like to see more training?” There were various responses. ESCI picked eight common responses. This question was answered by 60 respondents and skipped by 28. The eight common responses were:

- Leadership
- EMS
- Active Shooter
- Suppression Related (Forcible Entry, Ladders, R.I.T, Hose)

- Officer Development
- Building Construction
- Live Fire
- Mass Casualty

### Question 6

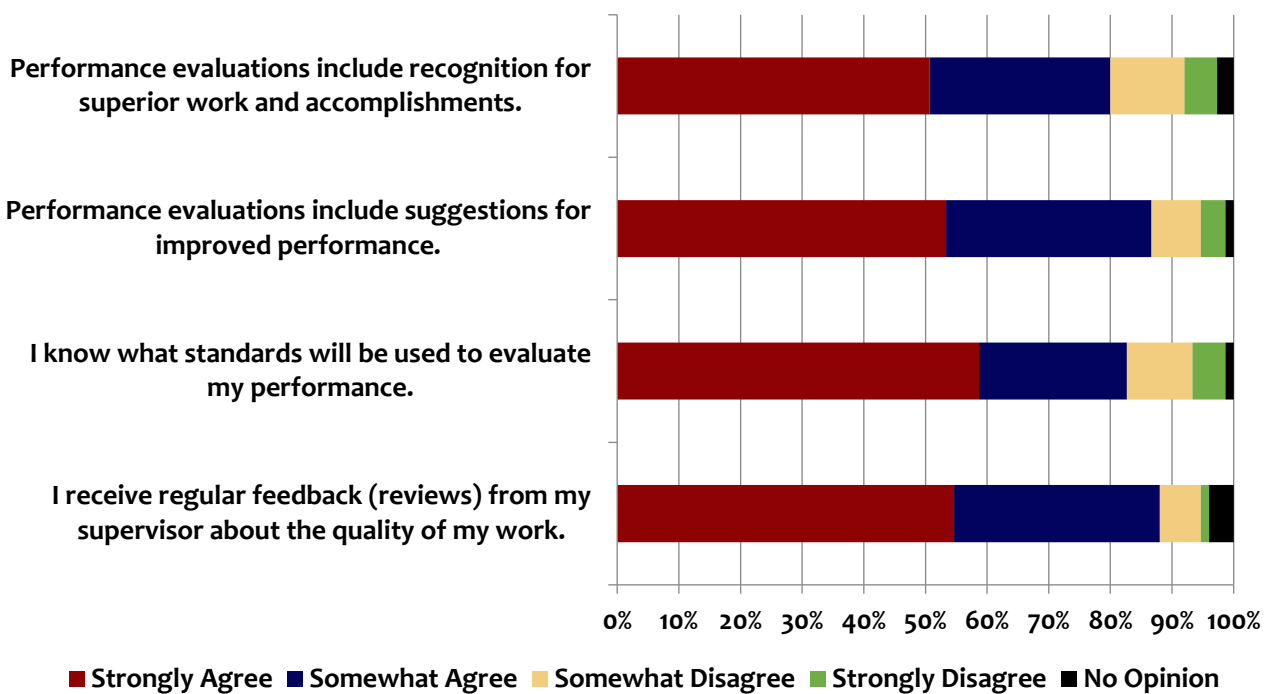
Question 6 was another open-ended question that asked members, “If you could change one thing about the department's training program, what would it be?” Again, there were various responses. ESCI picked six common responses from the 58 responses to this question:

- Consistency
- More Hands-on Training
- Increased Training Budget
- Less Computer Based Training
- Create a Training Officer Position
- More Training Opportunities

### Question 7

Question 7 was a four-part question where respondents rated their level of agreement on statements regarding performance reviews and evaluations conducted by the Schaumburg Fire Department. Throughout all four parts of question seven, 80% or greater of respondents selected strongly or somewhat agree. Over half of the respondents selected strongly agree to all four parts. The following chart summarizes all of question seven.

Figure 11: Question 7 - Chart



### Question 8

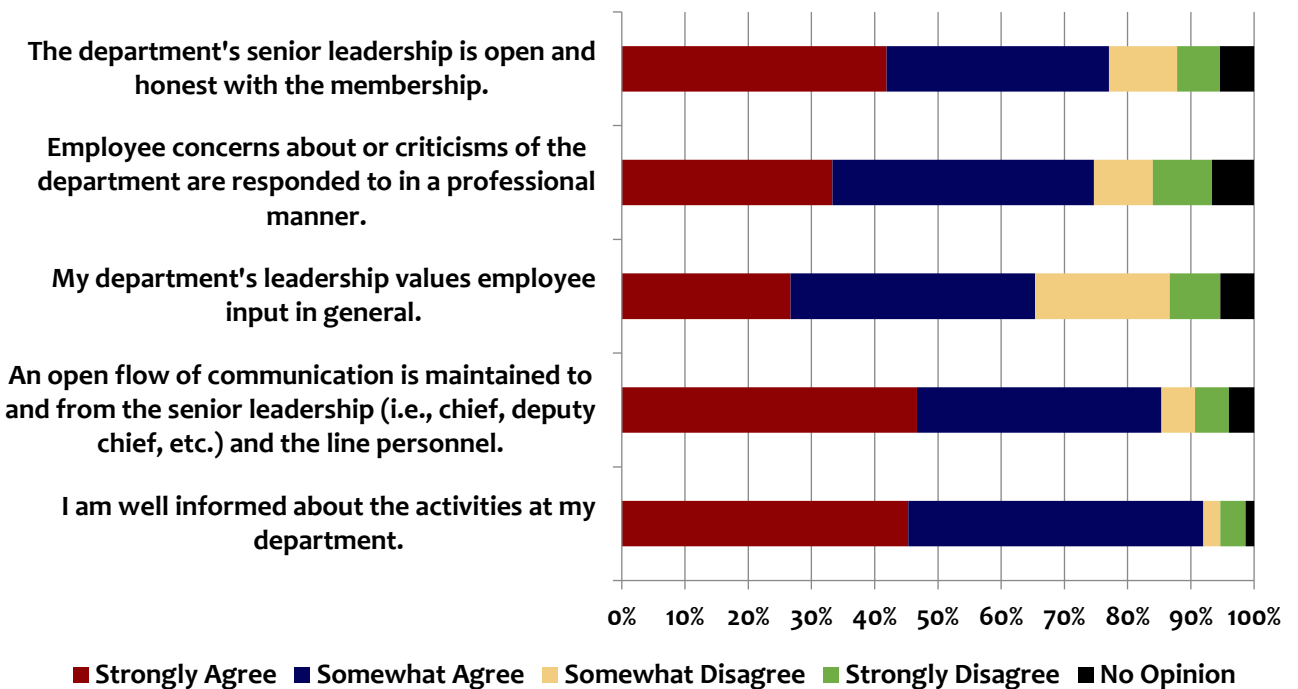
Question 8 was an open-ended question that asked members, “With regard to the current evaluation process, what should the Schaumburg Fire Department be doing more of?” ESCI summarized five common themes among the 55 responses to this question:

- Rewards for high performance
- Design specifically for the fire department
- Evaluations do not align with fire department duties
- Include fire department related components such as physical fitness and EMS skills
- Should not use the standard Village evaluation

### Question 9

Question 9 was a five-part question where respondents rated their level of agreement on statements about communication at and within the Schaumburg Fire Department. Except for part three, all parts were above 70% for the strongly and somewhat agree ratings. Part three, “My department’s leadership values employee input in general,” had 29% of members selecting somewhat or strongly disagree. Part five had the best performance with over 90% of members selecting strongly or somewhat agree for the statement, “I am well informed about the activities at my department.”

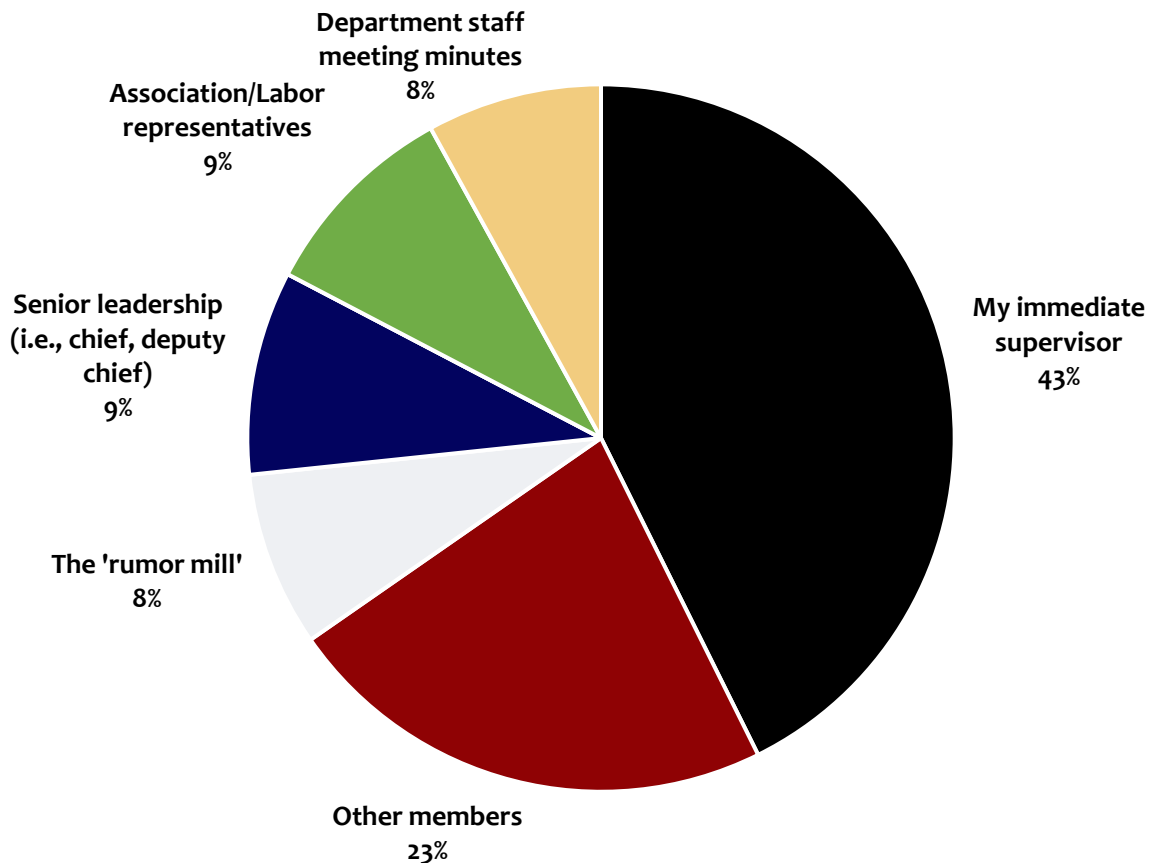
Figure 12: Question 9 - Chart



## Question 10

The tenth question asked respondents to select what they most frequently rely on as a source of information about activities at and within the department. Most of the members (43%) rely on their immediate supervisor for their information. The following figure shows the results in chart format.

Figure 13: Question 10 - Chart



## Question 11

Question 11 was an open-ended question that asked members, “In your opinion, what is the best way to communicate information at the Schaumburg Fire Department?” Among the 59 responses to this question, the four common themes were:

- E-mail
- Chain of Command
- In person/ Face to Face
- Roll Call

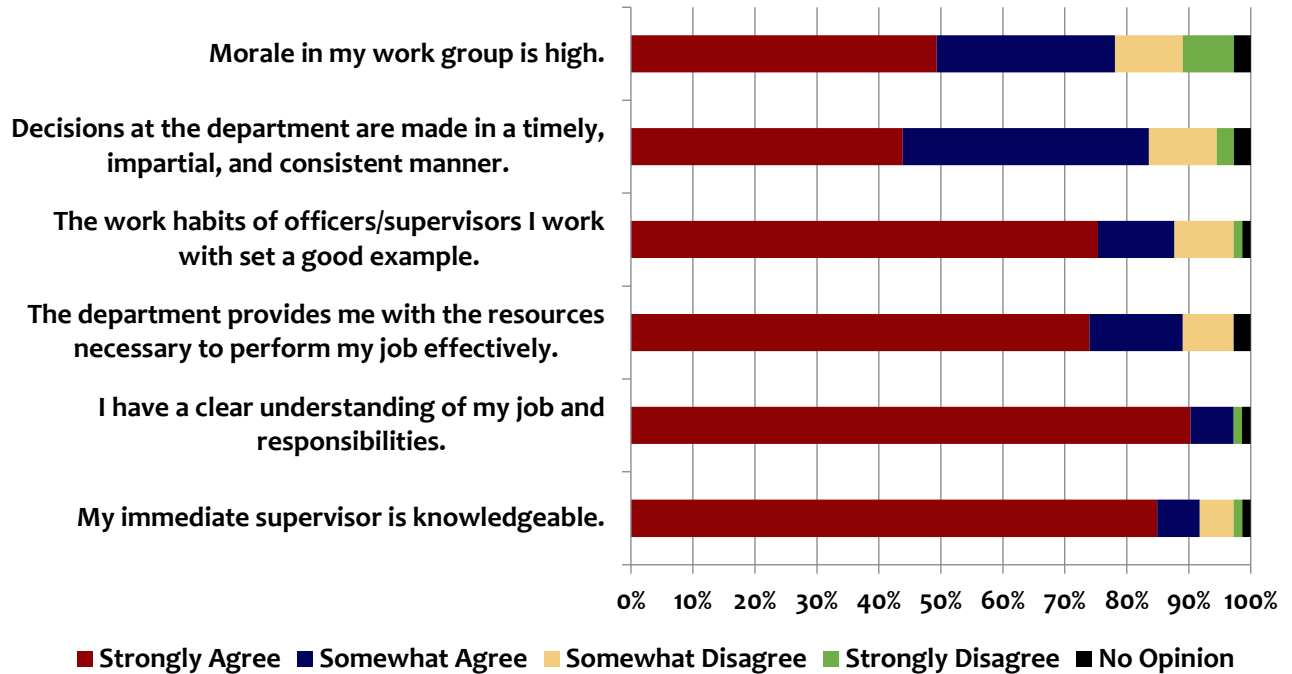
## Morale and Work Environment

The third section of the survey asked members 11 questions regarding morale and their work environment.

## Question 12

Question 12 was a six-part question where respondents rated their level of agreement on statements about their work environment at the Schaumburg Fire Department. Nearly 80% of respondents answered strongly or somewhat agree to all six parts of question 12. The only part below 80% was part one, “Morale in my work group is high,” at 78%. Part one also had the highest number of somewhat or strongly disagree responses, with 19% of respondents selecting one of these two options.

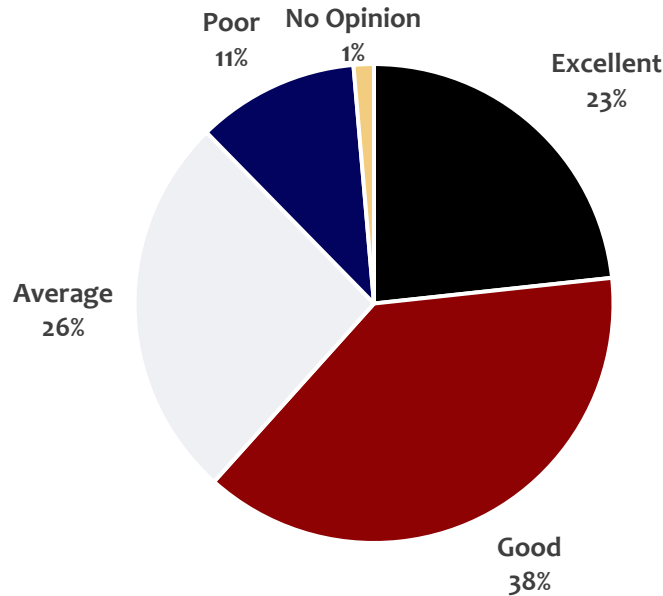
Figure 14: Question 12 – Chart



### Question 13

Question 13 asked respondents to select how they would rate morale within the department. Most of the members (38%) rated morale as good. The following figure shows the results in chart format.

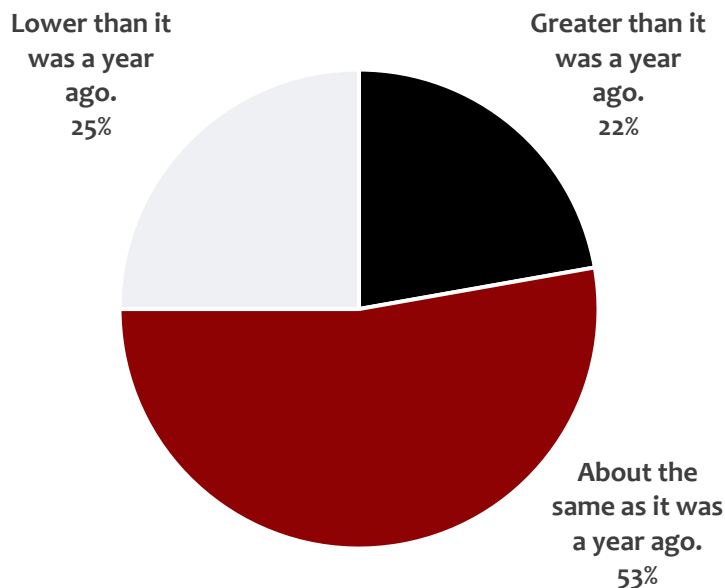
Figure 15: Question 13 - Chart



### Question 14

Question 14 asked respondents to complete the statement, “Overall, employee morale at the Schaumburg Fire Department is...” with one of the following answers, greater than it was a year ago; about the same as it was a year ago; or lower than it was a year ago. Close to half (53%) of the members feel that employee morale at SFD is the same as it was a year ago. The following figure shows the results in chart format.

Figure 16: Question 14 - Chart





## Question 15

Question 15 was an open-ended question that asked members, “What suggestions do you have for improving employee morale within the department?” ESCI recognized the following common answers among the 52 responses:

- Stop the “rumor mill”
- Improve working conditions
- More group/department outings
- Open and stronger communication
- Recognize employees for their accomplishments
- Consistency throughout the Department

## Question 16

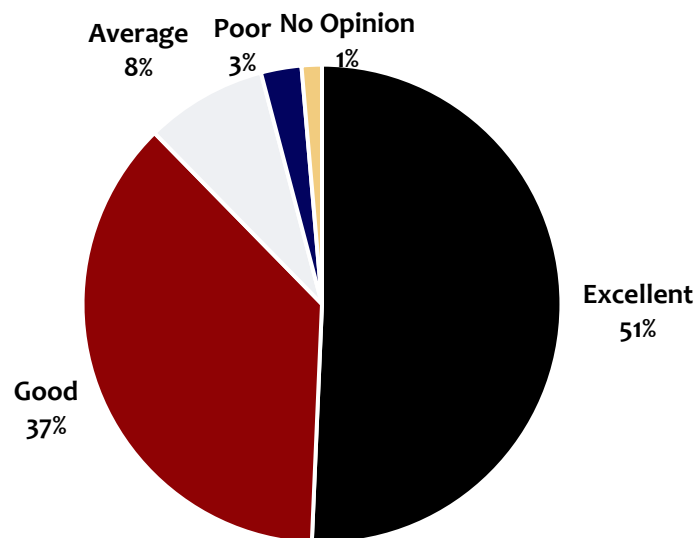
Question 16 was another open-ended question that asked members, “In your opinion, what should the department's senior leadership be doing more of?” Among the 49 responses, ESCI found the following common themes:

- Listen to employees
- Communicate with members
- Be consistent
- Open and stronger communication
- More informal station visits

## Question 17

Question 17 asked respondents to select how they would rate their overall personal work environment at the SFD. Most of the members (51%) rated their personal work environment as excellent. The following figure shows the results in chart format.

Figure 17: Question 17 - Chart



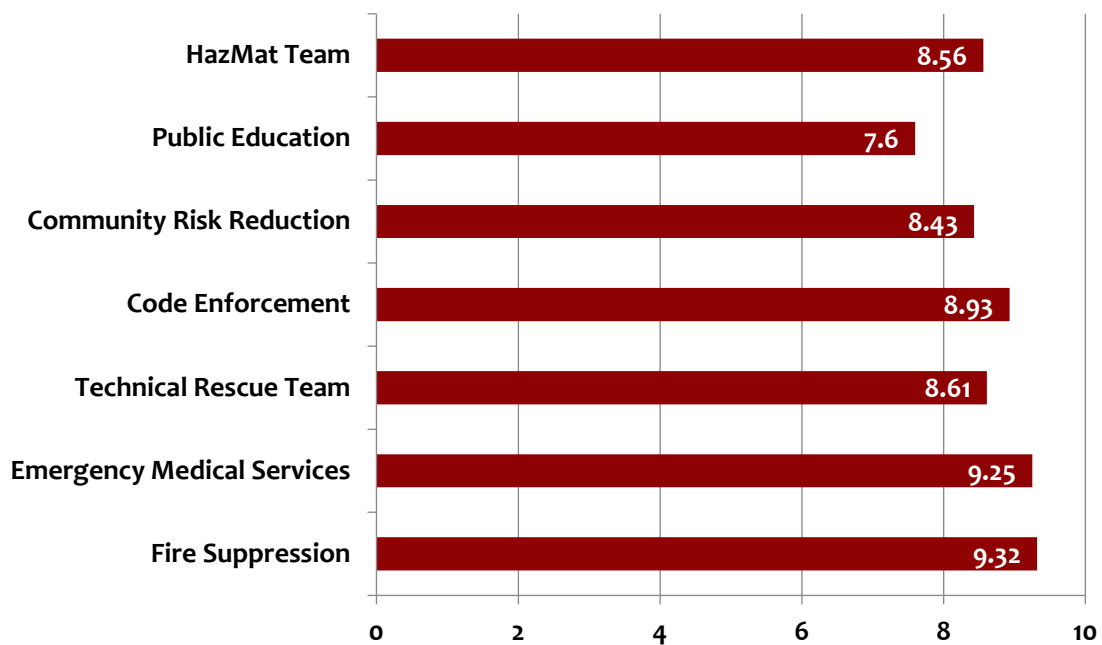
### Question 19

Question 19 was a seven-part question where respondents were asked to rate external services and programs provided to the public by the department on scale of 1 to 10, where 1 is poor and 10 is excellent. The external services and programs included:

- HazMat Team
- Public Education
- Community Risk Reduction
- Code Enforcement
- Technical Rescue Team
- Emergency Medical Services
- Fire Suppression

Overall, the internal members of SFD feel that the services the department provides the public are highly rated. Public education had the lowest weighted average at 7.6 and fire suppression had the highest with 9.32. The following graph shows the weighted average of all seven rated services.

Figure 18: Question 19 - Chart



### Question 20

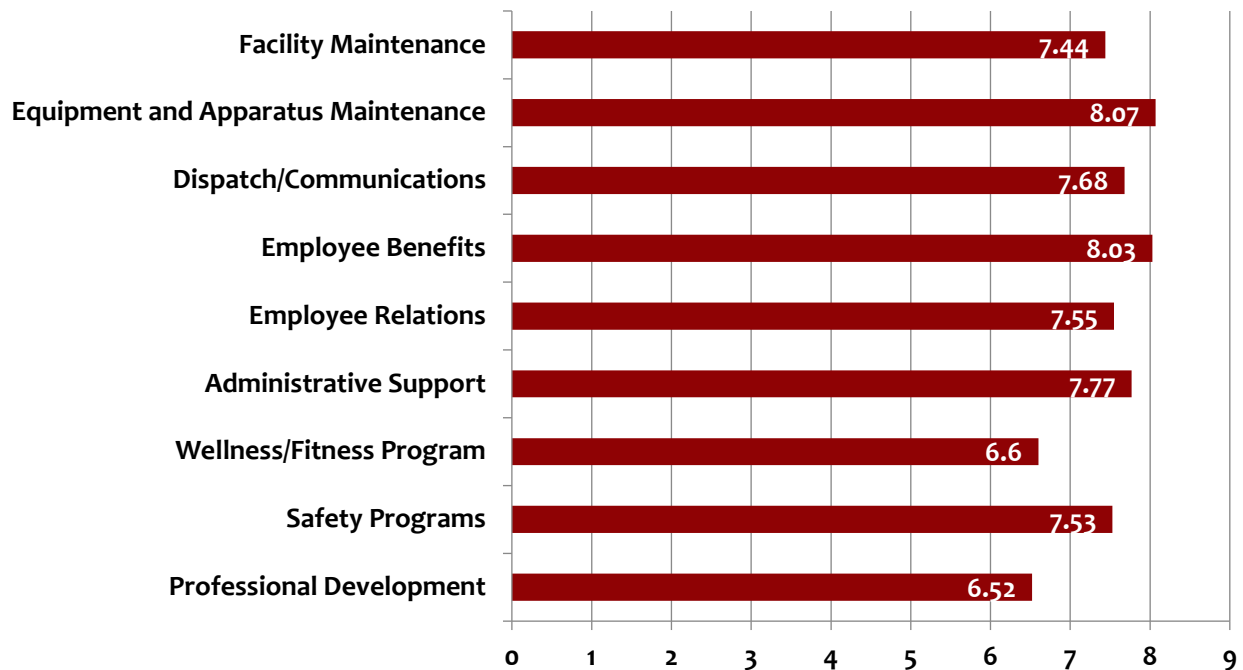
In Question 20, respondents were asked to rate the internal services and process provided by the department on scale of 1 to 10, where 1 is poor and 10 is excellent. The internal services and processes included:

- Facility Maintenance
- Equipment and Apparatus Maintenance
- Dispatch/Communications
- Employee Benefits
- Employee Relations

- Administrative Support
- Wellness/Fitness Program
- Safety Programs
- Professional Development

The internal services were rated lower than the external services by the members. The weighted averages range from 6.52 for professional development to 8.07 for equipment and apparatus maintenance. The following graph shows the weighted average for all nine internal services and processes surveyed.

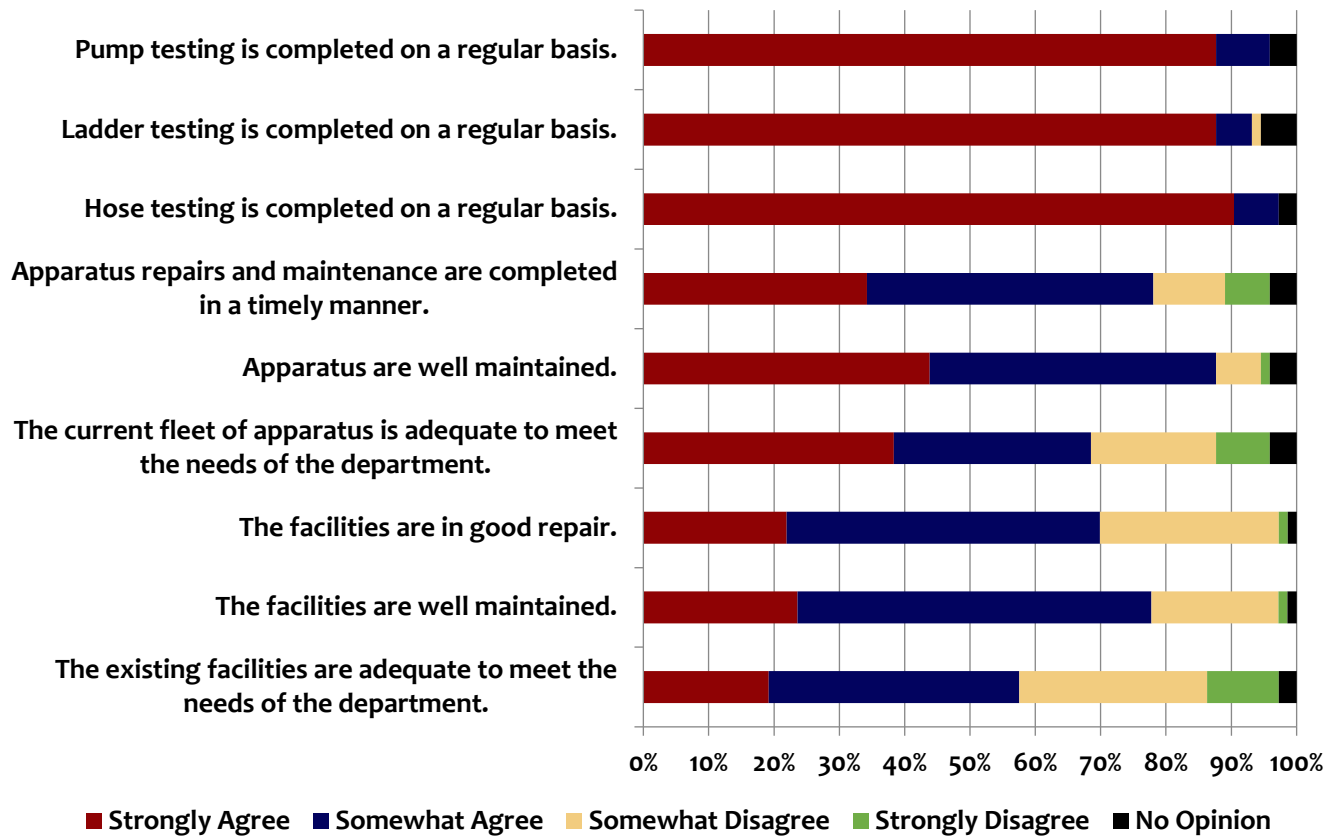
Figure 19: Question 20 - Chart



### Question 21

Question 21 was a nine-part question where respondents rated their level of agreement on statements about the department's facilities and apparatus. Most of the members strongly agree that pump testing (88%), ladder testing (88%), and hose testing (90%) are completed on a regular basis. The statement “The existing facilities are adequate to meet the needs of the department,” had that most somewhat and strongly disagree selections with a total of 40%.

Figure 20: Question 21 - Chart



## Question 22

Question 22 was an open-ended question that asked members, “If you could change only one thing about the work environment at the Schaumburg Fire Department, what would it be?” There were many different responses among the 54 answers. The following are some of the common ones:

- Improve Living Quarters at Stations
- More Hands-on Training
- Improve Training
- Better Communication
- Increase Staffing
- Cross Train Members

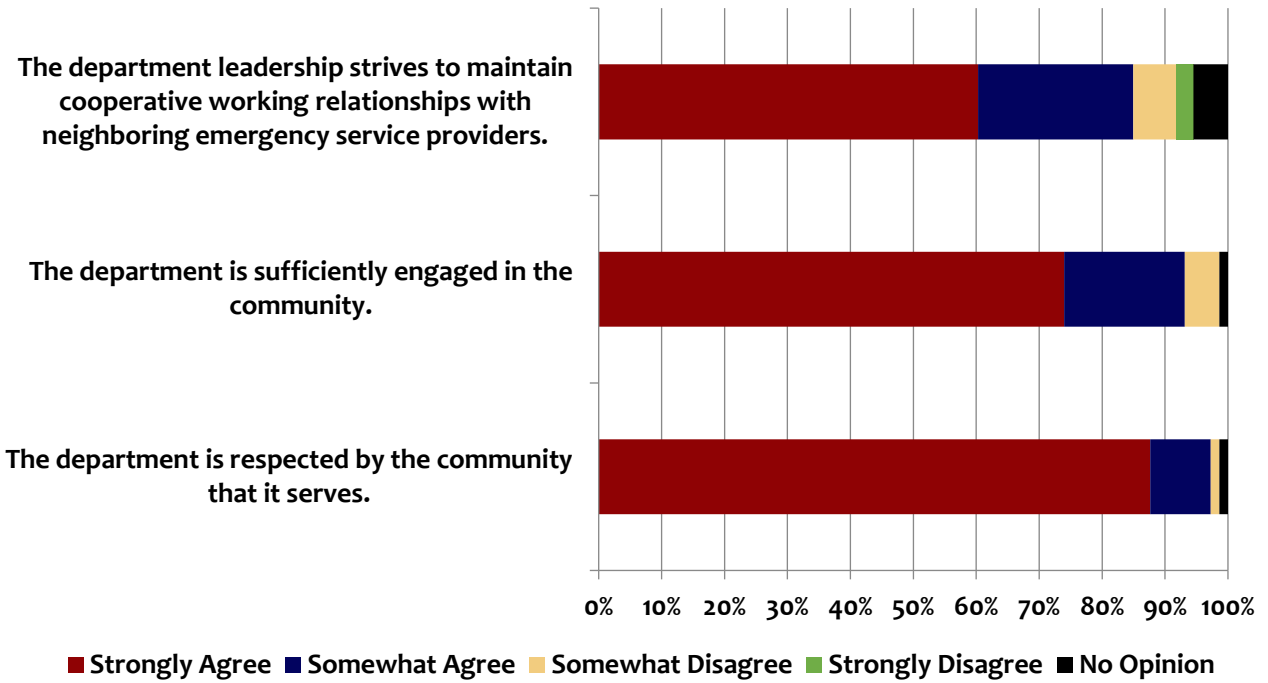
## Community Relations

The fourth section of the survey featured two questions on community relations.

## Question 23

Question 23 was a three-part question where respondents rated their level of agreement on statements about the department's community relations. For all three statements, over 85% of the members either strongly or somewhat agreed with the department’s community relations efforts.

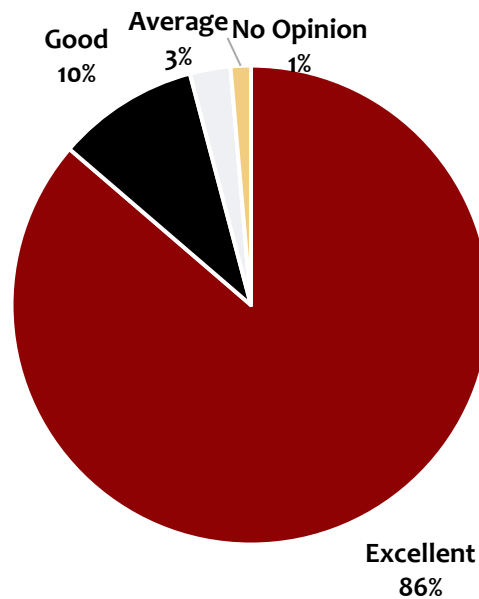
Figure 21: Question 23 - Chart



### Question 24

Question 24 asked respondents to select what they feel is the community's overall image of the Schaumburg Fire Department. Most of the members (86%) feel that the community's overall image of the SFD is excellent. The following figure shows the results in chart format.

Figure 22: Question 24 - Chart



## Comments, Suggestions, and Thoughts

The final section of the survey allowed members to share their comments, suggestions, and thoughts. It also performed a SWOT analysis (strengths, weaknesses, opportunities, and threats), which allows the department to identify positive and negative attributes.

### Question 25

Question 25 was an open-ended question that asked members, “In your opinion, what is the department's single greatest strength?” ESCI analyzed the 60 responses and found the following as common responses:

- Members/ employees
- Pride
- Public Relations
- Professionalism

### Question 26

Question 26 was an open-ended question that asked members, “In your opinion, what is the department's single greatest weakness?” There were various answers to this question among the 54 responses. ESCI chose the following as common themes:

- Professional Development
- Fire Stations
- Limited Resources
- Leadership Issues
- Lack of Training Facility
- Complacency/ Stagnant
- Funding

### Question 27

Question 27 was an open-ended question that asked members, “In your opinion, what single greatest opportunity should the department take advantage of in the future?” Of the 48 responses to this question, the following are five common responses:

- Train and develop newer members
- Training Opportunities
- Update Fire Stations
- Host More Classes
- Succession Planning

### Question 28

Question 28 was an open-ended question that asked members, “In your opinion, what is the single most significant threat that the department faces in the future?” The common responses among the 53 respondents were:

- COVID
- Budget Issues/ Funding
- Ignoring Morale Issues
- Senior Member Turnover

- Leadership Gaps
- Growing Response Area
- PTSD/ Mental Health of Members

## Question 29

Question 28 was an open-ended question that asked members, “Please use the space below to tell us your suggestions or final thoughts for improving the Schaumburg Fire Department.” Commonalities among the 40 responses included:

- Update Fire Stations
- Increase Manpower
- Improve Training
- Improve Working Conditions
- Officer and Leadership Development Training

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## **SECTION III: STRATEGIC PLANNING WORKSHOP**

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## MISSION, MOTTO, VISION, AND VALUES

From January 10<sup>th</sup> to 12<sup>th</sup>, 2022, ESCI met with SFD's Executive Team and then department members to discuss the results of the internal stakeholder feedback that was conducted at the end of December 2021. The first part of the strategic planning workshop was to discuss the current mission, vision, and value statement that the SFD currently has and make any necessary changes.

### Mission

The organization's mission statement should clearly define the primary purpose of its existence. The mission statement focuses fire department members on what is truly important to the organization and community. The mission statement should be understood by all members and posted prominently throughout the organization's facilities. Each member should commit the mission to memory.

#### **Schaumburg Fire Department's Mission Statement:**

*Dedicated to protecting life and property by delivering prompt, professional services.*

### Vision

In addition to knowing their mission, all successful organizations need to define where they expect to be in the future, at least to the fruition of the strategic plan. Schaumburg Fire Department did not have a vision statement in their previous strategic plan. When surveying the internal stakeholders, they stated that it was important to them to have a vision statement. When meeting with the Executive Team, ESCI stated the internal stakeholders desire to have a vision statement. The Executive Team through consensus developed a vision statement. The new vision statement provides members with a future view that can be shared, a clear sense of direction, a mobilization of energy, and gives a sense of being engaged in something important. Vision statements provide a direction of how things can be and a sense of organizational guidance to get there. The Executive Team created the following vision statement.

#### **Schaumburg Fire Department's Vision Statement:**

- *Be a high performing agency that exceeds the community's expectations*
- *Provide service above self*
- *Be a regional leader in the future of fire and emergency services*
- *Be a highly trained organization that is committed to professional development*
- *Provide unique and customized resources for the community*
- *Be an innovative organization that anticipates and influences change.*

### Values

Values define what the people in the organization consider to be appropriate and inappropriate behaviors. An organization's fundamental values define the organization's culture and belief system, thus providing a foundation in an environment that is always changing. The Executive Team declared the following as the core values for the development of the Department and the members for the future.

**Schaumburg Fire Department's Values:**

**Service:** *Providing excellent service with compassion, honesty, and integrity.*

**Safety:** *Maintaining a work environment where health and safety are paramount.*

**Teamwork:** *A collaborative approach which enhances the quality of our services.*

**Respect:** *An inclusive organization which respects diversity.*

With the development of its mission, vision, and core values, the SFD has established the organization's foundation for strategic planning. ESCI strongly recommends that every member empower themselves with these elements; they are the basis for accomplishing the organization's strategic initiatives, goals, objectives, and day-to-day tasks.

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## **SECTION IV: SWOT Analysis**

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## SFD SWOT ANALYSIS

To properly formulate strategic initiatives, the Schaumburg Fire Department planning team had to analyze the organization's strengths, weaknesses, opportunities, and threats (SWOT), which is the first step in identifying actionable strategies for the future. Part of the internal environmental scan conducted prior to convening the Schaumburg Fire Department planning team included asking all members to identify their SWOT issues. There were dozens of responses for each element of the SWOT. To focus on the most impactful SWOT topics, the executive team condensed and prioritized the top issues from the perspective of the Schaumburg Fire Department planning team. The top four from each category are listed in bold.

### Strengths

The identification of organizational strengths is the first step in the SWOT analysis. An organization's strengths identify its capability of providing the services requested by its customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or primary functions should be reviewed to evaluate the rate of return on precious staff time. The planning team identified these core Schaumburg Fire Department strengths:

- **Personnel**
- **Fire Suppression**
- **Professionalism**
- **EMS**
- Pride
- Charitable
- Community Involvement
- Labor Relations
- Aggressive
- Confidence
- Commitment
- Planning
- Morale
- Adaptability

### Weaknesses

Organizational weaknesses, or lack of performance, are also important elements of the SWOT analysis. To move forward, the organization must honestly identify the issues that have barriers to success in the past. Weak areas needing improvement are not the same as challenges, but rather those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the Schaumburg Fire Department planning team, are typically issues that are the heart of the agency's problems. The Schaumburg Fire Department planning team identified these core department weaknesses:

- **Succession Program**
- **Professional Development**
- **Facilities**
- **Internet Technology (IT)**
- Apparatus
- Inexperience
- Training Budget
- Training Facilities
- Intra-village Cooperation
- Communication
- Consistency
- Establish Clear Expectations
- Public Education
- Staffing

## Opportunities

An organization's growth and threats are generally derived from the external environment. Opportunities are focused on existing circumstances and on expanding and developing new possibilities, inside and beyond the traditional service area. The Schaumburg Fire Department planning team identified these core Department opportunities:

- **Succession Planning**
- **New Revenue**
- **Inexperience**
- **Education of Elected Officials**
- New Development
- Preplanning
- Public Education
- Intra-village communication
- Offering and taking regional training
- Enhance Nursing Services
- Health/Wellness/reduce risks
- Plan review and inspections

## Threats

There are conditions in the external environment that are not under the organization's control. The identification of these conditions allows the organization to develop plans to mitigate or respond when a threat becomes an obstacle. By recognizing these challenges, an organization can greatly reduce the potential for loss. The Schaumburg Fire Department planning team identified these core threats:

- **Succession Planning**
- **Budget/Revenue**
- **Capital Replacement Maintenance**
- **Mental/Physical Health**
- Complacency - High Risk/Low Frequency
- Village EOC Training
- Consistent Baseline Training
- Sustain Historical Culture
- Lack of Building Construction Experience
- Stagnation – Always done it this way
- Intra-village Communication

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## **SECTION IV: Strategic Plan**

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## DEFINITION OF TERMS

There are six main components to a strategic plan: Initiatives, Goals, Objectives, Critical Tasks, Outcomes, or Performance Indicators. For purposes of this strategic plan, they are defined as follows:

- **Initiative:** The largest overarching element of a strategic plan, an initiative is a broad enterprise where the department may have multiple areas of focus.
- **Goal:** A smaller component of and subordinate to an initiative, a goal is focused on one area but is still general in nature. If all the goals under an initiative have been accomplished, the initiative will have been achieved.
- **Objective:** A smaller component of and subordinate to a goal, an objective is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all objectives under a goal are accomplished, the goal will have been accomplished.
- **Critical task:** The smallest component of a strategic plan, critical tasks are the immediate (within 90 days) action steps needed to meet an objective or a goal. Not all goals or objectives have critical tasks.
- **Outcome Statement:** The description of a desired result of a goal or objective once accomplished.
- **Performance Metric:** The description of measurable improvement of an objective once accomplished.

Strategic initiatives, goals, objectives, critical tasks, performance metrics, and outcomes become an important part of the organization's efforts. By following these components carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions. Each of the initiatives, goals, and objectives were identified in a two-day planning workshop facilitated by ESCI with the internal planning team.

The following series of tables list and define each initiative with its subordinate goals and each goal with its subordinate objectives. Timelines are also listed with each objective as follows: Short-term (less than one year), Mid-term (greater than one year but less than three years), and Long-term (greater than three years but not longer than five years). These timelines are listed after the objectives. The initiative manager is responsible for tracking that initiative's progress. Each objective also has a task team responsible for coordinating the effort to implement that objective.



<b>Initiative 1 – Professional Development</b>	
<p>The professional development of a fire department’s personnel is paramount to continued excellence as they serve the community and is in a large part a reflection upon the value they place in their personnel. A pathway for continued educational growth for members at all levels of the organization is vital to the continued health of an organization which is constantly trying to find better ways to serve the community.</p>	
<b>Initiative Managers: Training Captain</b>	
<b>Outcome Measurement Tool and Methodology:</b>	
<b>Goal: 1A</b>	<b>Collaborate with the Board of Fire and Police Commissioners to improve and identify professional standards to adopt.</b>
<b>Objectives</b>	1. <i>Collaborate with the Board of Fire and Police Commissioners regarding hiring standards.</i>
	Responsible: Fire Chief   Timeline: Short-term
	Collaborate with the Board of Fire and Police Commissioners to identify and adopt professional standards which can be used in an accreditation process.
	2. <i>Develop a committee to research new recommendations for hiring standards.</i>
	Responsible: D/C Administration   Timeline: Short-term
	Outcome: The establishment of a committee which brings forth recommend hiring standards based on research and best practices.
	3. <i>Establish a set of hiring standards.</i>
	Responsible: D/C Administration   Timeline: Short-term
	Outcome: The establishment of recommended hiring standards as set forth by the committee after considerable review.
	4. <i>Work with the Board of Fire and Police Commissioners to adopt hiring standards established.</i>
	Responsible: Fire Chief   Timeline: Mid-term
	Outcome: The adoption of recommended hiring standards as set forth by the committee.
	5. <i>Review hiring standards prior to each hiring exam to ensure relevancy.</i>
	Responsible: D/C Administration   Timeline: Long-term
	Outcome: Committee review of the hiring standards on a routine basis prior to each exam

<b>Goal: 1B</b>		<b>Develop and adopt information defining a “knowledge sharing” or “Train the Trainer” program opportunity.</b>	
<b>Objective</b>	1. <i>Identify training classes to be included in a “knowledge sharing” program.</i>		
	Responsible: Training Captain		Timeline: Short-term
	Outcome: Establishment of a training class list which lays out the specific classes and requirements for the “knowledge sharing” program.		
	2. <i>Training committee to develop a form to be completed by employee upon return from a class.</i>		
	Responsible: Training Captain		Timeline: Short-term
	Outcome: Standardized lesson plan form which is to be completed by each employee upon return from a class.		
	3. <i>Training committee to develop a lesson plan around submitted information with additional feedback from the employee if needed.</i>		
	Responsible: Training Captain		Timeline: Mid-term
	Outcome: Developed lesson plan which addresses information gained from class attendance that can be shared for the benefit of other employees.		
	4. <i>Department integrates training into annual training program.</i>		
	Responsible: Training Captain		Timeline: Mid-term
	Outcome: Information integration from classes is placed into the annual training program and marked as such.		

Goal: 1C Identify and adopt standardized fundamental job tasks.	
<b>Objectives</b>	1. <i>Identify fundamental tasks.</i>
	Responsible: Training Captain   Timeline: Mid-term
	Outcome: Itemized and detailed task list.
	2. <i>Develop effective training materials to reference standardized job tasks.</i>
	Responsible: Training Captain   Timeline: Mid-term
	Outcome: Job task sheets or checklists.
	3. <i>Develop reference library available for department.</i>
	Responsible: Training Captain   Timeline: Long-term
	Outcome: Comprehensive reference library.
	4. <i>Department integrates training into candidate/annual training program.</i>
	Responsible: Training Captain   Timeline: Long-term
	Outcome: Updated training program which reflects new information.

Goal: 1D <b>Develop and adopt a comprehensive succession plan.</b>	
<b>Objectives</b>	1. <i>Review and further develop the SFD career training program / succession plan.</i>
	Responsible: D/C Operations   Timeline: Mid-term
	Outcome: Revised SFD career training program and succession plan.
	2. <i>Develop career path guidelines for personnel interested in progressing further in their career.</i>
	Responsible: D/C Operations   Timeline: Mid-term
	Outcome: Flow chart and guidance documents which specifies the certifications and education necessary for career progression.
	3. <i>Develop and implement a shadowing program to provide employees further insight into upper-level positions.</i>
	Responsible: D/C Operations   Timeline: Mid-term
	Outcome: Mentorship program which encourages step-up opportunities and professional growth.
	4. <i>Further develop and expand the applicant pool for future Lt / Capt / BC training.</i>
	Responsible: D/C Operations   Timeline: Mid-term
	Outcome: A large, qualified applicant pool for all officer position testing.
	5. <i>Review SFD officer training program with graduates for improvements in the process and material.</i>
	Responsible: D/C Operations   Timeline: Mid-term
	Outcome: A refined officer training program updated with new material and best practices.

**Initiative 2 – Facilities & Capital Improvement**

The Fire Department facilities were frequently cited in conversations with staff as needing attention as well as an expansion in space for conducting the operations and tasks they are faced with. There are several shortcomings with current facilities for the mission currently being conducted. Capital improvement is a necessary investment if a fire department is to properly plan and prepare for the replacement of facilities, apparatus, and large capital items such as communications equipment or Self-Contained Breathing Apparatus.

**Initiative Managers:** Captain Lally

**Outcome Measurement Tool and Methodology:**

**Goal: 2A The SFD and Engineering/Public Works Department to develop and maintain a routine maintenance schedule for buildings.**

<b>Objectives</b>	1. <i>Develop and adopt a formalized routine facility maintenance and modernization schedule for all SFD buildings to include specific criteria and timelines for completion.</i>	
	Responsible: Captain Lally	Timeline: Mid-term
	Outcome: Checklist and detailed taskings compiled and presented to EPW	
	2. <i>Develop a quarterly walkthrough with EPW and Station captain to evaluate the progress of facility.</i>	
	Responsible: Captain Lally	Timeline: Short-term
	Outcome: Schedule of quarterly walkthrough dates agreed to between EPW and Station Captains.	

**Goal: 2B Assess the need to retain an additional ambulance and engine in reserve (2/2).**

<b>Objectives</b>	1. <i>Review data from the manpower and apparatus sheet assessing the need for additional reserve apparatus.</i>	
	Responsible: D/C Operations	Timeline: Mid-term
	Outcome: Data-based analysis report which assesses the need for additional reserve apparatus.	
	2. <i>Conduct an analysis to determine where additional reserve apparatus can be housed.</i>	
	Responsible: D/C Operations	Timeline: Mid-term
	Outcome: Analytical report published with recommendations regarding the potential need for additional reserve apparatus placement.	
	3. <i>Meet with EPW to determine the cost associated with keeping reserve apparatus.</i>	
	Responsible: D/C Operations	Timeline: Mid-term
	Outcome: Cost analysis report which details reserve apparatus expenditures.	

<b>Goal: 2C SFD and IT to conduct a gap analysis of software and hardware.</b>	
<b>Objectives</b>	1. <i>Develop an SFD committee to oversee IT needs shortfalls within one year.</i>
	Responsible: D/C Administration   Timeline: Short-term
	Outcome: Report which details the needs of the SFD in relation to IT needs.
	2. <i>Present needs and shortfalls to the IT department and provide suggestions for improvement within six to twelve months.</i>
	Responsible: D/C Administration   Timeline: Short-term
	Outcome: Presentation of IT needs to the IT department for action.
	3. <i>Train shift personnel to become IT liaisons to assist in identifying and resolving frequently encountered IT issues.</i>
	Responsible: D/C Administration   Timeline: Mid-term
	Outcome: IT trained personnel with the ability to assist in identifying and resolving frequent low-level IT issues.
<b>Goal: 2D Redesign and repurpose current EOC space to meet standards.</b>	
<b>Objectives</b>	1. <i>Conduct a gap analysis of current EOC to include facility and IT.</i>
	Responsible: EMA Manager   Timeline: Mid-term
	Outcome: Report that highlights the needs of the current EOC.
	2. <i>Evaluate gap analysis results and develop a plan with IT and EPW.</i>
	Responsible: EMA Manager   Timeline: Mid-term
	Outcome: Document that addresses gap analysis results.
	3. <i>Evaluate gap analysis results and develop a technology plan with IT.</i>
	Responsible: EMA Manager   Timeline: Mid-term
	Outcome: Document that addresses technology needs.
	4. <i>Complete EOC redesign within three to five years.</i>
	Responsible: EMA Manager   Timeline: Long-term

Outcome: EOC retrofitted to meet new demands.

**Initiative 3 – Communication**

Communication both internally with staff and externally with other department heads, the village council and the residents of Schaumburg is vital to carrying out the mission of the fire department. When there is a lack of communication, or communication is not accurate and timely problems frequently arise in organizations and the fire department is no exception. It is important to the organization that communications are relevant, regular, and contain the information needed for each member to do their job.

**Initiative Managers:**

**Outcome Measurement Tool and Methodology:**

**Goal: 3A Enhance communications between line personnel and Command staff.**

<b>Objectives</b>	1. <i>Re-establish a bi-annual Officers conference to provide top-down communication on goals and current issues within the Department.</i>	
	Responsible: Fire Chief	Timeline: Short-term
	Outcome: Regularly scheduled officer’s conference.	
	2. <i>Establish an annual State of the Department conference open to all ranks for communication about Department updates and to allow open feedback to senior leadership.</i>	
	Responsible: Fire Chief	Timeline: Short-term
	Outcome: Annual state of the Department conference.	
	3. <i>Assign staff meeting minutes to be reviewed as an assignment on Target Solution to ensure the staff meeting minutes are reviewed by all members.</i>	
	Responsible: Training Analyst	Timeline: Short-term
	Outcome: Target Solutions assignments completed.	
	4. <i>Establish a Request for Clarification (RFC) feedback form that can be submitted to senior management regarding ongoing or unresolved issues that require clarification on the Department’s position.</i>	
	Responsible: D/C Administration	Timeline: Short-term
	Outcome: RFC feedback form adopted.	



**Goal: 3B Ensure regular information sharing between the Village of Schaumburg departments.**

<b>Objectives</b>	1. <i>Identify key Departments that can provide response or operational information that affects the fire department.</i>	
	Responsible: D/C Operations	Timeline: Mid-term
	Outcome: A published fire department resource list.	
	2. <i>Schedule meetings with identified VOS departments to obtain information and provide feedback and comments from line staff.</i>	
	Responsible: D/C Operations	Timeline: Mid-term
	Outcome: A quarterly meeting schedule.	
	3. <i>Create an agenda for the meetings to formalize the process and ensure all issues and concerns are addressed.</i>	
	Responsible: D/C Operations	Timeline: Mid-term
	Outcome: A quarterly meeting agenda.	
	4. <i>Develop a process tool for distribution to staff which would allow for unresolved issues to be added to Department quarterly meetings for discussion.</i>	
	Responsible: D/C Administration	Timeline: Mid-term
	Outcome: A tracking mechanism to document and follow up on any unresolved issues.	

**Goal: 3C Provide information and Department activity updates to the community to increase FD awareness.**

<b>Objectives</b>	1. <i>Provide a weekly FD update to the Village’s Communications &amp; Outreach Department for publication to social media to increase FD activity awareness.</i>	
	Responsible: Pub Ed Coordinator	Timeline: Short-term
	Outcome: Published information and activity update.	
	2. <i>Develop a survey to distribute to local businesses to identify FD topics they would like to be trained on.</i>	
	Responsible: Pub Ed Coordinator	Timeline: Mid-term
	Outcome: Survey tool distributed to local businesses.	
	3. <i>Develop an updated curriculum and presentation to educate businesses on topics identified in survey outcomes.</i>	
	Responsible: Pub Ed Coordinator	Timeline: Mid-term

	Outcome: Business-specific curriculum presentations delivered.
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<b>Initiative 4 – Service Delivery</b>	
Service delivery is an important function of fire department operations in that this is frequently what the public sees when they have the chance to interact with the department. The way in which service is delivered and the empathy which is shown is a large influence on the way the public perceives their fire department.	

<b>Initiative Managers:</b> Fire Marshal	
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<b>Outcome Measurement Tool and Methodology:</b>	
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<b>Goal: 4A Increase Public Education and Fire prevention outreach to the community.</b>	
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<b>Objectives</b>	1. <i>Recruit and hire a Public Education Coordinator within one year.</i>	
	Responsible: Fire Marshal	Timeline: Short- term
	Outcome: Dedicated Public Education Coordinator hired.	
	2. <i>Will offer fire incident high rise procedures and best practices for 50 percent of high-rise buildings and occupants within three years.</i>	
	Responsible: Fire Marshal	Timeline: Mid-term
	Outcome: Training delivered to 50 percent of high-rise office buildings.	
	3. <i>To provide age-appropriate fire and life safety education to 75% of school grade K-8 within SFD service area.</i>	
	Responsible: Pub Ed Coordinator	Timeline: Mid-term
Outcome: Fire and life safety education delivered to 75% of SFD service area K-8 students.		

<b>Goal: 4B Evaluate and validate response standards.</b>	
<b>Objectives</b>	1. <i>Tabulate data to assure an effective response force (ERF) standards are met 90 percent of the time in accordance with Commission on Fire Accreditation International (CFAI) and Insurance Service Office (ISO) recommendations for all call types.</i>
	Responsible: Fire Marshal   Timeline: Short-term
	Outcome: Report comparing actual response data to CFAI and ISO recommended metrics.
	2. <i>Evaluate new technology and station alerting to improve response times.</i>
	Responsible: D/C Administration   Timeline: Short-term
	Outcome: Report which details impact of new station alerting systems.
	3. <i>Conduct assessment of response times and service delivery to assess affectiveness, safety, efficiency, and fiscal impact of current station location, apparatus staffing and deployment.</i>
	Responsible: D/C Operations   Timeline: Mid-term
	Outcome: Documentation of response times, call overlap, potential deployment inefficiencies in meeting the effective response force recommendations of CFAI and ISO.
	4. <i>Make recommendations regarding staffing to meet CFAI and ISO effective response force recommendations.</i>
	Responsible: Fire Chief   Timeline: Mid-term
	Outcome: Report which details data collected and recommendations for staffing adjustments in order to meet CFAI and ISO standards.

**Goal: 4C Evaluate apparatus and station optimization in regard to future service demand/development.**

<b>Objectives</b>	1. <i>Track gaps in service to the community due to multiple incidents at one time.</i>	
	Responsible: Logistics Coordinator	Timeline: Mid-term
	Outcome: Data-driven report which highlights overlap incidents.	
	2. <i>Continue to monitor and analyze future needs for service delivery and possible need for additional station or relocation.</i>	
	Responsible: Fire Chief	Timeline: Mid-term
	Outcome: If determined to be necessary, hire a qualified agency to conduct optimal station location assessment.	
	3. <i>Review the impact that future building developments will have on fire department resources.</i>	
	Responsible: Fire Chief	Timeline: Long-term
	Outcome: Retain a consultant to evaluate future building development impacts on fire department resources.	

<b>Initiative 5 – EMS &amp; Nursing</b>	
Emergency medical services are the most frequently requested service from the Schaumburg Fire Department. The number of requests increases every year as the population grows and utilizes emergency services at a higher rate. The nursing services offered by the SFD is one of the most unique in the nation and one of the most popular programs it seems with the residents of Schaumburg.	
<b>Initiative Managers:</b> Nursing Supervisor	
<b>Outcome Measurement Tool and Methodology:</b>	
<b>Goal: 5A Assess the Benefits of a Schaumburg -based Re-admission Prevention Program.</b>	
<b>Objectives</b>	1. <i>Work with Northwest Community Hospital and other local hospitals to establish the scope of the program.</i>
	Responsible: Nursing Supervisor   Timeline: Mid-term
	Outcome: Written document establishing an outline of a pilot program and responsibilities and expectations of all parties.
	2. <i>Develop, initiate and evaluate pilot program.</i>
	Responsible: Nursing Supervisor   Timeline: Mid-term
	Outcome: Evaluate the effectiveness of the program in impacting hospital re-admission and ambulance responses.
	3. <i>Modify and finalize the program.</i>
	Responsible: Nursing Supervisor   Timeline: Mid-term
	Outcome: <i>Operational guidelines established.</i>
	4. <i>Launch full Program.</i>
	Responsible: Nursing Supervisor   Timeline: Long-term
	Outcome: Program in effect.

<b>Goal: 5B Increase awareness of Nursing and Senior Services within Village Departments.</b>		
<b>Objectives</b>	1. Determine level of education for specific departments/divisions.	
	Responsible: Nursing Supervisor	Timeline: Short-term
	Outcome: Outline of presentations.	
	2. Develop multiple presentations.	
	Responsible: Nursing Supervisor	Timeline: Short-term
	Outcome: Presentations available for delivery.	
	3. Deliver and evaluate presentations.	
	Responsible: Nursing Supervisor	Timeline: Mid-term
	Outcome: Village employees are informed (sign-in sheets).	
	4. Utilize feedback to improve future presentations and services.	
	Responsible: Nursing Supervisor	Timeline: Mid-term
	Outcome: Develop future presentation content and schedule.	
<b>Goal: 5C Increase awareness of Nursing and Senior Services to Residents.</b>		
<b>Objectives</b>	1. Determine awareness level of resident (community survey).	
	Responsible: Nursing Supervisor	Timeline: Mid-term
	Outcome: Community Survey Results tabulated.	
	2. Utilize results to determine information delivery.	
	Responsible: Nursing Supervisor	Timeline: Mid-term
	Outcome: Presentation content.	
	3. Deliver and evaluate education.	
	Responsible: Nursing Supervisor	Timeline: Mid-term

	Outcome: Delivery of program with post-presentation evaluation.	
<b>Goal: 5D</b>	<b>Develop senior outreach program.</b>	
<b>Objectives</b>	1. <i>Establish scope of program to enhance social interaction opportunities for isolated seniors using the Medical Reserve Corp Volunteers.</i>	
	Responsible: Senior Services Manager	Timeline: Mid-term
	Outcome: Summary of program presented to the Village Board.	
	2. <i>Determine number of volunteers and ancillary resources needed.</i>	
	Responsible: Senior Services Manager	Timeline: Mid-term
	Outcome: List of resources outlined.	
	3. <i>Recruit volunteers and participants.</i>	
	Responsible: Senior Services Manager	Timeline: Mid-term
	Outcome: A developed list of volunteers and participants who can be paired for the program.	
	4. <i>Educate volunteers.</i>	
	Responsible: Senior Services Manager	Timeline: Mid-term
	Outcome: Training documents signed.	
	5. <i>Deploy and evaluate pilot program.</i>	
	Responsible: Senior Services Manager	Timeline: Mid-term
	Outcome: Summary review document	
	6. <i>Launch final program.</i>	
	Responsible: Senior Services Manager	Timeline: Mid-term
	Outcome: Change in UCLA Loneliness Scale (pre/post)	

<b>Initiative 6 – Health &amp; Wellness</b>	
The health and wellness of members of the SFD is key to a supportive environment in which employees are treated as the organizations most valuable resource. Firefighters not only need physical conditioning opportunities and equipment while on shift, but should have access to professional support for mental health needs, emotional support, and assistance programs to deal with some very difficult situations.	
<b>Initiative Managers:</b> D/C Administration	
<b>Outcome Measurement Tool and Methodology:</b>	
<b>Goal: 6A Evaluate and adopt a standardized exercise equipment inventory for each station.</b>	
<b>Objectives</b>	1. <i>Evaluate and adopt a standardized exercise equipment inventory for each station.</i>
	Responsible: Fitness Committee Chair   Timeline: Short-term
	Outcome: Standardized exercise equipment inventory list published.
	2. <i>Identify equipment inventories for each station and gaps for needed equipment.</i>
	Responsible: Fitness Committee Chair   Timeline: Mid-term
	Outcome Station-specific inventories.
	3. <i>Create a replacement schedule for existing equipment.</i>
	Responsible: Fitness Committee Chair   Timeline: Mid-term
	Outcome: Replacement schedule for existing exercise equipment.



<b>Goal: 6B Establish a cancer prevention/awareness screening program.</b>	
<b>Objectives</b>	1. Pursue 2 <sup>nd</sup> set of firefighter turnout gear for 1/3 of the department over next 3 years.
	Responsible: D/C Operations   Timeline: Mid-term
	Outcome: Each firefighter has two sets of turnout gear.
	2. Maintain and replace 2nd set of gear for each member.
	Responsible: Logistics Coordinator   Timeline: Mid-term
	Outcome: Turnout gear equipment replacement schedule.
	3. Incorporate cancer screening into contractual annual physical.
	Responsible: D/C Administration   Timeline: Mid-term
	Outcome: Establish cancer screening into annual physical.
<b>Goal: 6C Establish a mental health awareness program.</b>	
<b>Objectives</b>	1. Invite mental health practitioners to educate members on awareness and outreach options.
	Responsible: D/C Administration   Timeline: Mid-term
	Outcome: Extend an invitation for mental health practitioners to interact with personnel.
	2. Provide members information in identification and early intervention of mental health.
	Responsible: D/C Administration   Timeline: Mid-term
	Outcome: Conduct training on mental health.
	3. Create a mental health committee to conduct annual training to all members.
	Responsible: D/C Administration   Timeline: Mid-term
	Outcome: Creation of a mental health committee.

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## **SECTION V: Implementation Methodology**

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## IMPLEMENTATION METHODOLOGY

As stated by Chris Ahoy, Associate Vice President of Facilities Planning & Management, Iowa State University, “*The three major keys to successful strategic planning and implementation are **commitment, credibility, and communication** [emphasis added].*” These three critical elements are best addressed by appropriate prioritization and completion of objectives, consistently seeking, and utilizing input from SFD members, keeping the strategic plan and its status front and center of the organization continuously, and measuring compliance for the established timelines. Where circumstances cause timelines to be jeopardized, clear articulation of the reasons for the delay is key to credibility for the plan’s long-term success.

The Village administration and elected officials are asked to review and adopt the strategic plan, endorsing the plan with an open letter to all readers of the plan (contained within this report). The fire chief and the IAFF Local president have also been asked to endorse this strategic plan. The importance of these three letters cannot be overemphasized. The legislative, executive/administrative, and labor branches of the organization have essentially signed on and are committed to seeing this strategic plan through to its ultimate achievement.

To the extent possible, the budget should align with strategic plan elements. The fire chief and village administration must strive to allocate funding for the strategic plan elements to keep funding from being the roadblock to successful implementation.

### Role of Task Teams

Each objective is assigned a name for a task team. The task teams currently exist in name only. They must be populated by capable members with an emphasis on those having a desire to achieve the objective or who have expertise or job assignments that align with the objective. Each task team should convene for an initial meeting to select a chairperson, become familiar with the objective as a team, seek clarification from the initiative manager where there are questions, identify the need for funding appropriations, and begin the process of outlining a work plan. This will help the task team achieve the objective within the assigned timeline(s).

Once a work plan has been created, the task team chair should coordinate the setting of a meeting schedule that works for the team and minimizes organizational conflicts (e.g., training, vacations, etc.). Significant actions of the task teams and issues they face should be recorded for status updates to the initiative managers.

### Role of Initiative Managers

Each of the initiative managers must be assigned by the department to coordinate the initiative(s) they are given. The assignments are currently awaiting names to take responsibility for specific initiative management which will equably divide the work among administrative staff. Once assigned, the initiative managers must be clear on their roles and responsibilities; identify and assign inclusive and capable task teams for each of the objectives within the initiative; identify funding needs in order to effectively and efficiently accomplish their assignments; maintain constant awareness of the status and

progress of each task team under their charge; troubleshoot and help remove obstacles or barriers to the task teams as they perform their work; and regularly report on initiative status, progress, barriers, strategies to address barriers, successes, and achievements. They are a crucial part of communicating the status of their plan element to the organization.

## **Role of Internal Planning Team & Fire Chief**

The Executive Team and the Fire Chief are owners of the plan, establishing how often people meet, what they produce, and how they should report it. They are responsible for compiling the status of the individual initiatives, providing adequate funding for initiatives, reporting the status on a regular basis to the organization, and working with initiative managers and potentially task teams where obstacles have been identified that interfere with or jeopardize the accomplishment of an objective or delays its achievement beyond the timeline set within this plan.

The Executive Team and Fire Chief should focus on communicating the plan to the organization using as many effective mechanisms and approaches as possible. No single method of communicating is likely to reach the four corners of the organization and keep the plan top-of-mind for every member. As charter members of this strategic plan, the Executive Team is the natural champion of it. However, for the strategic plan to be truly successful, every member of the organization must own it, embrace it, and help hold the organization accountable to it.

## **Role of Department Members**

Every member of the SFD is responsible for understanding the strategic plan; internalizing the mission, vision, values, goals, and objectives of it; and helping the organization achieve it, whether a part of the various teams or not. By being aware of the various efforts being expended to make the organization more successful, members can be on the lookout for opportunities the various task teams may be able to take advantage of to achieve its objectives. Members must also help by holding the organization accountable to its stated timelines and outcomes. While there should be room for unforeseen circumstances arising that require adjustment of timelines or unexpected opportunities arising that may necessitate a shift in a specific approach, they should not be a routine excuse for not achieving what was committed to in the beginning.

It is also important to be reasonable in the expectations by the organization of the strategic plan. In some cases, it has taken years for some of the challenges the department faces to manifest themselves in their current form. They will not be reversed overnight. It is important that each member sees themselves as part of the solution. Sometimes, despite the strongest desires and best efforts of all involved, the resolution of some thorny issues requires more effort than is available to the department in the near term. Therefore, every effort should be made to manage this effort with a focus on efficiency and effectiveness.

## Communication Strategies and Mechanisms

The Strategic Plan must be communicated often and through many mechanisms. Numerous communication strategies must be discussed by the internal planning team. They include:

- Chief officers meeting with all crews over the course of time to review the strategic plan.
- Incorporation of mission, vision, and values discussions within training sessions.
- Highlight a single element of the plan during training sessions (e.g., six minutes for strategic planning).
- Upload the strategic plan electronically to make it accessible to all personnel and post a hard copy of the plan at each station.
- Communicate status updates quarterly, celebrating successes, and identifying struggles transparently.
- Internal planning team meets with initiative managers at least semi-annually to share lessons learned, brainstorm resolutions to barriers, and provide status updates.
- Convene the internal planning team annually to update the plan and ensure accountability.
- Fire Chief reports to the appointing authority on status updates quarterly as a standing agenda item for the life of the plan (five years).

These strategies and mechanisms each have their advantages and disadvantages, but the primary theme is to use what works and communicate regularly and transparently to the organization. By keeping the plan front and center in the organization, the plan is alive in the minds and hearts of its members. By celebrating successes as they occur, it increases the level of anticipation by the members for the other elements to be accomplished.

The Task Worksheet can be used for each task team to keep track of their work performance and can also be used to provide regular updates to the initiative managers. This helps keep the process standardized and on track and can be the basis of communicating progress to the department. Whether this task sheet, an internally developed spreadsheet, or other tracking device created by the department is used, the important take away is maintaining granular tracking at the task team level and the big picture Department-wide.

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# Timeline

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	Objectives	Assigned Responsibility	Short-Term (1 year)	Mid-Term (2-4 years)	Long-Term (5 years)
1A1	Collaborate with the Board of Fire and Police Commission regarding hiring standard	Fire Chief			
1A2	Develop a committee to research new recommendations for hiring standards.	D/C Admin			
1A3	Establish a set of hiring standards.	D/C Admin			
1A4	Work with the Board of Fire and Police Commission to adopt hiring standards established	Fire Chief			
1A5	Review hiring standards prior to each hiring exam to ensure relevancy.	D/C Admin			
1B1	Determine the training classes required for the “knowledge sharing” program.	Training Capt			
1B2	Training committee to develop a form to be completed by employee upon return from a class.	Training Capt			
1B3	Training committee to develop a lesson plan around submitted information with additional feedback from the employee if needed.	Training Capt			
1B4	Department integrates training into annual training program.	Training Capt			
1C1	Identify fundamental tasks.	Training Captain			
1C2	Develop effective training materials to reference standardized job tasks.	Training Capt			
1C3	Develop reference library available for department	Training Capt			
1C4	Department integrates training into candidate/annual training program	Training Capt			
1D1	Review and further develop the SFD career training program / succession plan.	D/C Ops			

Objectives		Assigned Responsibility	Short-Term (1 year)	Mid-Term (2-4 years)	Long-Term (5 years)
1D2	Develop career path guidelines for personnel interested in progressing further in their career	D/C Ops			
1D3	Develop and implement a shadowing program to provide employees further insight into upper-level positions.	D/C Ops			
1D4	Further develop and expand the applicant pool for future LT / Capt / BC training.	D/C Ops			
1D5	Review SFD officer training program with graduates for improvements in the process and material.	D/C Ops			
2A1	Develop and adopt a formalized routine facility maintenance and modernization schedule for all SFD buildings to include specific criteria and timelines for completion.	D/C Admin			
2A2	Develop a quarterly walkthrough with EPW and Station Captains to evaluate progress of plan.	D/C Admin			
2B1	Review data from from manpower and apparatus sheet assessing the need for additional reserve apparatus.	Capt Lally			
2B2	Conduct a space analysis to determine where additional apparatus could be housed.	Capt Lally			
2B3	Work with EPW to determine cost associated with maintaining additional reserve apparatus.	Capt Lally			
2C1	Develop an SFD committee to oversee IT needs shortfalls within one year.	D/C Admin			



Objectives		Assigned Responsibility	Short-Term (1 year)	Mid-Term (2-4 years)	Long-Term (5 years)
2C2	Present needs and shortfalls to the IT department and provide suggestions for improvement within six to twelve months.	D/C Admin			
2C3	Train shift personnel to become IT liaisons to resolve frequently encountered IT issues.	Logistics Coord			
2D1	Conduct a gap analysis of current EOC to include facility and IT.	EMA Manager			
2D2	Evaluate gap analysis results and develop a plan with EPW.	EMA Manager			
2D3	Evaluate gap analysis results and develop a technology plan with IT.	EMA Manager			
2D4	Complete EOC redesign within three to five years.	EMA Manager			
3A1	Re-establish a bi-annual Officers conference to provide top-down communication on goals and current issues within the Department.	Fire Chief			
3A2	Establish an annual State of the Department conference open to all ranks for communication about Department updates and to allow open feedback to senior leadership.	Fire Chief			
3A3	Assign staff meeting minutes to be reviewed as an assignment on Target Solution to ensure the staff meeting minutes are reviewed by all members.	Training Analyst			
3A4	Establish a Request for Clarification (RFC) feedback form that can be submitted to senior management regarding ongoing or unresolved issues that require clarification on the Department's position.	D/C Admin			

Objectives		Assigned Responsibility	Short-Term (1 year)	Mid-Term (2-4 years)	Long-Term (5 years)
3B1	Identify key Departments that can provide response or operational information that affects the fire department.	D/C Ops			
3B2	Schedule meetings with identified VOS departments to obtain information and provide feedback and comments from line staff.	D/C Ops			
3B3	Create an agenda for the meetings to formalize the process and ensure all issues and concerns are addressed.	D/C Admin			
3B4	Develop a process tool for distribution to staff which would allow for unresolved issues to be added to Department quarterly meetings for discussion.	D/C Admin			
3C1	Provide a weekly FD update to the Village's Communications Department for publication to social media to increase FD activity awareness.	Pub Ed Coordinator			
3C2	Develop a survey to distribute to local businesses to identify FD topics they would like to be trained on.	Pub Ed Coordinator			
3C3	Develop an updated curriculum and presentation to educate businesses on topics identified in survey outcomes.	Pub Ed Coordinator			
4A1	Recruit and hire a Public Education Coordinator within one year.	Fire Marshal			
4A2	Will offer fire incident high rise procedures and best practices for 50 percent of high-rise office buildings within three years.	Fire Marshal			
4A3	To provide age-appropriate fire and life safety education to 75% of school grade K-8 within SFD service area.	Fire Marshal			

Objectives		Assigned Responsibility	Short-Term (1 year)	Mid-Term (2-4 years)	Long-Term (5 years)
4B1	Tabulate data to assure an effective response force (ERF) standards are met 90% of the time in accordance with CFAI and ISO recommendations for all call types.	Fire Marshal			
4B2	Evaluate new technology and station alerting to improve response times.	D/C Admin			
4B3	Conduct assessment of response times and service delivery to determine effectiveness, safety, efficiency, and fiscal impact of current station location, apparatus staffing and deployment.	D/C Ops			
4B4	Make recommendations regarding staffing to meet NFPA standards and CFAI and ISO ERF recommendations.	D/C Ops			
4C1	Track gaps in service to the community due to multiple incidents at one time.	Logistics Coord			
4C2	Continue to monitor and analyze future needs for service delivery and possible need for additional stations or re-location.	Fire Chief			
4C3	Review the impact that future building developments will have on fire department resources.	Fire Chief			
5A1	Work with Northwest Community Hospital and other local hospitals to establish the scope of the program.	Nursing Supervisor			
5A2	Develop, initiate and evaluate pilot program.	Nursing Supervisor			
5A3	Modify and finalize the program.	Nursing Supervisor			
5A4	Launch full Program.	Nursing Supervisor			

Objectives		Assigned Responsibility	Short-Term (1 year)	Mid-Term (2-4 years)	Long-Term (5 years)
5B1	Determine level of awareness for each department/division.	Nursing Supervisor			
5B2	Develop presentations.	Nursing Supervisor			
5B3	Deliver and evaluate presentations.	Fire Chief			
5B4	Utilize feedback to improve future presentations and services.	Nursing Supervisor			
5C1	Determine awareness level of resident (community survey).	Nursing Supervisor			
5C2	Utilize results to determine information delivery.	Nursing Supervisor			
5C3	Deliver and evaluate education.	Nursing Supervisor			
5D1	Establish scope of program to enhance social interaction opportunities for isolated seniors using the Medical Reserve Corp volunteers.	Nursing Supervisor			
5D2	Determine number of volunteers and ancillary resources needed.	Nursing Supervisor			
5D3	Recruit volunteers and participants.	Nursing Supervisor			
5D4	Educate volunteers.	Nursing Supervisor			
5D5	Deploy and evaluate pilot program.	Nursing Supervisor			
5D6	Launch final program.	Nursing Supervisor			
6A1	Evaluate and adopt a standardized fitness equipment inventory for each station.	Fitness Committee Chair			
6A2	Identify equipment inventories for each station and gaps for needed equipment.	Fitness Committee Chair			
6A3	Create a replacement schedule for existing equipment.	Fitness Committee Chair			

Objectives		Assigned Responsibility	Short-Term (1 year)	Mid-Term (2-4 years)	Long-Term (5 years)
6B1	Pursue 2nd set of firefighter turnout gear for 1/3 of the department over next 3 years.	D/C Ops			
6B2	Maintain and replace 2nd set of gear for each member.	Logistics Coord			
6B3	Incorporate cancer screening into annual physicals.	D/C Ops			
6C1	Invite mental health practitioners to educate members on awareness and outreach options.	D/C Admin			
6C2	Provide members information in identification and early intervention of mental health issues.	D/C Admin			
6C3	Create a mental health committee to conduct annual training to all members.	D/C Admin			

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# **Status and Accountability**

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## **Schaumburg Fire Department**

### **Status & Accountability Worksheet**

Implementation Timeline Status: On Target – Delayed or Deferred – Not Currently On Target

Initiatives/Goals/Objectives		
<b>Initiative #1: Professional Development.</b>	<b>Manager:</b> Fire Chief	
<b>Goal 1A: Collaborate with the Board of Fire and Police Commission to improve and identify professional standards to adopt.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Collaborate with the Board of Fire and Police Commission regarding hiring standards.	Fire Chief	
Obj. 2: Develop a committee to research new recommendations for hiring standards.	D/C Admin	
Obj. 3: Establish a set of hiring standards.	D/C Admin	
Obj. 4: Work with the Board of Fire and Police Commission to adopt hiring standards established.	Fire Chief	
Obj. 5: Review hiring standards prior to each hiring exam to ensure relevancy.	D/C Admin	
<b>Goal 1B: Develop and adopt information “give back” program opportunity.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Identify training classes required for the “knowledge sharing” program.	Training Capt	
Obj. 2: Training committee to develop a form to be completed by employee upon return from a class.	Training Capt	
Obj. 3: Training committee to develop a lesson plan around submitted information with additional feedback from the employee if needed.	Training Capt	
Obj. 4: Department integrates training into annual training program.	Training Capt	
<b>Goal 1C: Identify and adopt standardized fundamental job tasks.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Identify fundamental tasks.	Training Capt	
Obj. 2: Develop effective training materials to reference standardized job tasks.	Training Capt	
Obj. 3: Develop reference library available for department.	Training Capt	
Obj. 4: Department integrates training into candidate / annual training program.	Training Capt	
<b>Goal 1D: Develop and adopt a comprehensive succession plan.</b>	<b>Responsible</b>	<b>Timeline</b>

Obj. 1: Review and further develop the SFD career training program / succession plan.	D/C Ops	
Obj. 2: Develop career path guidelines for personnel interested in progressing further in their career.	D/C Ops	
Obj. 3: Develop and implement a shadowing program to provide employees further insight into upper-level positions.	D/C Ops	
Obj. 4: Further develop and expand the applicant pool for future LT / Capt / BC training.	D/C Ops	
Obj. 5: Review SFD officer training program with graduates for improvements in the process and material.	D/C Ops	

<b>Initiative #2: Facilities &amp; Capital Improvement</b>	<b>Manager:</b> Captain Lally	
<b>Goal 2A: : SFD and Public Works to develop and maintain a routine maintenance schedule for buildings.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Develop and adopt a formalized routine maintenance and modernization to include specifications and timeline for completion.	Captain Lally	
Obj. 2: Develop a quarterly walkthrough with EPW and Station captain to evaluate progress of facility.	Captain Lally	

<b>Goal 2B: Through attrition retain an additional ambulance and engine in reserve (2/2).</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Review current data from the manpower and apparatus sheet assessing the need for additional reserve apparatus.	D/C Ops	
Obj. 2: Conduct an analysis to determine where additional reserve apparatus can be housed.	D/C Ops	
Obj. 3: Meet with EPW to determine cost associated with keeping reserve apparatus.	D/C Ops	
<b>Goal 2C: SFD and IT to conduct a gap analysis of software and hardware.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Develop an SFD committee to oversee IT needs shortfalls within one year.	D/C Admin	
Obj. 2: Present needs and shortfalls to IT department and provide suggestions for improvement withing six to twelve months.	D/C Admin	
Obj. 3: Train shift personnel to become IT liaisons to resolve frequently encountered IT issues.	D/C Admin	
<b>Goal 2D: Redesign and repurpose current EOC space to meet standards.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Conduct a gap analysis of current EOC to include facility and IT.	EMA Manager	



Obj. 2: Evaluate gap analysis results and develop a plan with EPW.	EMA Manager	
Obj. 3: Evaluate gap analysis results and develop a technology plan with IT within one year.	EMA Manager	
Obj. 4: Complete EOC redesign within three to five years.	EMA Manager	

<b>Initiative #3: Communication</b>	<b>Manager:</b> Captain Kelly	
<b>Goal 3A: Enhance communications between line personnel and Command staff.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Re-establish a bi-annual Officers conference to provide top-down communication on goals and current issues within the Department.	Fire Chief	
Obj. 2: Establish an annual State of the Department conference open to all ranks for communication about Department updates and to allow open feedback to senior leadership.	Fire Chief	
Obj. 3: Assign staff meeting minutes to be reviewed as an assignment on Target Solution to ensure the staff meeting minutes are reviewed by all members.	Fire Chief	
Obj. 4: Establish a Request for Clarification feedback form that can be submitted to senior management regarding ongoing or unresolved issues that require clarification on Department’s position.	D/C Admin	

<b>Goal 3B: Ensure regular information sharing between Village of Schaumburg departments.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Identify key Departments that can provide response or operational information that affects the fire department	D/C Admin	
Obj. 2: Schedule meetings with identified VOS departments to obtain information and provide feedback and comments from line staff.	D/C Admin	
Obj. 3: Create an agenda for the meetings to formalize the process and ensure all issues and concerns are addressed	D/C Admin	
Obj. 4: Develop a process tool for distribution to staff which would allow for unresolved issues to be added to Department quarterly meetings for discussion.	D/C Admin	

<b>Goal 3C: Provide information and Department activity updates to the community to increase FD awareness.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Provide a weekly FD update to the Village’s Communications Department for publication to social media to increase FD activity awareness.	Pub Ed Coord	
Obj. 2: Develop a survey to distribute to local businesses to identify FD topics they would like to be trained on	Pub Ed Coord	

Obj. 3: Develop an updated curriculum and presentation to educate businesses on topics identified in survey outcomes.	Pub Ed Coord	
<b>Initiative #4: Service Delivery</b>		
<b>Manager:</b> Captain Tsoulus		
<b>Goal 4A: Increase Public Education and Fire prevention outreach to the community.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1 Recruit and hire a Public Education Coordinator within one year.	Fire Marshal	
Obj. 2: Will offer fire incident high rise procedures and best practice for 50% of high-rise offices within three years.	Fire Marshal	
Obj. 3: To provide age-appropriate fire and life safety education to 75% of school grade K-8 within SFD service area.	Pub Ed Coord	
<b>Goal 4B: Evaluate and validate response standards.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Tabulate data to assure effective response force (ERF) standards are met 90 percent of the time in accordance with CFAI and ISO recommendations for all call types.	Fire Marshal	
Obj. 2: Evaluate new technology and station alerting to improve response times.	D/C Admin	
Obj. 3: Conduct assessment of response times and service delivery to assess effectiveness, safety, efficiency, and fiscal impact of current station location, apparatus staffing and deployment.	D/C Ops	
Obj. 4: Make recommendations regarding staffing and deployment to meet NFPA standards and CFAI and ISO ERF recommendations.	D/C Ops	
<b>Goal 4C: Evaluate apparatus and station optimization in regard to future service demand/development.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Track gaps in service to the community due to multiple incidents at one time.	Logistics Coord	
Obj. 2: Continue to monitor and analyze needs for service delivery and potential future need for additional station or relocation.	Fire Chief	
Obj. 3: Review the impact that future building developments will have on fire department resources	Fire Chief	
<b>Initiative #5: EMS &amp; Nursing</b>		
<b>Manager:</b> Kathy Henkelman		
<b>Goal 5A: Assess the benefits of a Schaumburg based Re-Admission Program</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Work with Northwest Community Hospital and other local hospitals to establish scope of program.	Nursing Supervisor	

Obj. 2: Develop, initiate and evaluate pilot program.	Nursing Supervisor	
Obj. 3: Modify and finalize program.	Nursing Supervisor	
Obj. 4: Launch full Program.	Nursing Supervisor	

<b>Goal 5B: Increase awareness of Nursing and Senior Services within Village Departments.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Determine level of education for specific departments/divisions.	Nursing Supervisor	
Obj. 2: Develop multiple presentations.	Nursing Supervisor	
Obj. 3: Deliver and evaluate presentations.	Nursing Supervisor	
Obj. 4: Utilize feedback to improve future presentations and services.	Nursing Supervisor	
<b>Goal 5C: Increase awareness of Nursing and Senior Services to Residents</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Determine awareness level of resident (community survey).	Nursing Supervisor	
Obj. 2: Utilize results to determine information delivery.	Nursing Supervisor	
Obj. 3: Deliver and evaluate education.	Nursing Supervisor	
<b>Goal 5D: Develop senior outreach program.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Establish scope of program to enhance social interaction opportunities for isolated seniors using the Medical Reserve Corps	Senior Services Manager	
Obj. 2: Determine number of volunteers and ancillary resource need	Senior Services Manager	
Obj. 3: Recruit volunteers and participants.	Senior Services Manager	
Obj. 4: Educate volunteers.	Senior Services Manager	
Obj. 5: Deploy and evaluate pilot program.	Senior Services Manager	

Obj. 6: Launch final program	Senior Services Manager	
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<b>Initiative #6 Health &amp; Wellness</b>	<b>Manager:</b> Fitness Committee Chair	
<b>Goal 6A: Evaluate and adopt a standardized equipment inventory for each station.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Evaluate and adopt a standardized fitness equipment inventory for each station.	Fitness Committee Chair	
Obj. 2: Identify equipment inventories for each station and gaps for needed equipment.	Fitness Committee Chair	
Obj. 3: Create a replacement schedule for existing equipment.	Fitness Committee Chair	

<b>Goal 6B: Establish a cancer prevention/awareness screening program.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Pursue 2nd set of firefighter turnout gear for 1/3 of department over next 3 years.	D/C Ops	
Obj. 2: Maintain and replace 2nd set of gear for each member.	Logistics Coord	
Obj. 3: Incorporate cancer screening into contractual annual physical.	D/C Admin	

<b>Goal 6C: Establish a mental health awareness program.</b>	<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Invite mental health practitioners to educate members on awareness and outreach options.	D/C Admin	
Obj. 2: Provide members information in identification and early intervention of mental health.	D/C Admin	
Obj. 3: Create a mental health committee to conduct annual training to all members.	D/C Admin	



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# Appendices

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## APPENDIX A: TASK WORKSHEET

<b>Initiative:</b>		<b>Person(s)</b>	<b>Responsible:</b>	<b>Desired Outcome(s):</b>
	<b>Goal:</b>			
	<b>Objective:</b>			<b>Timeline:</b>

#	Task	Assigned/Delegated	Start Date	Completion Date	Cost Estimate	Comments
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						

## APPENDIX B: COMPLETE INTERNAL SURVEY

### Individual Information

The first section sought to gather information about the individual member, without seeking their identity.

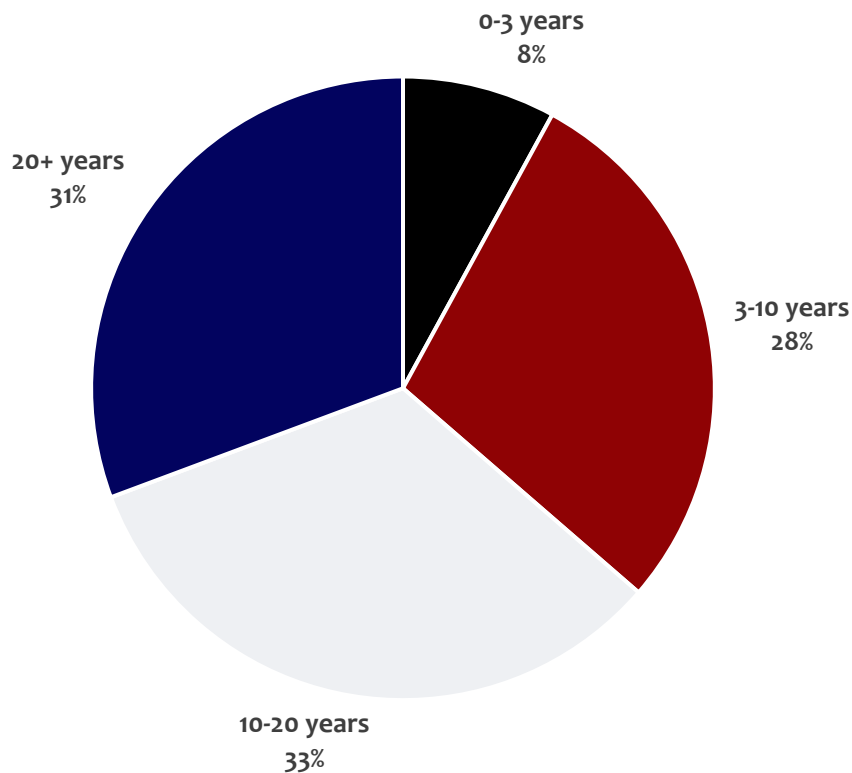
#### Question 1

The first question asked the respondent to identify their total number of years of experience (paid and volunteer) in the fire service. The following figures show the results in both table and chart format.

Figure 23: Question 1 - Table

Choices	# of Responses	Percentage
0-3 years	7	8%
3-10 years	25	28%
10-20 years	29	33%
20+ years	27	31%
Total	88	100%
Skipped	0	

Figure 24: Question 1 - Chart





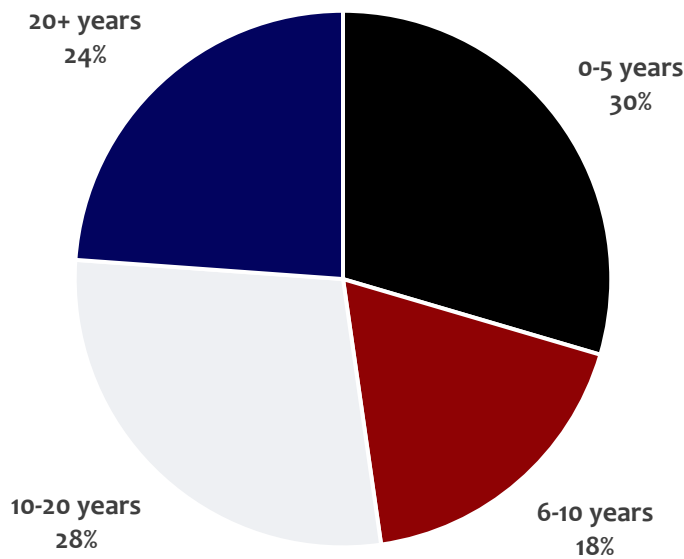
## Question 2

The second question asked the respondent to identify their total number of years of service for the Schaumburg Fire Department. The following figures show the results in both table and chart format.

Figure 25: Question 2 - Table

Choices	# of Responses	Percentage
0-5 years	26	30%
6-10 years	16	18%
10-20 years	25	28%
20+ years	21	24%
Total	88	100%
Skipped	0	

Figure 26: Question 2 - Chart



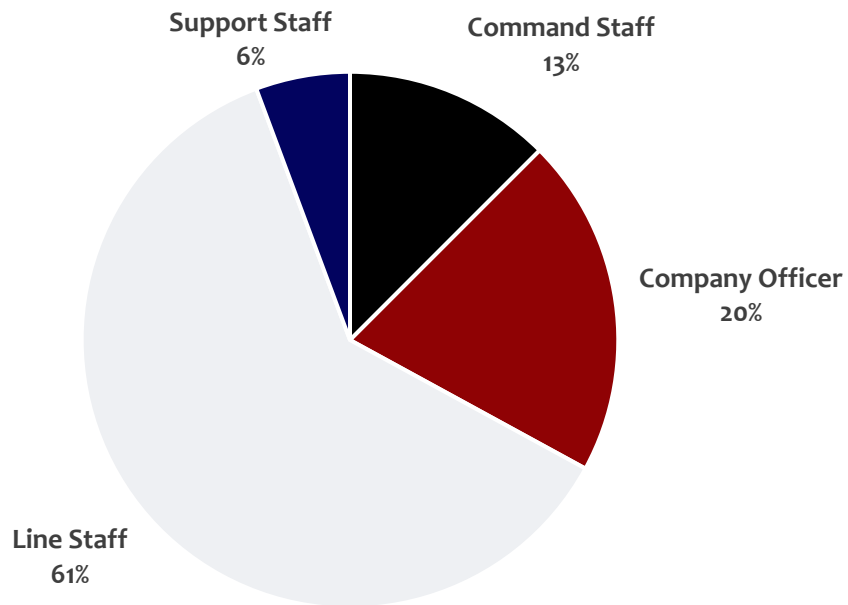
### Question 3

The third question asked the respondent to select their current position with the SFD. The following figures show the results in both table and chart format.

**Figure 27: Question 3 - Table**

Choices	# of Responses	Percentage
Command Staff	11	13%
Company Officer	18	20%
Line Staff	54	61%
Support Staff	5	6%
Total	88	100%
Skipped	0	

**Figure 28: Question 3 - Chart**



## Training, Professional Development, and Communications

The second section of the survey gathered information about the SFD's training, professional development, and communication within the department.

### Question 4

Question 4 was a seven-part question where respondents rated their level of agreement on various statements about training and professional development opportunities provided by the Schaumburg Fire Department. The rating options included:

- Strongly Agree
- Somewhat Agree
- Somewhat Disagree
- Strongly Disagree
- No Opinion

#### Part 1

Part 1 of question 4 asked members to rate their level of agreement with the statement, "Members who are promoted are usually well prepared by the department's professional development program for their new duties." The following table shows the results.

Figure 29: Question 4, Part 1 - Table

Choices	# of Responses	Percentage
Strongly Agree	21	28%
Somewhat Agree	31	41%
Somewhat Disagree	10	13%
Strongly Disagree	7	9%
No Opinion	6	8%
Total	75	100%
Skipped	13	

#### Part 2

Part 2 of question 4 asked members to rate their level of agreement with the statement, "The training program meets the needs of the department." The following table shows the results.

Figure 30: Question 4, Part 2 - Table

Choices	# of Responses	Percentage
Strongly Agree	26	35%
Somewhat Agree	32	43%
Somewhat Disagree	10	13%
Strongly Disagree	3	4%
No Opinion	4	5%
Total	75	100%
Skipped	13	

### Part 3

Part 3 of question 4 asked members to rate their level of agreement with the statement, “In general, all department personnel are adequately trained to do their jobs.” The following table shows the results.

**Figure 31: Question 4, Part 3 - Table**

Choices	# of Responses	Percentage
Strongly Agree	24	32%
Somewhat Agree	36	48%
Somewhat Disagree	7	9%
Strongly Disagree	5	7%
No Opinion	3	4%
Total	75	100%
Skipped	13	

### Part 4

Part 4 of question 4 asked members to rate their level of agreement with the statement, “Training is consistent throughout the department.” The following table shows the results.

**Figure 32: Question 4, Part 4 - Table**

Choices	# of Responses	Percentage
Strongly Agree	23	31%
Somewhat Agree	21	28%
Somewhat Disagree	17	23%
Strongly Disagree	10	13%
No Opinion	4	5%
Total	75	100%
Skipped	13	

### Part 5

Part 5 of question 4 asked members to rate their level of agreement with the statement, “My training prepares me for the types of emergency incidents that I am likely to encounter in my job.” The following table shows the results.

**Figure 33: Question 4, Part 5 - Table**

Choices	# of Responses	Percentage
Strongly Agree	33	44%
Somewhat Agree	35	47%
Somewhat Disagree	4	5%
Strongly Disagree	2	3%
No Opinion	1	1%
Total	75	100%
Skipped	13	

### Part 6

Part 6 of question 4 asked members to rate their level of agreement with the statement, “I have a clear understanding about the goals and objectives of the department's training program.” The following table shows the results.

**Figure 34: Question 4, Part 6 - Table**

Choices	# of Responses	Percentage
Strongly Agree	23	31%
Somewhat Agree	30	40%
Somewhat Disagree	15	20%
Strongly Disagree	5	7%
No Opinion	2	2%
Total	75	100%
Skipped	13	

### Part 7

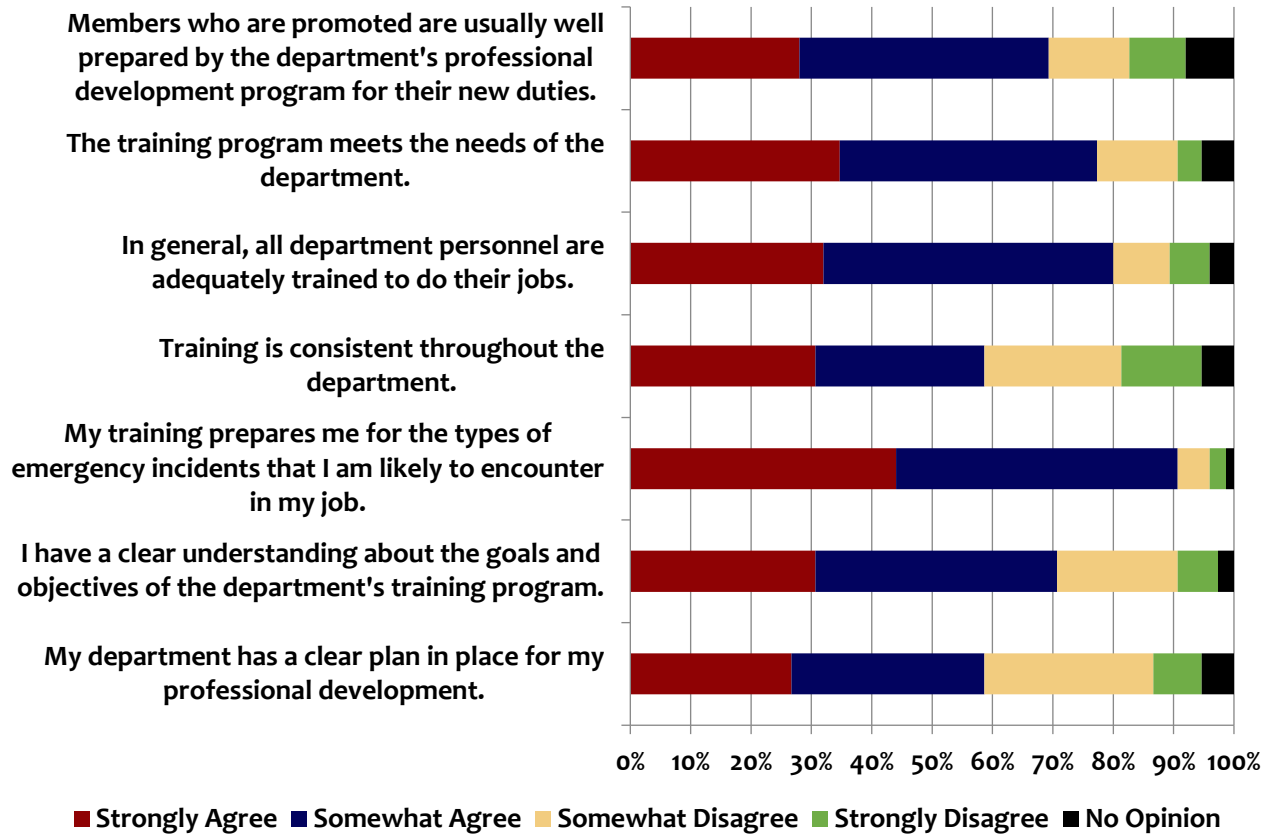
Part 7 of question 4 asked members to rate their level of agreement with the statement, “My department has a clear plan in place for my professional development.” The following table shows the results.

**Figure 35: Question 4, Part 7 - Table**

Choices	# of Responses	Percentage
Strongly Agree	20	27%
Somewhat Agree	24	32%
Somewhat Disagree	21	28%
Strongly Disagree	6	8%
No Opinion	4	5%
Total	75	100%
Skipped	13	

To summarize question four, most respondents were in the strongly agree and somewhat agree categories. Part four “Training is consistent throughout the department” and part seven “My department has a clear plan in place for my professional development” had the most somewhat and strongly disagrees with 36%. The following chart summarizes all of question four.

Figure 36: Question 4 - Chart



### Question 5

Question 5 was an open-ended question that asked members, “In which subjects or areas would you like to see more training?” There were various responses. ESCI picked eight common responses. This question was answered by 60 respondents and skipped by 28. The eight common responses were:

- Leadership
- EMS
- Active Shooter
- Suppression Related (Forcible Entry, Ladders, R.I.T, Hose)
- Officer Development
- Building Construction
- Live Fire
- Mass Casualty

A complete list of answers are found in Appendix C.

## Question 6

Question 6 was another open-ended question that asked members, “If you could change one thing about the department's training program, what would it be?” Again, there were various responses. ESCI picked six common responses from the 58 responses to this question:

- Consistency
- More Hands-on Training
- Increased Training Budget
- Less Computer Based Training
- Create a Training Officer Position
- More Training Opportunities

A complete list of answers are found in Appendix D.

## Question 7

Question 7 was a four-part question where respondents rated their level of agreement on statements regarding performance reviews and evaluations conducted by the Schaumburg Fire Department. The rating options included:

- Strongly Agree
- Somewhat Agree
- Somewhat Disagree
- Strongly Disagree
- No Opinion

### Part 1

Part 1 of question 7 asked members to rate their level of agreement with the statement, “Performance evaluations include recognition for superior work and accomplishments.” The following table shows the results.

Figure 37: Question 7, Part 1 - Table

Choices	# of Responses	Percentage
Strongly Agree	38	51%
Somewhat Agree	22	29%
Somewhat Disagree	9	12%
Strongly Disagree	4	5%
No Opinion	2	3%
Total	75	100%
Skipped	13	

## Part 2

Part 2 of question 7 asked members to rate their level of agreement with the statement, “Performance evaluations include suggestions for improved performance.” The following table shows the results.

**Figure 38: Question 7, Part 2 - Table**

Choices	# of Responses	Percentage
Strongly Agree	40	54%
Somewhat Agree	25	33%
Somewhat Disagree	6	8%
Strongly Disagree	3	4%
No Opinion	1	1%
Total	75	100%
Skipped	13	

## Part 3

Part 3 of question 7 asked members to rate their level of agreement with the statement, “I know what standards will be used to evaluate my performance.” The following table shows the results.

**Figure 39: Question 7, Part 3 - Table**

Choices	# of Responses	Percentage
Strongly Agree	44	59%
Somewhat Agree	18	24%
Somewhat Disagree	8	11%
Strongly Disagree	4	5%
No Opinion	1	1%
Total	75	100%
Skipped	13	

## Part 4

Part 4 of question 7 asked members to rate their level of agreement with the statement, “I receive regular feedback (reviews) from my supervisor about the quality of my work.” The following table shows the results.

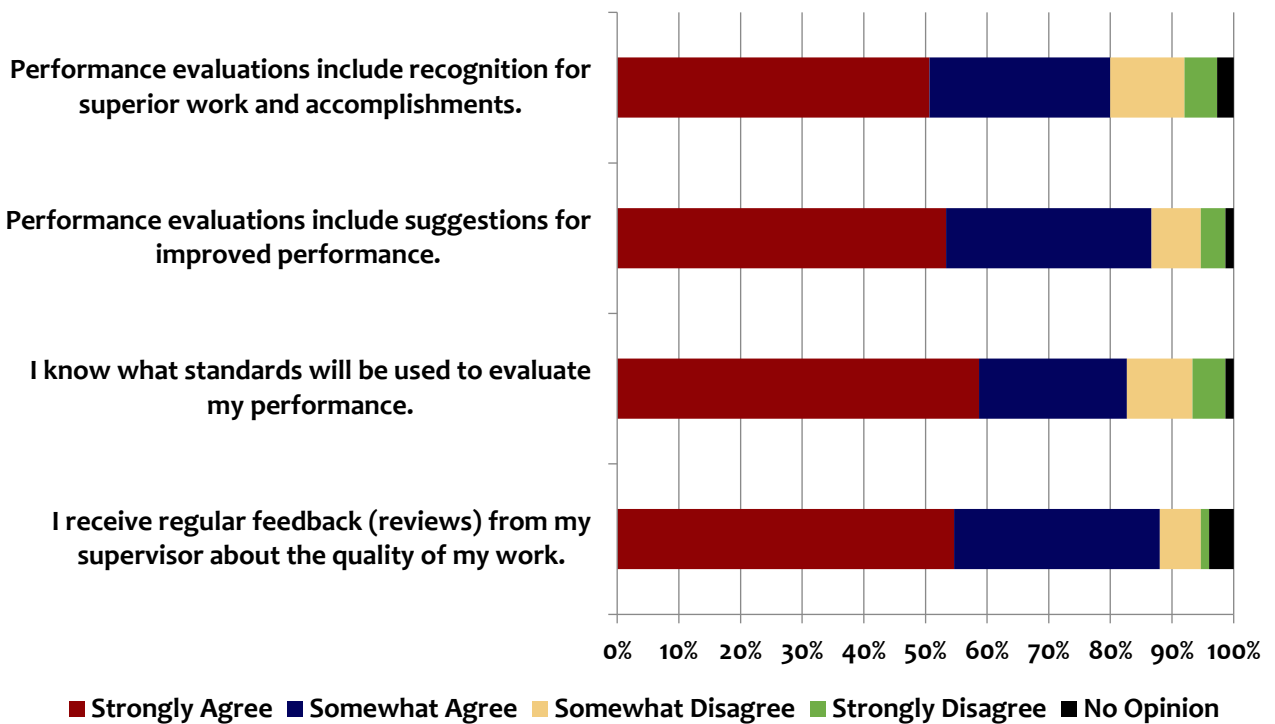
**Figure 40: Question 7, Part 4 - Table**

Choices	# of Responses	Percentage
Strongly Agree	41	55%
Somewhat Agree	25	33%
Somewhat Disagree	5	7%
Strongly Disagree	1	1%
No Opinion	3	4%
Total	75	100%
Skipped	13	



Throughout all four parts of question seven, 80% or greater of respondents selected strongly or somewhat agree. Over half of the respondents selected strongly agree to all four parts. The following chart summarizes all of question seven.

**Figure 41: Question 7 - Chart**



### Question 8

Question 8 was an open-ended question that asked members, “With regard to the current evaluation process, what should the Schaumburg Fire Department be doing more of?” ESCI summarized five common themes among the 55 responses to this question:

- Rewards for high performance
- Design specifically for the fire department
- Evaluations do not align with fire department duties
- Include fire department related components such as physical fitness and EMS skills
- Should not use the standard Village evaluation

A complete list of answers are found in Appendix E.

## Question 9

Question 9 was a five-part question where respondents rated their level of agreement on statements about communication at and within the Schaumburg Fire Department. The rating options included:

- Strongly Agree
- Somewhat Agree
- Somewhat Disagree
- Strongly Disagree
- No Opinion

### Part 1

Part 1 of question 9 asked members to rate their level of agreement with the statement, “The department's senior leadership is open and honest with the membership.” The following table shows the results.

**Figure 42: Question 9, Part 1 - Table**

Choices	# of Responses	Percentage
Strongly Agree	31	42%
Somewhat Agree	26	35%
Somewhat Disagree	8	11%
Strongly Disagree	5	7%
No Opinion	4	5%
Total	75	100%
Skipped	13	

### Part 2

Part 2 of question 9 asked members to rate their level of agreement with the statement, “Employee concerns about or criticisms of the department are responded to in a professional manner.” The following table shows the results.

**Figure 43: Question 9, Part 2 - Table**

Choices	# of Responses	Percentage
Strongly Agree	25	33%
Somewhat Agree	31	42%
Somewhat Disagree	7	9%
Strongly Disagree	7	9%
No Opinion	5	7%
Total	75	100%
Skipped	13	

**Part 3**

Part 3 of question 9 asked members to rate their level of agreement with the statement, “My department's leadership values employee input in general.” The following table shows the results.

**Figure 44: Question 9, Part 3 - Table**

Choices	# of Responses	Percentage
Strongly Agree	20	27%
Somewhat Agree	29	39%
Somewhat Disagree	16	21%
Strongly Disagree	6	8%
No Opinion	4	5%
Total	75	100%
Skipped	13	

**Part 4**

Part 4 of question 9 asked members to rate their level of agreement with the statement, “An open flow of communication is maintained to and from the senior leadership (i.e., chief, deputy chief, etc.) and the line personnel.” The following table shows the results.

**Figure 45: Question 9, Part 4 - Table**

Choices	# of Responses	Percentage
Strongly Agree	35	47%
Somewhat Agree	29	39%
Somewhat Disagree	4	5%
Strongly Disagree	4	5%
No Opinion	3	4%
Total	75	100%
Skipped	13	

**Part 5**

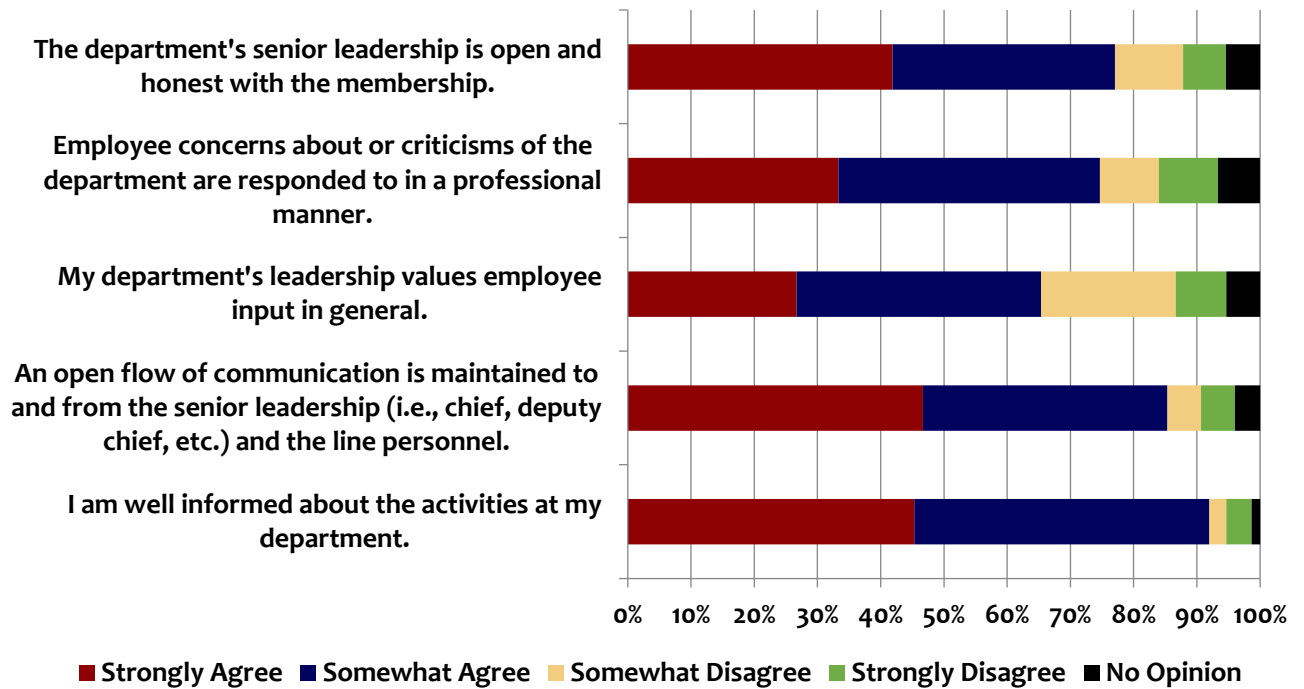
Part 5 of question 9 asked members to rate their level of agreement with the statement, “I am well informed about the activities at my department.” The following table shows the results.

**Figure 46: Question 9, Part 5 - Table**

Choices	# of Responses	Percentage
Strongly Agree	34	45%
Somewhat Agree	35	47%
Somewhat Disagree	2	3%
Strongly Disagree	3	4%
No Opinion	1	1%
Total	75	100%
Skipped	13	

Except for part three, all parts were above 70% for the strongly and somewhat agree ratings. Part three, “My department's leadership values employee input in general,” had 29% of members selecting somewhat or strongly disagree. Part five had the best performance with over 90% of members selecting strongly or somewhat agree for the statement, “I am well informed about the activities at my department.”

Figure 47: Question 9 - Chart



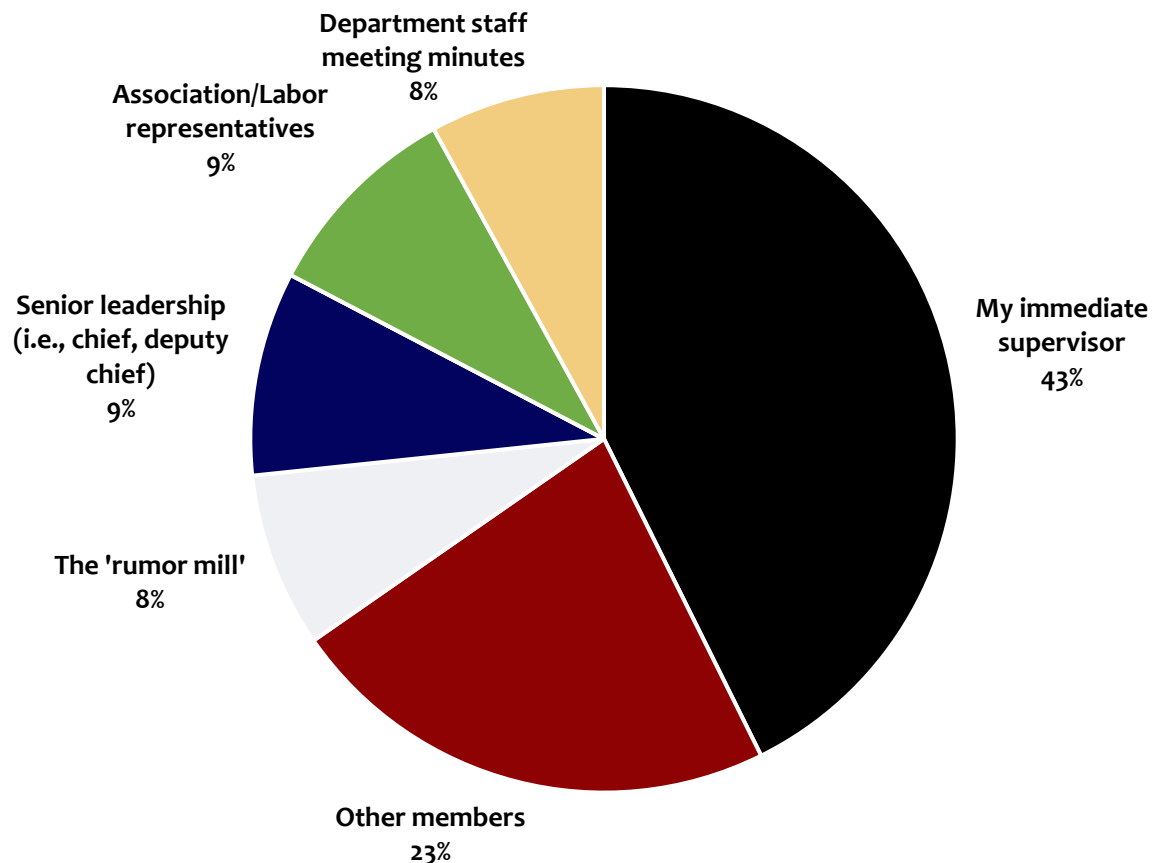
### Question 10

The tenth question asked respondents to select what they most frequently rely on as a source of information about activities at and within the department. Most of the members (43%) rely on their immediate supervisor for their information. The following figures show the results in both table and chart format.

Figure 48: Question 10 - Table

Choices	# of Responses	Percentage
My immediate supervisor	32	43%
Other members	17	23%
The 'rumor mill'	6	8%
Senior leadership (i.e., chief, deputy chief)	7	9%
Elected group meeting minutes	0	0%
Association/Labor representatives	7	9%
Department staff meeting minutes	6	8%
Other (please specify)	0	0%
Total	75	100%
Skipped	13	

Figure 49: Question 10 - Chart



## Question 11

Question 11 was an open-ended question that asked members, “In your opinion, what is the best way to communicate information at the Schaumburg Fire Department?” Among the 59 responses to this question, the four common themes were:

- E-mail
- Chain of Command
- In person/ Face to Face
- Roll Call

A complete list of answers are found in Appendix F.

## Morale and Work Environment

The third section of the survey asked members 11 questions regarding morale and their work environment.

## Question 12

Question 12 was a six-part question where respondents rated their level of agreement on statements about their work environment at the Schaumburg Fire Department. The rating options included:

- Strongly Agree
- Somewhat Agree
- Somewhat Disagree
- Strongly Disagree
- No Opinion

### Part 1

Part 1 of question 12 asked members to rate their level of agreement with the statement, “Morale in my work group is high.” The following table shows the results.

Figure 50: Question 12, Part 1 - Table

Choices	# of Responses	Percentage
Strongly Agree	36	49%
Somewhat Agree	21	29%
Somewhat Disagree	8	11%
Strongly Disagree	6	8%
No Opinion	2	3%
Total	73	100%
Skipped	15	

## Part 2

Part 2 of question 12 asked members to rate their level of agreement with the statement, “Decisions at the department are made in a timely, impartial, and consistent manner.” The following table shows the results.

Figure 51: Question 12, Part 2 - Table

Choices	# of Responses	Percentage
Strongly Agree	32	44%
Somewhat Agree	29	39%
Somewhat Disagree	8	11%
Strongly Disagree	2	3%
No Opinion	2	3%
Total	73	100%
Skipped	15	

## Part 3

Part 3 of question 12 asked members to rate their level of agreement with the statement, “The work habits of officers/supervisors I work with set a good example.” The following table shows the results.

Figure 52: Question 12, Part 3 - Table

Choices	# of Responses	Percentage
Strongly Agree	55	76%
Somewhat Agree	9	12%
Somewhat Disagree	7	10%
Strongly Disagree	1	1%
No Opinion	1	1%
Total	73	100%
Skipped	15	

## Part 4

Part 4 of question 12 asked members to rate their level of agreement with the statement, “The department provides me with the resources necessary to perform my job effectively.” The following table shows the results.

Figure 53: Question 12, Part 4 - Table

Choices	# of Responses	Percentage
Strongly Agree	54	74%
Somewhat Agree	11	15%
Somewhat Disagree	6	8%
Strongly Disagree	0	0%
No Opinion	2	3%
Total	73	100%
Skipped	15	

### Part 5

Part 5 of question 12 asked members to rate their level of agreement with the statement, “I have a clear understanding of my job and responsibilities.” The following table shows the results.

**Figure 54: Question 12, Part 5 - Table**

Choices	# of Responses	Percentage
Strongly Agree	65	91%
Somewhat Agree	5	7%
Somewhat Disagree	0	0%
Strongly Disagree	1	1%
No Opinion	1	1%
Total	72	100%
Skipped	16	

### Part 6

Part 6 of question 12 asked members to rate their level of agreement with the statement, “My immediate supervisor is knowledgeable.” The following table shows the results.

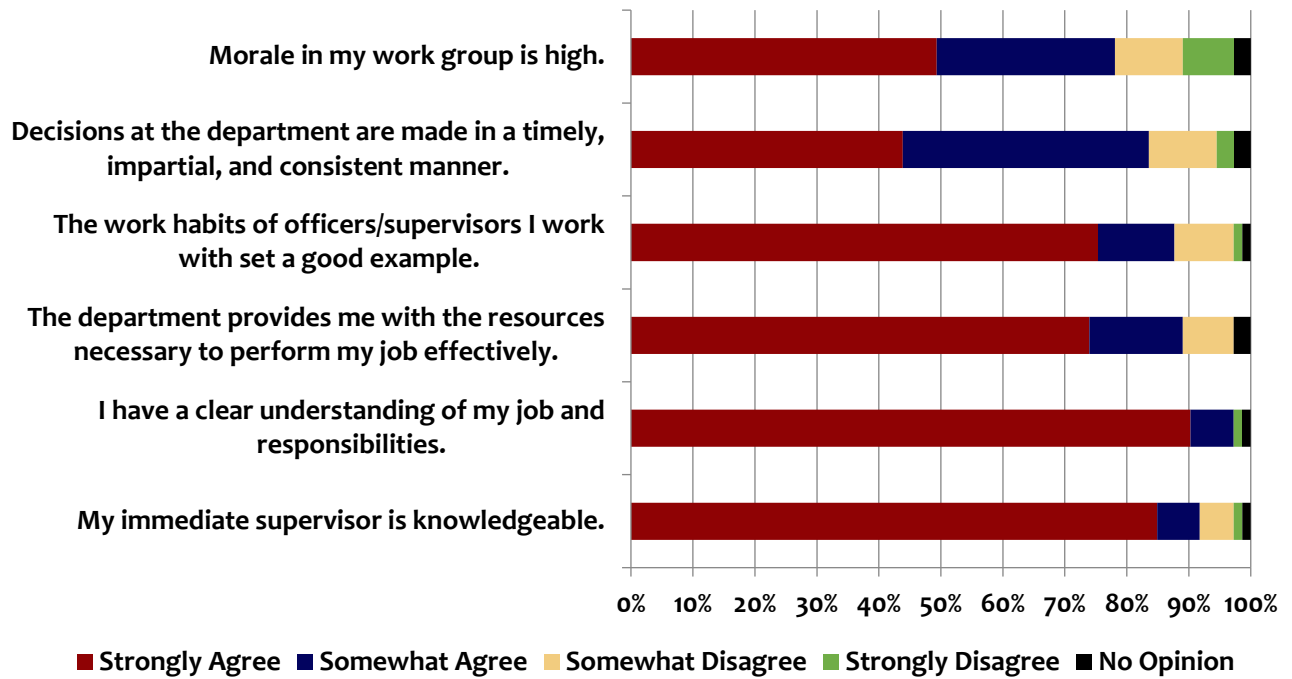
**Figure 55: Question 12, Part 6 - Table**

Choices	# of Responses	Percentage
Strongly Agree	62	86%
Somewhat Agree	5	7%
Somewhat Disagree	4	5%
Strongly Disagree	1	1%
No Opinion	1	1%
Total	72	100%
Skipped	16	

Nearly 80% of respondents answered strongly or somewhat agree to all six parts of question 12. The only part below 80% was part one, “Morale in my work group is high,” at 78%. Part one also had the highest number of somewhat or strongly disagree responses, with 19% of respondents selecting one of these two options.



Figure 56: Question 12 – Chart



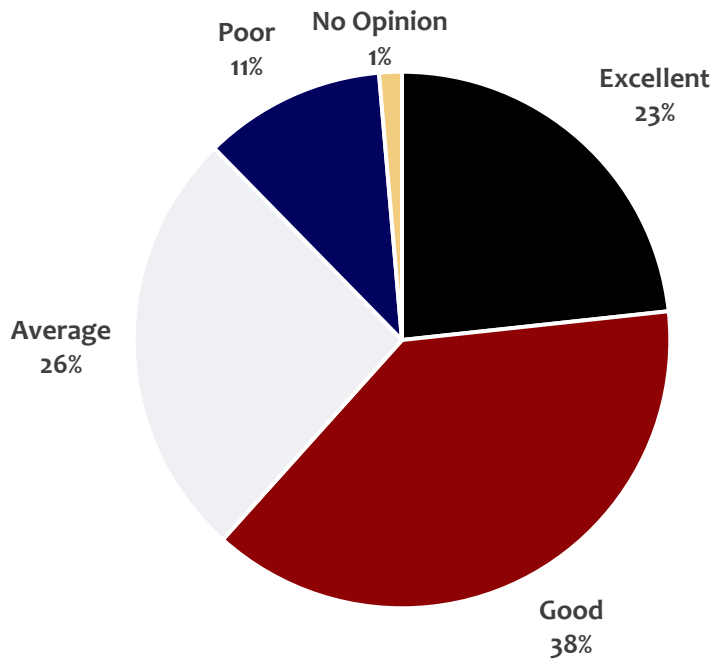
### Question 13

Question 13 asked respondents to select how they would rate morale within the department. Most of the members (38%) rated morale as good. The following figures show the results in both table and chart format.

Figure 57: Question 13 - Table

Choices	# of Responses	Percentage
Excellent	17	23%
Good	28	38%
Average	19	26%
Poor	8	11%
No Opinion	1	1%
Total	73	100%
Skipped	15	

Figure 58: Question 13 - Chart



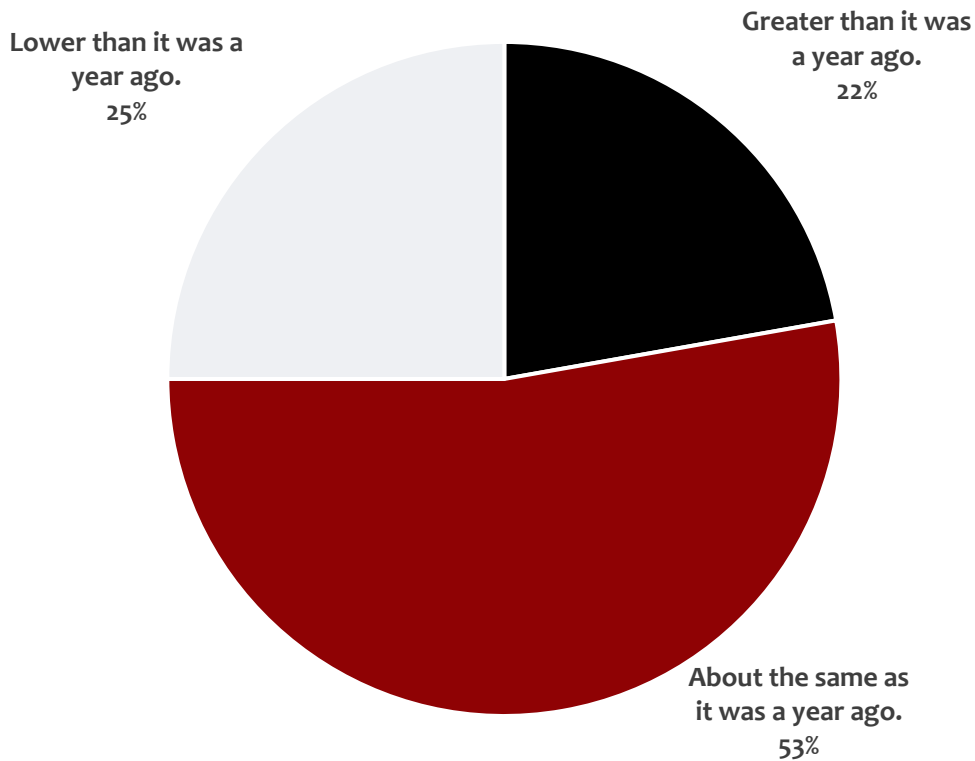
### Question 14

Question 14 asked respondents to complete the statement, “Overall, employee morale at the Schaumburg Fire Department is...” with one of the following answers, greater than it was a year ago; about the same as it was a year ago; or lower than it was a year ago. Close to half (53%) of the members feel that employee morale at SFD is the same as it was a year ago. The following figures show the results in both table and chart format.

Figure 59: Question 14 - Table

Choices	# of Responses	Percentage
Greater than it was a year ago	16	22%
About the same as it was a year ago	38	53%
Lower than it was a year ago	18	25%
Total	72	100%
Skipped	16	

Figure 60: Question 14 - Chart



## Question 15

Question 15 was an open-ended question that asked members, “What suggestions do you have for improving employee morale within the department?” ESCI recognized the following common answers among the 52 responses:

- Stop the “rumor mill”
- Improve working conditions
- More group/department outings
- Open and stronger communication
- Recognize employees for their accomplishments
- Consistency throughout the Department

A complete list of answers are found in Appendix G.

## Question 16

Question 16 was another open-ended question that asked members, “In your opinion, what should the department's senior leadership be doing more of?” Among the 49 responses, ESCI found the following common themes:

- Listen to employees
- Communicate with members
- Be consistent
- Open and stronger communication
- More informal station visits

A complete list of answers are found in Appendix H.

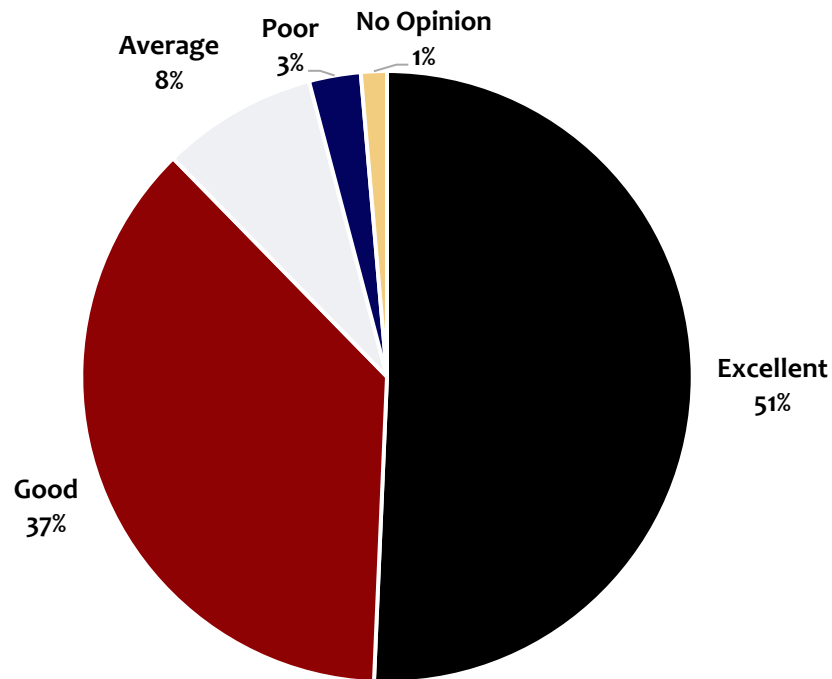
## Question 17

Question 17 asked respondents to select how they would rate their overall personal work environment at the SFD. Most of the members (51%) rated their personal work environment as excellent. The following figures show the results in both table and chart format.

Figure 61: Question 17 - Table

Choices	# of Responses	Percentage
Excellent	37	51%
Good	27	37%
Average	6	8%
Poor	2	3%
No Opinion	1	1%
Total	73	100%
Skipped	15	

Figure 62: Question 17 - Chart



## Question 19

Question 19 was a seven-part question where respondents were asked to rate external services and programs provided to the public by the department on scale of 1 to 10, where 1 is poor and 10 is excellent. The external services and programs included:

- HazMat Team
- Public Education
- Community Risk Reduction
- Code Enforcement
- Technical Rescue Team
- Emergency Medical Services
- Fire Suppression

### **Part 1: HazMat Team**

Part 1 of question 19 asked members to rate the services the HazMat Team provides the public on scale of 1 to 10, where 1 is poor and 10 is excellent.

**Figure 63: Question 19, Part 1 - Table**

Choices	# of Responses	Percentage
1 - Poor	0	0%
2	0	0%
3	1	1%
4	1	1%
5	1	1%
6	3	4%
7	6	8%
8	15	22%
9	10	14%
10 - Excellent	24	34%
N/A	11	15%
Total	72	100%
Skipped	16	
<b>Weighted Average</b>	<b>8.56</b>	

### **Part 2: Public Education**

Part 2 of question 19 asked members to rate the public education services the SFD provides the public on scale of 1 to 10, where 1 is poor and 10 is excellent.

**Figure 64: Question 19, Part 2 - Table**

Choices	# of Responses	Percentage
1 - Poor	2	3%
2	0	0%
3	3	4%
4	4	5%
5	1	1%
6	7	10%
7	8	11%
8	11	15%
9	9	12%
10 - Excellent	18	25%
N/A	10	14%
Total	73	100%
Skipped	15	
<b>Weighted Average</b>	<b>7.6</b>	

### **Part 3: Community Risk Reduction**

Part 3 of question 19 asked members to rate the community risk reduction services the SFD provides the public on scale of 1 to 10, where 1 is poor and 10 is excellent.

**Figure 65: Question 19, Part 3 - Table**

Choices	# of Responses	Percentage
1 - Poor	0	0%
2	0	0%
3	0	0%
4	2	3%
5	0	0%
6	9	13%
7	4	6%
8	15	21%
9	9	12%
10 - Excellent	24	33%
N/A	9	12%
Total	72	100%
Skipped	16	
<b>Weighted Average</b>	<b>8.43</b>	

### **Part 4: Code Enforcement**

Part 4 of question 19 asked members to rate the community risk reduction services the SFD provides the public on scale of 1 to 10, where 1 is poor and 10 is excellent.

**Figure 66: Question 19, Part 4 - Table**

Choices	# of Responses	Percentage
1 - Poor	0	0%
2	0	0%
3	0	0%
4	1	1%
5	0	0%
6	1	1%
7	3	4%
8	15	21%
9	11	15%
10 - Excellent	25	36%
N/A	16	22%
Total	72	100%
Skipped	16	
<b>Weighted Average</b>	<b>8.93</b>	

### **Part 5: Technical Rescue Team**

Part 5 of question 19 asked members to rate the services the Technical Rescue Team provides the public on scale of 1 to 10, where 1 is poor and 10 is excellent.

**Figure 67: Question 19, Part 5 - Table**

Choices	# of Responses	Percentage
1 - Poor	0	0%
2	0	0%
3	1	1%
4	2	3%
5	2	3%
6	2	3%
7	5	7%
8	11	15%
9	12	16%
10 - Excellent	27	37%
N/A	11	15%
Total	73	100%
Skipped	15	
<b>Weighted Average</b>	<b>8.61</b>	

### **Part 6: Emergency Medical Services**

Part 6 of question 19 asked members to rate the emergency medical services the SFD provides the public on scale of 1 to 10, where 1 is poor and 10 is excellent.

**Figure 68: Question 19, Part 6 - Table**

Choices	# of Responses	Percentage
1 - Poor	0	0%
2	0	0%
3	0	0%
4	0	0%
5	0	0%
6	3	4%
7	1	1%
8	10	14%
9	19	26%
10 - Excellent	39	54%
N/A	1	1%
Total	73	100%
Skipped	15	
<b>Weighted Average</b>	<b>9.25</b>	



### Part 7: Fire Suppression

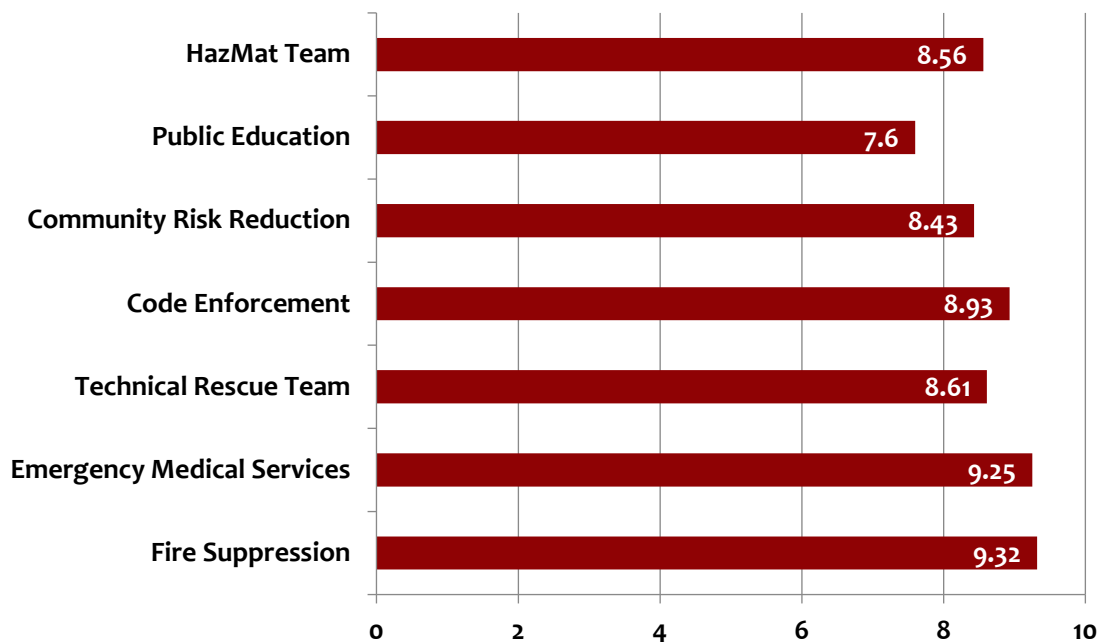
Part 7 of question 19 asked members to rate the fire suppression services the SFD provides the public on scale of 1 to 10, where 1 is poor and 10 is excellent.

Figure 69: Question 19, Part 7 - Table

Choices	# of Responses	Percentage
1 - Poor	0	0%
2	0	0%
3	0	0%
4	0	0%
5	1	1%
6	1	1%
7	3	4%
8	6	8%
9	18	26%
10 - Excellent	42	59%
N/A	1	1%
Total	72	100%
Skipped	16	
<b>Weighted Average</b>	<b>9.32</b>	

Overall, the internal members of SFD feel that the services the department provides the public are highly rated. Public education had the lowest weighted average at 7.6 and fire suppression had the highest with 9.32. The following graph shows the weighted average of all seven rated services.

Figure 70: Question 19 - Chart



## Question 20

In Question 20, respondents were asked to rate the internal services and process provided by the department on scale of 1 to 10, where 1 is poor and 10 is excellent. The internal services and processes included:

- Facility Maintenance
- Equipment and Apparatus Maintenance
- Dispatch/Communications
- Employee Benefits
- Employee Relations
- Administrative Support
- Wellness/Fitness Program
- Safety Programs
- Professional Development

### Part 1: Facility Maintenance

Part 1 of question 20 asked members to rate the facility maintenance services and processes provided by the SFD on scale of 1 to 10, where 1 is poor and 10 is excellent.

Figure 71: Question 20, Part 1 - Table

Choices	# of Responses	Percentage
1 - Poor	0	0%
2	1	1%
3	1	1%
4	4	5%
5	4	5%
6	10	14%
7	13	19%
8	12	16%
9	17	24%
10 - Excellent	8	11%
N/A	3	4%
Total	73	100%
Skipped	15	
<b>Weighted Average</b>	<b>7.44</b>	

## Part 2: Equipment and Apparatus Maintenance

Part 2 of question 20 asked members to rate the equipment and apparatus maintenance services and processes provided by the SFD on scale of 1 to 10, where 1 is poor and 10 is excellent.

Figure 72: Question 20, Part 2 - Table

Choices	# of Responses	Percentage
1 - Poor	0	0%
2	1	1%
3	0	0%
4	4	5%
5	1	1%
6	5	7%
7	8	11%
8	14	20%
9	26	36%
10 - Excellent	11	15%
N/A	3	4%
Total	73	100%
Skipped	15	
<b>Weighted Average</b>	<b>8.07</b>	

## Part 3: Dispatch/Communications

Part 3 of question 20 asked members to rate the dispatch and communications services and processes provided by the SFD on scale of 1 to 10, where 1 is poor and 10 is excellent.

Figure 73: Question 20, Part 3 - Table

Choices	# of Responses	Percentage
1 - Poor	0	0%
2	1	1%
3	1	1%
4	1	1%
5	12	16%
6	2	3%
7	7	10%
8	20	28%
9	17	24%
10 - Excellent	11	15%
N/A	1	1%
Total	73	100%
Skipped	15	
<b>Weighted Average</b>	<b>7.68</b>	

### **Part 4: Employee Benefits**

Part 1 of question 20 asked members to rate the employee benefits services and processes provided by the SFD on scale of 1 to 10, where 1 is poor and 10 is excellent.

**Figure 74: Question 20, Part 4 - Table**

Choices	# of Responses	Percentage
1 - Poor	0	0%
2	1	1%
3	2	3%
4	0	0%
5	6	8%
6	2	3%
7	12	16%
8	18	25%
9	10	14%
10 - Excellent	21	29%
N/A	1	1%
Total	73	100%
Skipped	15	
<b>Weighted Average</b>		<b>8.03</b>

### **Part 5: Employee Relations**

Part 5 of question 20 asked members to rate the employee relations services and processes provided by the SFD on scale of 1 to 10, where 1 is poor and 10 is excellent.

**Figure 75: Question 20, Part 5 - Table**

Choices	# of Responses	Percentage
1 - Poor	0	0%
2	1	1%
3	4	5%
4	2	3%
5	10	14%
6	2	3%
7	9	12%
8	15	21%
9	11	15%
10 - Excellent	17	23%
N/A	2	3%
Total	73	100%
Skipped	15	
<b>Weighted Average</b>		<b>7.55</b>

### **Part 6: Administrative Support**

Part 6 of question 20 asked members to rate the administrative support services and processes provided by the SFD on scale of 1 to 10, where 1 is poor and 10 is excellent.

**Figure 76: Question 20, Part 6 - Table**

Choices	# of Responses	Percentage
1 - Poor	0	0%
2	0	0%
3	3	4%
4	3	4%
5	9	12%
6	2	3%
7	7	10%
8	16	21%
9	13	18%
10 - Excellent	18	25%
N/A	2	3%
Total	73	100%
Skipped	15	
<b>Weighted Average</b>	<b>7.77</b>	

### **Part 7: Wellness/Fitness Programs**

Part 7 of question 20 asked members to rate the wellness and fitness program services and processes provided by the SFD on scale of 1 to 10, where 1 is poor and 10 is excellent.

**Figure 77: Question 20, Part 7 - Table**

Choices	# of Responses	Percentage
1 - Poor	3	4%
2	3	4%
3	6	9%
4	1	1%
5	8	11%
6	11	15%
7	10	14%
8	11	15%
9	10	14%
10 - Excellent	9	12%
N/A	1	1%
Total	73	100%
Skipped	15	
<b>Weighted Average</b>	<b>6.6</b>	

### Part 8: Safety Programs

Part 8 of question 20 asked members to rate the safety program services and processes provided by the SFD on scale of 1 to 10, where 1 is poor and 10 is excellent.

Figure 78: Question 20, Part 8 - Table

Choices	# of Responses	Percentage
1 - Poor	0	0%
2	1	1%
3	2	3%
4	2	3%
5	8	11%
6	5	7%
7	11	15%
8	13	18%
9	15	21%
10 - Excellent	11	15%
N/A	4	6%
Total	72	100%
Skipped	16	
<b>Weighted Average</b>	<b>7.53</b>	

### Part 9: Professional Development

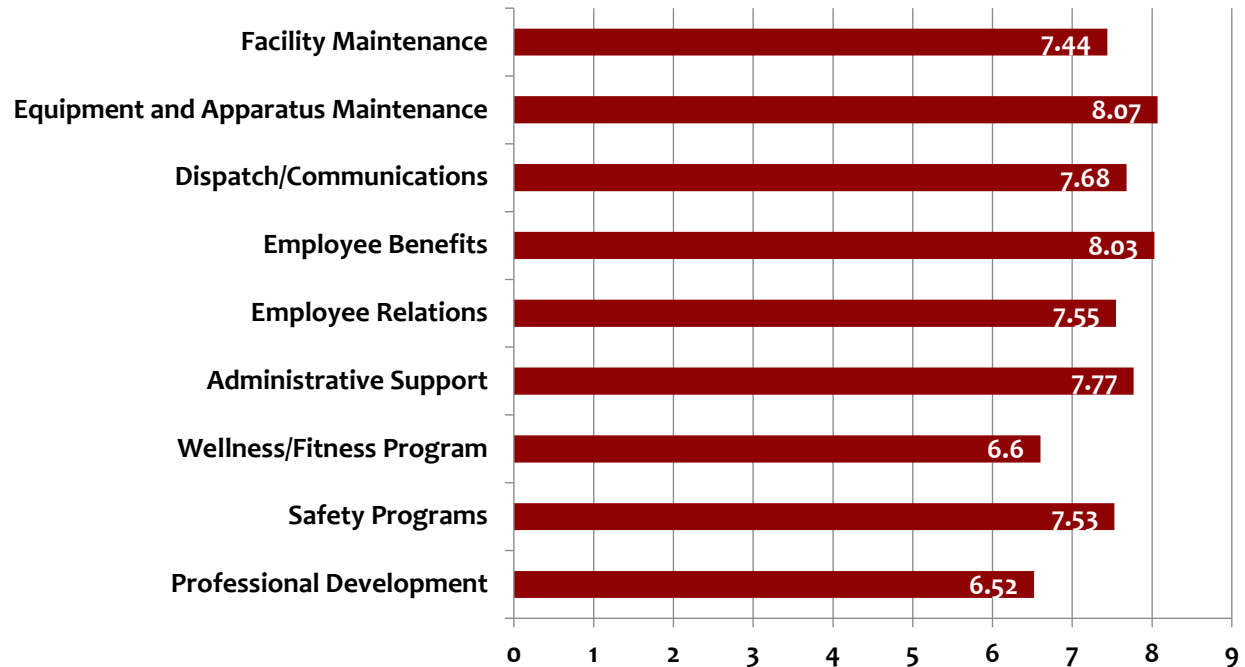
Part 9 of question 20 asked members to rate the professional development services and processes provided by the SFD on scale of 1 to 10, where 1 is poor and 10 is excellent.

Figure 79: Question 20, Part 9 - Table

Choices	# of Responses	Percentage
1 - Poor	1	1%
2	3	4%
3	6	9%
4	5	7%
5	9	12%
6	12	16%
7	8	11%
8	6	8%
9	13	18%
10 - Excellent	8	11%
N/A	2	3%
Total	73	100%
Skipped	15	
<b>Weighted Average</b>	<b>6.52</b>	

The internal services were rated lower than the external services by the members. The weighted averages range from 6.52 for professional development to 8.07 for equipment and apparatus maintenance. The following graph shows the weighted average for all nine internal services and processes surveyed.

**Figure 80: Question 20 - Chart**



## Question 21

Question 21 was a nine-part question where respondents rated their level of agreement on statements about the department's facilities and apparatus. The rating options included:

- Strongly Agree
- Somewhat Agree
- Somewhat Disagree
- Strongly Disagree
- No Opinion

**Part 1**

Part 1 of question 21 asked members to rate their level of agreement with the statement, “Pump testing is completed on a regular basis.” The following table shows the results.

**Figure 81: Question 21, Part 1 - Table**

Choices	# of Responses	Percentage
Strongly Agree	64	88%
Somewhat Agree	6	8%
Somewhat Disagree	0	0%
Strongly Disagree	0	0%
No Opinion	3	4%
Total	73	100%
Skipped	15	

**Part 2**

Part 2 of question 21 asked members to rate their level of agreement with the statement, “Ladder testing is completed on a regular basis.” The following table shows the results.

**Figure 82: Question 21, Part 2 - Table**

Choices	# of Responses	Percentage
Strongly Agree	64	88%
Somewhat Agree	4	5%
Somewhat Disagree	1	2%
Strongly Disagree	0	0%
No Opinion	4	5%
Total	73	100%
Skipped	15	

**Part 3**

Part 3 of question 21 asked members to rate their level of agreement with the statement, “Hose testing is completed on a regular basis.” The following table shows the results.

**Figure 83: Question 21, Part 3- Table**

Choices	# of Responses	Percentage
Strongly Agree	66	90%
Somewhat Agree	5	7%
Somewhat Disagree	0	0%
Strongly Disagree	0	0%
No Opinion	2	3%
Total	73	100%
Skipped	15	



**Part 4**

Part 4 of question 21 asked members to rate their level of agreement with the statement, “Apparatus repairs and maintenance are completed in a timely manner.” The following table shows the results.

**Figure 84: Question 21, Part 4- Table**

Choices	# of Responses	Percentage
Strongly Agree	25	34%
Somewhat Agree	32	44%
Somewhat Disagree	8	11%
Strongly Disagree	5	7%
No Opinion	3	4%
Total	73	100%
Skipped	15	

**Part 5**

Part 5 of question 21 asked members to rate their level of agreement with the statement, “Apparatus are well maintained.” The following table shows the results.

**Figure 85: Question 21, Part 5- Table**

Choices	# of Responses	Percentage
Strongly Agree	32	44%
Somewhat Agree	32	44%
Somewhat Disagree	5	7%
Strongly Disagree	1	1%
No Opinion	3	4%
Total	73	100%
Skipped	15	

**Part 6**

Part 6 of question 21 asked members to rate their level of agreement with the statement, “The current fleet of apparatus is adequate to meet the needs of the department.” The following table shows the results.

**Figure 86: Question 21, Part 6- Table**

Choices	# of Responses	Percentage
Strongly Agree	28	38%
Somewhat Agree	22	30%
Somewhat Disagree	14	20%
Strongly Disagree	6	8%
No Opinion	3	4%
Total	73	100%
Skipped	15	

**Part 7**

Part 7 of question 21 asked members to rate their level of agreement with the statement, “The facilities are in good repair.” The following table shows the results.

**Figure 87: Question 21, Part 7- Table**

Choices	# of Responses	Percentage
Strongly Agree	16	22%
Somewhat Agree	35	48%
Somewhat Disagree	20	28%
Strongly Disagree	1	1%
No Opinion	1	1%
Total	73	100%
Skipped	15	

**Part 8**

Part 8 of question 21 asked members to rate their level of agreement with the statement, “The facilities are well maintained.” The following table shows the results.

**Figure 88: Question 21, Part 8- Table**

Choices	# of Responses	Percentage
Strongly Agree	17	24%
Somewhat Agree	39	55%
Somewhat Disagree	14	19%
Strongly Disagree	1	1%
No Opinion	1	1%
Total	72	100%
Skipped	16	

**Part 9**

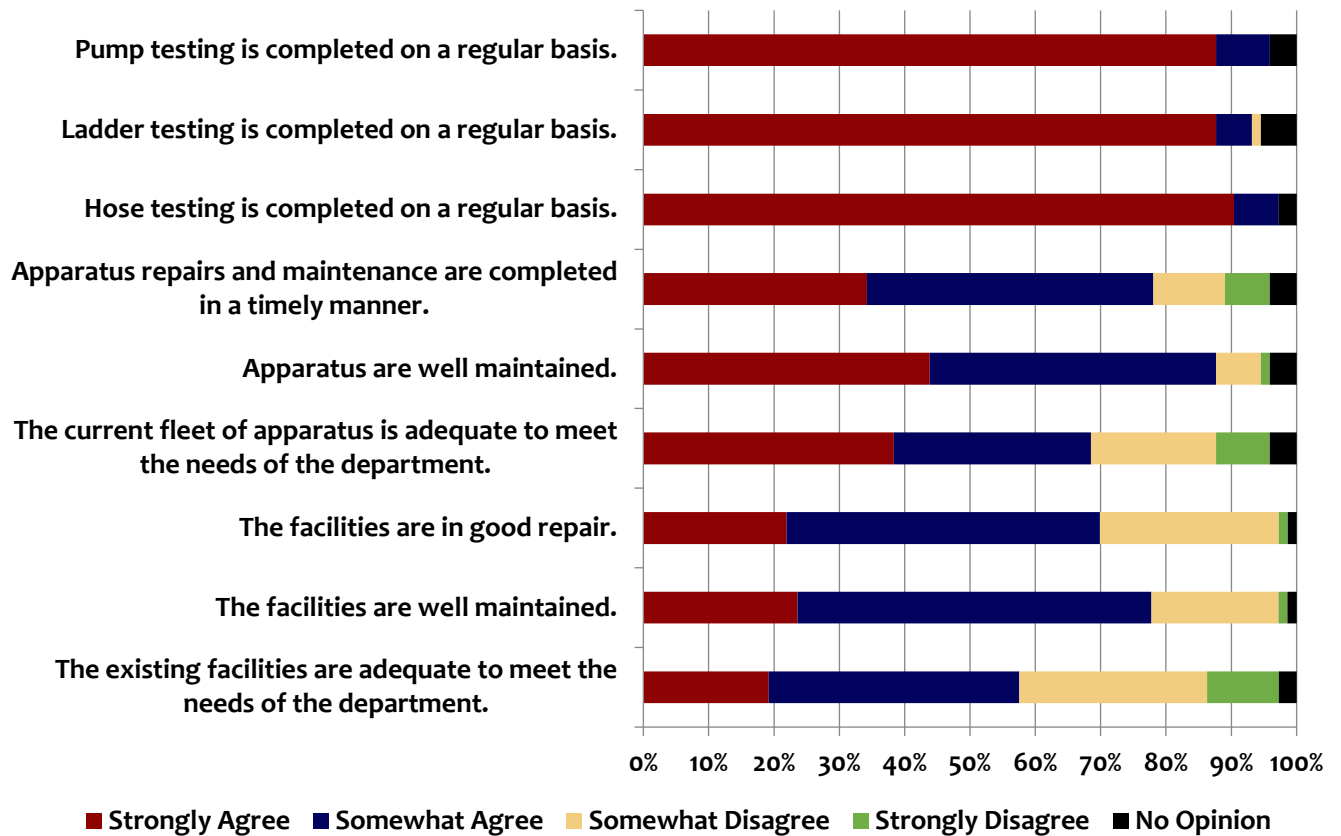
Part 9 of question 21 asked members to rate their level of agreement with the statement, “The existing facilities are adequate to meet the needs of the department.” The following table shows the results.

**Figure 89: Question 21, Part 9- Table**

Choices	# of Responses	Percentage
Strongly Agree	14	19%
Somewhat Agree	28	38%
Somewhat Disagree	21	29%
Strongly Disagree	8	11%
No Opinion	2	3%
Total	73	100%
Skipped	15	

Most of the members strongly agree that pump testing (88%), ladder testing (88%), and hose testing (90%) are completed on a regular basis. The statement “The existing facilities are adequate to meet the needs of the department,” had that most somewhat and strongly disagree selections with a total of 40%.

Figure 90: Question 21 - Chart



## Question 22

Question 22 was an open-ended question that asked members, “If you could change only one thing about the work environment at the Schaumburg Fire Department, what would it be?” There were many different responses among the 54 answers. The following are some of the common ones:

- Improve Living Quarters at Stations
- More Hands-on Training
- Improve Training
- Better Communication
- Increase Staffing
- Cross Train Members

A complete list of answers are found in Appendix I.

## Community Relations

The fourth section of the survey featured two questions on community relations.

### Question 23

Question 23 was a three-part question where respondents rated their level of agreement on statements about the department's community relations. The rating options included:

- Strongly Agree
- Somewhat Agree
- Somewhat Disagree
- Strongly Disagree
- No Opinion

#### Part 1

Part 1 of question 23 asked members to rate their level of agreement with the statement, “The department leadership strives to maintain cooperative working relationships with neighboring emergency service providers.” The following table shows the results.

Figure 91: Question 23, Part 1 - Table

Choices	# of Responses	Percentage
Strongly Agree	44	60%
Somewhat Agree	18	25%
Somewhat Disagree	5	7%
Strongly Disagree	2	3%
No Opinion	4	5%
Total	73	100%
Skipped	15	

#### Part 2

Part 2 of question 23 asked members to rate their level of agreement with the statement, “The department is sufficiently engaged in the community.” The following table shows the results.

Figure 92: Question 23, Part 2 - Table

Choices	# of Responses	Percentage
Strongly Agree	54	74%
Somewhat Agree	14	20%
Somewhat Disagree	4	5%
Strongly Disagree	0	0%
No Opinion	1	1%
Total	73	100%
Skipped	15	

**Part 3**

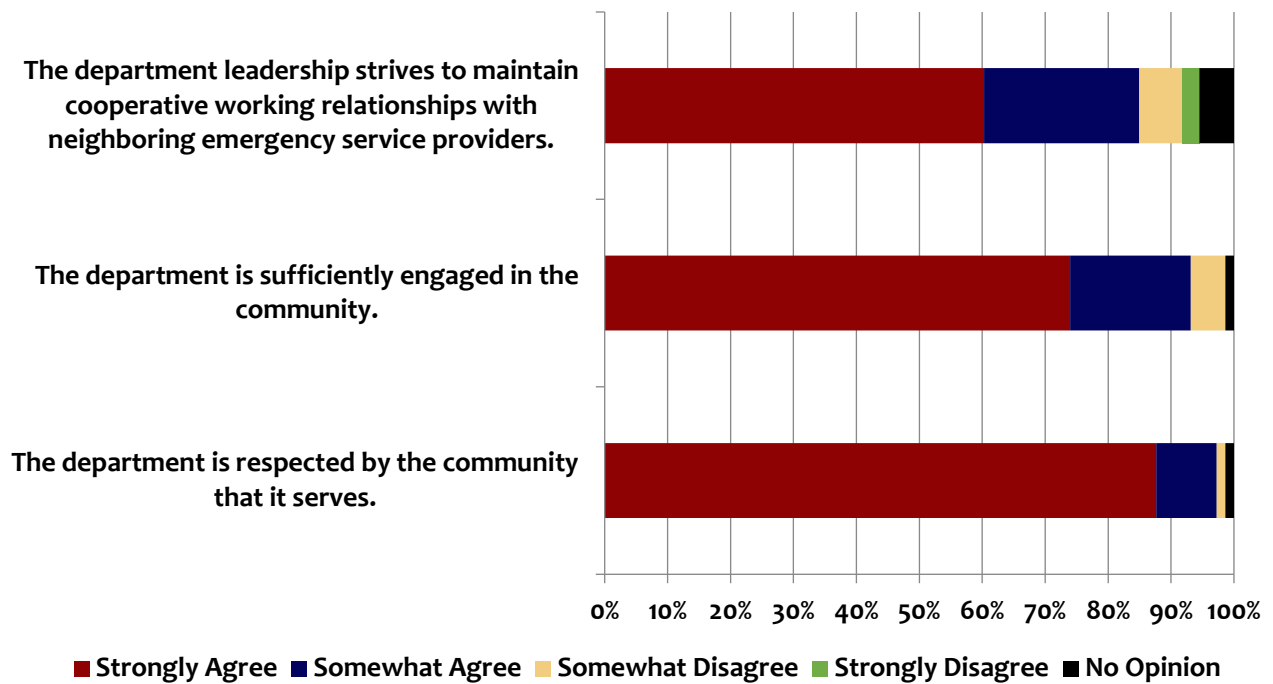
Part 3 of question 23 asked members to rate their level of agreement with the statement, “The department is sufficiently engaged in the community.” The following table shows the results.

**Figure 93: Question 23, Part 3 - Table**

Choices	# of Responses	Percentage
Strongly Agree	64	88%
Somewhat Agree	7	10%
Somewhat Disagree	1	1%
Strongly Disagree	0	0%
No Opinion	1	1%
Total	73	100%
Skipped	15	

For all three statements, over 85% of the members either strongly or somewhat agreed with the department’s community relations efforts.

**Figure 94: Question 23 - Chart**



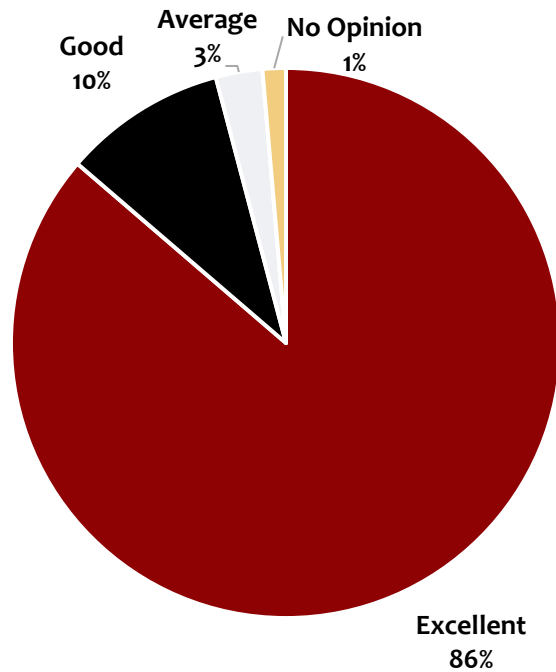
## Question 24

Question 24 asked respondents to select what they feel is the community's overall image of the Schaumburg Fire Department. Most of the members (86%) feel that the community's overall image of the SFD is excellent. The following figures show the results in both table and chart format.

Figure 95: Question 24 - Table

Choices	# of Responses	Percentage
Excellent	63	86%
Good	7	10%
Average	2	3%
Poor	0	0%
No Opinion	1	1%
Total	73	100%
Skipped	15	

Figure 96: Question 24 - Chart



## Comments, Suggestions, and Thoughts

The final section of the survey allowed members to share their comments, suggestions, and thoughts. It also performed a SWOT analysis (strengths, weaknesses, opportunities, and threats), which allows the department to identify positive and negative attributes.

### Question 25

Question 25 was an open-ended question that asked members, “In your opinion, what is the department's single greatest strength?” ESCI analyzed the 60 responses and found the following as common responses:

- Members/ employees
- Pride
- Public Relations
- Professionalism

A complete list of answers are found in Appendix J.

### Question 26

Question 26 was an open-ended question that asked members, “In your opinion, what is the department's single greatest weakness?” There were various answers to this question among the 54 responses. ESCI chose the following as common themes:

- Professional Development
- Fire Stations
- Limited Resources
- Leadership Issues
- Lack of Training Facility
- Complacency/ Stagnant
- Funding

A complete list of answers are found in Appendix K.

### Question 27

Question 27 was an open-ended question that asked members, “In your opinion, what single greatest opportunity should the department take advantage of in the future?” Of the 48 responses to this question, the following are five common responses:

- Train and develop newer members
- Training Opportunities
- Update Fire Stations
- Host More Classes
- Succession Planning

A complete list of answers are found in Appendix L.

### Question 28

Question 28 was an open-ended question that asked members, “In your opinion, what is the single most significant threat that the department faces in the future?” The common responses among the 53 respondents were:

- COVID
- Budget Issues/ Funding
- Ignoring Morale Issues
- Senior Member Turnover
- Leadership Gaps
- Growing Response Area
- PTSD/ Mental Health of Members

A complete list of answers are found in Appendix M.

## **Question 29**

Question 28 was an open-ended question that asked members, “Please use the space below to tell us your suggestions or final thoughts for improving the Schaumburg Fire Department.” Commonalities among the 40 responses included:

- Update Fire Stations
- Increase Manpower
- Improve Training
- Improve Working Conditions
- Officer and Leadership Development Training

A complete list of answers are found in Appendix N.



## APPENDIX C: QUESTION 5 RESPONSES

In which subjects or areas would you like to see more training?
EMS
Officer Training
Hands on training. Live burn training. Hands on EMS training.
EMS
Active Shooter
Mass casualty
more Extrication
In my opinion, all subjects are lacking. When training consists of a 30-minute to 1 hour drill that only a small portion of the members participate in (typically the younger members), the overall effectiveness of training is negated. Skills we need in order to perform our job are perishable. Just because we talk about it, doesn't mean that we will be able to perform when the time comes.
RIT, Search, Ladders, Forcible Entry.
Firefighter rescue, victim rescue, mass casualty incidents, inter-department training with Schaumburg Police that focuses on active shooter and related incidents.
Company Pre-Plans of buildings and complexes
More practical subjects such as EMS, fire, and hazmat. Training for specialized equipment that is conducted by specialty team members can be helpful, but it is often not the most productive way of spending resources. It is necessary for all members to be familiar with specialty equipment, but oftentimes it feels that an inordinate amount of time is spent on specialty teams training for non-specialty team members. I feel that our training can be more focused on events and subjects that are likely to be encountered by personnel on a daily basis.
Leadership classes, classes for those looking to get promoted and how to advance up the ladder
Leadership speakers or courses
EV fires.
We need more EMS based training.
More opportunities to be an acting officer is very necessary in preparing an individual for the position.
live fire and hands on
N/A
Engineering
Building construction. Actually walking through single family homes under construction. Majority of the newer members have no clue what's behind drywall.
live fire training, cutting open roofs, RIT, hand tools, building construction, elevators, sprinkler systems and engineering
Anything and everything; I'm new so I am eager to learn all that I can.
Driver training and rig placement
High risk low frequency situations
Live burns
Command training, continued hands on training.
Communication skills, speaking with the public

n/a
State certified classes taught in house
Incident command, self rescue
Extrication, truck operations, live fire training
Mass Casualty / RTF
EMS
Acting officer training
Understanding Building Construction
Active shooter response
Live fire training
Active shooter discussions
More in station, company/district specific training.
The rarely encountered incidents that challenge recall, such as: Active shooter, dive rescue, high rise, hazmat.
MORE Live burns with actual fire. Practical skills that will be used on the fire ground.
Active shooter, high rise operations
Commenting accurately here would reveal my identity, so I will refrain.
Alarm systems, stairwell leadouts, "reading" smoke, forcible entry, a more formalized engineering program
Executive level classes that cover administrative subjects not just in the fire service in general, but specific to the Village of Schaumburg. For example, a class that covers the budgeting process in Schaumburg from start to finish.
EMS - Low frequency events
EMS - Report writing
Mass Casualty
Life Safety
District Familiarization
High Rise
Company officer led and district/company specific training.
Company officers must be allotted the time to train and develop members on their crew. A degree of responsibility needs to be placed on the company officers for the development of personnel on their crew.
The department has drifted away from district and/or company (engine, truck, and Squad) specific training. This needs to become a priority. This too should be accomplished and lead by the company officer who is familiar with the district.

As a new officer it is my job to train new firefighters. The candidate task book makes it easier to complete their training, however I feel like we could do a better job preparing new officers to be ready to train new people.

officer development

Preparation for Lieutenant

Hands on fundamentals. Mass causality training

Basic fundamentals. Officer development

Building construction

A greater emphasis on fire prevention and public education activities.

real life situations

More training in gas leaks and monitoring.

Officer Development

Sprinkler systems

Ladders

Ventilation

Small tools

Leadership

More opportunity for outside training and certifications.

EMS

Mentoring and Officer Development

## APPENDIX D: QUESTION 6 RESPONSES

### If you could change one thing about the department's training program, what would it be?

Consistency across all 3 shifts.

Encourage Firemen to act on their apparatus

Hands on training with all EMS/Fire related target solutions assignments.

Add more training opportunities

more openness to ideas and critique to help us further everyone. positive constructive criticism.

None

First and foremost, we NEED a training facility. Some form of training tower within the village that the department can use for training on a regular basis.

Secondly, we need a structured training program that builds on itself throughout the year so as to fully encompass all of the skills we need to be proficient in. We also need to perform more trainings with surrounding departments that we respond mutual aid to (Streamwood, Hoffman, Rolling Meadows, Elk Grove Village, Roselle, etc.) so that when incidents arise, we are all more familiar with working together and create a better possible outcome for all of the communities that we serve.

It would also be ideal to see a Crawl/Walk/Run approach to the training program.

Crawl - If necessary for new practices that are implemented, or to review those skills that are very seldom used.

Walk - This is where most of our drills should be starting. All members on the department are professional, certified firefighters and paramedics. We don't need to sit around for an hour prior to performing hands-on training and beat the topic into the ground as if we've never forced a door or operated a hoseline before. Briefly discuss any necessary safety topics prior to hands-on training and then let's get to work.

Run - This is where the baby birds should be pushed out of the nest to see if they can fly. Again, we're all professional, certified firefighters and paramedics. Give us a scenario, deploy the participating companies/members, and critique afterwards.

I would love to see each month cover a different topic, each building on the last.

January - Engine Work

-Leadouts, hose advancement, water mapping, flowing while advancing, etc.

February - Truck work

-Search (basic search, rope assisted search, carrying and moving victims), Forcible entry, saw/ventilation operations (we do still go mutual aid to some surrounding towns, and just because some on Schaumburg claim we "never go to the roof" doesn't mean we should neglect basic ventilation and roof operations in the event one of our neighboring towns sends us to the roof).

March - RIT

-Basic RIT bag familiarization, Basic FF survival (buddy breathing, Kaminski tube, mask sharing, etc.), Assessing downed firefighters, packaging and moving (up and down stairs, out a window and down a ladder, with and without an airpack, through the floor)

April - Vehicle Extrication

This is just an example of how it could be set up. Each month covers a topic, and at the end of each quarter when we do our facilities training, we put all of the skills together through scenario based training. This allows plenty of time to review the necessary skills throughout the quarter, and when the facilities training days come around, less time is wasted "reviewing the basics", and more time can be dedicated to practical application.

If it weren't for the additional trainings outside of SFD that I seek out and pursue on my own time and dollar, I'd become a better cook and a worse firefighter. There needs to be a wider variety of classes offered to members, and attendance of said classes and training opportunities needs to be encouraged. After the courses, there should be some form of debrief that allows for the knowledge and skills learned at these classes to be shared among the rest of the department so that we can remain progressive and continue improving as a whole.

We would do more realistic RIT training and force everyone to actually get hands on and do the training instead of allowing some guys to shrink back in the corner.

The village needs to provide the department with a more sufficient training budget in order to send the fire department members to classes. The fire department's training abilities would also benefit greatly from the building of a multi-story training tower that allows actual live fire training.

More coordinated company pre-planning of buildings and complexes

Make more resources available for members to obtain training. There are quite a few barriers to entry when it comes to formal training, chief among them is the lack of funding that is available to send members to classes. Foreign Fire is a good resource to make up for some of the lack of funding, but members oftentimes do not want to trade their own time in order to attend a class. If the department would be willing to cover the time of members who elect to utilize Foreign Fire funds for training, I believe that many more members would utilize the funds available. The bottom line is that many members do not feel that training is a priority due to the department not designating funds for training.

An outline or plan on what classes to take during your career to help advancement. For example take these classes between years 1-5, 5-10, 10+

Less computer-based

Incorporate EMS scenario based mandatory training.

Less target solutions, more hands on.

Training grounds and burn tower with less focus on online training

N/A

N/A

Make sure it is consistent across all three shifts. It is better, but there still seems to be some areas where it varies by shift

send us to more classes, and increase the training budget

I haven't been here long enough to truly have an opinion on that quite yet.

More hands on using old houses and buildings

Ability to get financial support to attend classes at IFSI in champaign
Nothing
The calendar often does not reflect how much is actually going on.
n/a
No more burn tower
Clear goals. The vector solutions program, at least how it's currently set up, is not intuitive and does not seem to provide any clarity as to what training is required of us
Consistency
Uniformity amongst all three shifts. I think this has gotten better over the years but there is still room for improvement.
Redundancy
No training after lunch. It kills morale and makes everyone unnecessarily exhausted. Firefighting is a 24 hour job and losing the ability to rest after lunch when we aren't on calls can have devastating real life consequences. Also, enough with the photos. Guys train only to take photos and send them to the chief. Nobody cares and its another morale killer.
Uniformity across fire stations and shifts
More training with the experts in certain areas. Such as with elevators, have an elevator expert there to lead. Solar panels have a solar panel expert there to discuss. Electric vehicle expert to discuss. Fire Alarm Panel expert, Etc...
Multi company drills should be significantly less frequent. Crews should be trusted more with doing their own, in house, in district training.
I would reduce computer driven training and increase hands on scenario training, which reinforces role responsibilities.
More practical training. No more specialized training for those not trained in that area.
Evaluate candidates skill level prior to sending or not sending them to an academy. If they are certified and appear to need remediation, send them to academy. If they are certified and meet skill set expectations, let them bypass academy and begin working.
I wish it were structured towards true needs of personnel, rather than mainly at checking boxes.
Financially support more outside training
More time for officer discretion-type training where company officers can train their crews on what they identify as weaknesses as opposed to training on a one size fits all approach.
Convey department's desire and goals for each FF/Officer in terms of their development and minimum standards for training and certification
The department's training program needs to be lead by an internal (sworn) employee with the rank of Captain or higher on a full-time basis. This would allow for true consistency of training, allow the individual to stay on track with training progression, and allow for ownership of the training program. Training has been a "shotgun" approach during my entire tenure. I think we've made strides with transitioning an internal (sworn) candidate as training coordinator. Nevertheless, the training program will be limited due to not having a full-time/dedicated individual running the program.
Ensuring that individual companies have time to work together in areas of weakness that the company officer identifies.
Be consistent across all shifts.
Consistent on all three shifts

Our training now is better than it has ever been. We are training at the company level, and focusing on job related tasks. Although it is better than it ever has been before, documentation of training could still use some improvement. The companies and shift members are doing the training, sometimes there are gaps in documentation so it is reflected appropriately.

An adequate training room, other than the kitchen at 55

More training on what we encounter the most.

How personnel are selected to attend course openings (via seniority).

make is more practical

Scheduling and communication to be better.

Setting up for officer development

Dedicated (fire service professional) Training Officer

A sworn full time training officer. That is experienced and knowledgeable. That can provide a training program that is realistic, responsible and appropriate. I think the company officers should be responsible for the training but be guided by a Division Chief of training.

Allow more flexibility for company officers to conduct trainings that are specific to their skills.

Have mandatory EMS training and scenarios each week.

None

## APPENDIX E: QUESTION 8 RESPONSES

**With regard to the current evaluation process, what should the Schaumburg Fire Department be doing more of?**

N/A

Preparation training prior to evaluations.

Allowing more opportunities to go to training

have a evaluation process not geared by HR. Their questioning and process does not fit how a Fire Department is ran compared to regular village employees are evaluated.

N/A

There should be some form of physical performance covered in the evaluation process to ensure that all members are physically capable of performing all aspects of our job.

Nothing

Currently, the evaluations do not have any direct tie to the fire department promotional process. It would be an improvement to replace the BPFC interview portion of the promotional process with a peer-review system that utilizes the evaluations fire department members receive from their supervisors.

No opinion

The evaluation process is entirely dependent on who your company officer/supervisor is. I am fortunate to be in a position where my officer takes the evaluation process seriously and makes a point to conduct them so that his company members can learn their strengths, opportunities, and work to improve any deficiencies in their performance. However, this is due to my officer, not due to the formal evaluation process. The evaluation process is entirely broken, and that rests almost entirely on Human Resources. HR asks for department members to be evaluated on metrics that have nothing to do with fire department operations and make no difference in member performance. Furthermore, HR frequently returns evaluations to members and their officer for arbitrary reasons, and then does not seem to reread or reevaluate the evaluation when it is resubmitted. The process seems to be entirely arbitrary from HR's perspective and it's demoralizing for department members. I want to do a good job, all the members of this department want to do a good job, but the formal evaluation process set up by HR is an abhorrent way to gauge member performance. Members don't take the evaluation process seriously because HR does not seem to take the evaluation process seriously. It seems to just be busywork that HR requires us to do that has no real bearing on our responsibilities or our jobs.

No opinion.

Fighting to have our own specific department related evaluation process. Not the current generic process that is used for every village employee.

The process needs to be changed.

The annual performance evaluations struggle, at best, to align with our actual jobs.

Allow staff to evaluate officers.

Nothing

N/A

The current evaluation process is a joke and NOT designed for fire department activities. As an officer, how am I supposed to evaluate a firefighter on his quantity and quality of work performed? We don't make widgets. Every one of us signed up to do anything and everything possible to help the residents of Schaumburg. About the only thing worth while on the current evaluation is the Adding Skills and the Areas of Strength/Areas to Focus On. Another issue with the



current system is the number of times the evaluation bounces back and forth between people. I believe it is back and forth to me a total of 4 times before it is finished

Sending its members to more classes

I haven't personally had any issues with the current evaluation process; with my candidate evaluations they happen regularly by email and in person so that I know what I am doing well and what I need to focus on for improvement.

Have a evaluation that is more in line with the department, not just an evaluation that is generalized for the village. Also don't punish the officers for giving excellent or poor evaluations with lots of justification. I agree with it, but also know officers that keep everything satisfactory so they don't have to do the extra work.

Nothing more, just continuing its development

Higher ranks should qualify for an outstanding rating, under the current system, higher ranks are told being outstanding is the expectation of the position and/or part of the job.

It seems some of the scores are predetermined by HR. Too much involvement by HR in scoring.

Giving supervisors more independence in the evaluation process. The work involved in proving above or below average scores leads most officers to give average scores to every employee.

n/a

Getting rid of it. It doesn't properly apply to our job.

Reviews often include vague statements indicating that perhaps if I acted as company officer more, I'd receive a stronger review... But that's something that is completely out of my control and is quite simply a scheduling issue. If my lieutenant is working, I'm not acting. With the recent changes mandating that an officer be present at every station, individuals working at 53 and 54 will only very rarely even have the opportunity. To count that as a stroke against anyone seems inappropriate and circumstantial and is not a measure of individual performance.

Stop making it so difficult to give members higher scores

Make the evaluation suited for our profession instead of an office job

Stop tying step raises to the timely completion of reviews. In most cases, delays in completion are not the fault of the employee being reviewed. It is also a violation of our contract.

Reward for high performance

Peer reviews should be taken into account for promotions.

See what career goals individuals have and help them develop to fulfill whatever goals they have

Evaluations tailored to the fire service.

Allowing supervisors to truly assess their members without kicking back evaluations due to lack of information.

The evaluation process means nothing other than to complete a task assigned by the Village. The reviews accomplish nothing and are merely a hassle for the purposes of bureaucracy. Case-in-point, most reviewers consistently mark 3's for employees so as to avoid being required to provide any specific reasoning for marking anything better or worse than average.

Include "medium term" goals. Tasks/training to complete over the next 1-5 years to help advance a firefighter's career.

N/A

Get rid of the Success Factors evaluation form and develop their own process/form for evaluation that is more relevant to the job

The current evaluation process has become a formality requirement from human resources. Supervisors are more concerned with ensuring the evaluation is deemed acceptable by HR rather than simple evaluation of performance.

I believe our command staff does a good job of providing feedback.

The evaluation used by the village needs to be different for the fire department than it does an office worker. It needs to be department specific/driven

The annual evaluations should be specific to the FD not a general one size fits all for the whole Village.

The formal PA process mandated by the Village for contractual employees is not a good reflection on what we do. It seems like it is a boiler-plate evaluation, used by every department within the Village (not really applicable to the job we do)

Less evaluations for senior firefighters

Evaluations that pertain to fire department staff, which may be different than the Village evaluations.

none they are a waste of time

Evaluating candidates more on paramedic skills.

NA

Mentoring

The current evaluation system is fine for what it is used for.

I tend to think the current evaluation process is not taken overly serious by many officers and blue shirts alike. Officers need to provide legit feedback if an employee is not meeting expected standard instead of just passing them on to the next officer. Honest documentation needs to happen so personnel can attempt to correct and deficit. Hold officers accountable for their review of personnel.

Nothing more that I can think of.

Live fire traning

## APPENDIX F: QUESTION 11 RESPONSES

In your opinion, what is the best way to communicate information at the Schaumburg Fire Department?
Informal meetings with Chiefs
Through the chain of command.
Email and then going over it at roll call
Directly from the command staff. Maybe have video recorded/live, either weekly or monthly updates on how things are going and what is going on currently within the organization.
via text or email
Roll-Call seems to be when most of the pertinent information is passed along to the department. Information is relayed down to the company officers who then pass it along during roll call. Email is effective, in theory, but only to those that regularly check their emails.
At the kitchen table.
Daily Roll call and union meetings
Email and roll call
Email seems to be the primary method of communication within the department. There are few methods that are easier and more comprehensive than email.
Quality roll calls
Roll call/word of mouth
In-person
Face to face
Through roll calls and union representatives.
Via company officer
Roll call and Email
Verbal
Email
We had a few officer meetings that I thought were a good chance for all the line officers to get information and to be heard about issues we were facing on the street.
Email
Email is great, however face-to-face is always the best atmosphere to relay information and ask questions on the spot.
I feel that this administration has made more of an attempt to inform members than in the past, but a lot of information still comes from other members (also known as the rumor mill) Maybe a monthly update of what's going on.
Chain of command
Email, department memos, face to face meetings, "Chiefs making the rounds."
email
Email
n/a
Email.
In-person, e-mail
Depends on the information. Anything formal should be communicated through email as well as directly via roll call, phone calls or face to face.

Email
Email
roll call
Notification to my officer and my officer relays that at roll call.
Face to face.
The most effective way for line personnel to obtain information related to daily operations is coming from the battalion chief and then on down. If it is union related it should come directly from the union.
Email
email
Best way to communicate is face-to-face, but this isn't always practical. With this in mind, email is the next best option.
Email and in roll call
Face to face.
I think face to face communication is always best, however it's not always possible. Email would likely be my second choice.
For chief officers to come around on a regular basis to discuss things. On a daily basis, emails or phone calls from my supervisor work well.
Emails. Word of mouth gets altered each time it is relayed.
I do not believe email is the best form of communication. As a department, we were better informed with phone calls and personal visits with important information or changes within our SOP's and Rules/Regulations. I realize this is no longer the society we live in, but as a group, I feel we were much better informed previous to just emailing everyone...
Email
Chain of command
Face-to-face is most effective but not most efficient.
role call
Word of mouth and emails.
Email
Via email from the Chief Officers
Roll Call
Communicating information for the fire department needs to happen from a variety of mediums. Present day, that information is usually done through email, staff meeting minutes, via BCs and the union reps sharing information. Occasionally, there is a breakdown between what shift leaders or officers believe is happening and what the administration is saying. Keeping company officers more directly in the know could help alleviate problems.
Face to face
Email
In person.
Email

## APPENDIX G: QUESTION 15 RESPONSES

### What suggestions do you have for improving employee morale within the department?

Morale is down on one shift in particular, it has to do with the leadership.

Human resources should stop treating the Fire Dept as if they are white collar workers.

Stopping the 'rumor mill'

Improving station living quarters

Allowing more training opportunities

More department outings

N/A

This department is in desperate need of more ways to instill and celebrate company pride as well as department pride. I think that company pride leads directly to department pride, and I honestly believe that the overwhelming lack of company pride is a direct result of picking shifts/stations every two years. It takes time to develop and build trust amongst crew members, and right about the time the crews are catching their stride, shift picks come around and it's back to square one.

Additionally, picking a new station/shift/rig every two years doesn't foster any company pride when there's no attachment to the rig someone is on or the station they're at.

Company pride builds department pride, and department pride builds morale.

Provide greater support to those who want to pursue training opportunities.

At times, Human Resources at the Village of Schaumburg seem to target the fire department members rather than communicate their concerns to the administration of the fire department. The HR department needs to allow the fire department administration to run their own fire department by building a more positive line of communication.

Planned department activities

Department members work hard and should be recognized for their hard work. As it stands now, we get ribbons and the occasional letter of recognition, but these things are inadequate in the face of the difficulties faced by department members. We, as a department, are busier than ever, responding to more calls that are increasingly complex. We are spread thin and continually asked to do more with less. The members of this department step up and do more than what is asked from them time and time again and receiving a ribbon for our dress uniforms for our trouble is less than ideal. This job obviously comes with a paycheck and stability that is difficult to find elsewhere, but it also comes with stress and long hours that aren't typically found elsewhere. The COVID-19 pandemic in particular has been difficult on the membership as a whole and it feels like that has not been acknowledged in many ways. As there is no end in sight to the pandemic, there seems to be no end in sight to the morale issues that it brings about.

Some individual company officers and some members of the command staff have gone above and beyond for their members, but it is inconsistent and does not seem to be an organizational value. There is an entire shift on this department made up of firefighters who are only there because they could not pick a different shift due to seniority. When members of management are that difficult to work with, when they micromanage--with no real purpose but to show others that they are superior, when they seem to actively work to suppress the morale of their members, it makes it difficult for the

entire department to thrive.

Additionally, human resources is a constant barrier to improvement of morale. Of late, HR wants to be involved in every operational aspect of the department in spite of a complete lack of understanding of the operations of the department, and a complete lack of wanting to understand the operations of the department. The attitude that HR knows best is prevalent and makes members confused about who is in charge of operations. The Fire Chief needs to be a strong presence within the department, but our chief seems to have decisions removed from his desk in favor of HR taking the process over. I realize that HR has its place within the operations of any successful organization, but our HR department oftentimes seems to be out to make operations more difficult. This destroys morale among the rank and file and seems to do the same to command and administrative staff.

More group outings

Allowing members to attend more training and OSFM courses

Most of the issues we deal with stem from HR creating problems for the department. They should let the Chiefs have the control to make decisions that they are paid to make.

Open commutations

I believe that Covid 19 impacted the departments moral but it has been improving as of late.

Allow senior line staff and lower level employees more input in department decisions

None

N/A

Trusting your employees to do a good job, and they will.

None; everyone has been incredibly helpful, patient, and welcoming.

Stronger communication, its nice to feel included and have an idea of the direction and future of the department.

Not sure. Maybe do a survey

Open communications, transparency, input from staff, employee recognition programs, and continued positive and productive labor relations.

Not adding more and more work to the daily activities of the shifts including inspections and other fire marshal related tasks

Increase salaries to be equal to comparable departments

I think that the membership and administration have a somewhat adversarial relationship, pitting us against each other rather than working together (e.g. athletic shoes program terminated, peloton cycles refused). I think we do a fantastic job as a whole, and in return it feels like administration is just looking for who to next make an example of.

Apply consistency throughout the department (ex: some stations have fans on the apparatus floors while others do not, workout equipment is not uniform throughout stations)

A continued focus on training and support for senior staff for employee development. Minus covid, there has been a very positive shift in this direction e.g. sending more members to classes, securing the training tower, etc.

No training on Sundays. More freedom to train as a company individually based on needs as determined by company officers vs battalion chief "check the box" training.

Pay raise to keep up with inflation.

Just keep communication open.

Seek fire dept personnel input when looking to promote someone

I believe morale is at a good level

I have no suggestions at this time

Set consistent expectations and enforce them consistently.
Allow officer discretion for training more often. This would allow the officer to tailor the training to the needs of our crew.
Give the BC's better raises that are at least on par with the raises given out to the rest of operations staff.
Provide more communication about direction and goals for the department now and in the upcoming future.
Listen and enact some of the ideas members provide to help improve the department.
Improve the living conditions of the stations.
Information is an important part of morale. If the line personnel understand the department goals, they will be more willing to work toward them.
consistency is a huge problem. Micromanaging by some officers is also a problem.
Unfortunately, a lot of employees are very unhappy with the choice of BC the chiefs have made.
Morale begins at the top, and trickles down. As a supervisor, I maintain a positive attitude and support the organization, I believe this carries forth with the rank and file.
I feel it does not need to improve
Better communication from senior leadership.
be honest and listen to the guys on the line
More employees and updated stations.
Scheduling better. Not putting so many training goals/meetings/evebnts on the same day when there isn't time
No comment
I think moral improves when there is a clear feeling that the Administration and Village prioritize its people over profits.
Morale for the most part is about when I would expect it to be. In all fairness, 2020 was one of the hardest years for many and it was very obvious from the morale of the staff. Not all of the reasons were work related but the stresses of our profession were exacerbated by the pandemic. The FD as a whole was relatively supportive but I think it is safe to say the same sentiment is not felt about the village. In a time when we were put to under extreme duress due to our line of work, the village seemed to provide empty support. This is a common line of thinking that was made worse by the situations in 2020.
Continue to implement ways to reduce stress.
N/A

## APPENDIX H: QUESTION 16 RESPONSES

In your opinion, what should the department's senior leadership be doing more of?
keeping a positive environment at each firehouse and staying out of gossip.
Continuing to listen to all employees opinions
N/A
Be more selective in who is chosen to assume leadership roles. The fact that there is no assessment center and/or tactical portion of the testing process for lieutenant terrifies me as someone who may have to follow them into a burning building. An assessment center should make up approx. 40-50% of the overall score, as it is as close as one can get to the practical application of the job they will be called to do. The written and the assessment center should make up a bulk of the overall score, followed by merit and chief's points. The police and fire commission should have the least say in the promotional process, considering at no point have they ever worked with the individuals being promoted, nor will they ever work for them.
Nothing.
The senior leadership needs to be supporting the firefighters and paramedics that are operating directly with the community of Schaumburg. This means more direct communication with the Village management regarding budget items that include updates to equipment and training needs.
Facilitating the development of teamwork between senior members and junior members of the department
Making members feel valued and appreciated. Our membership is made up of a hardworking group of incredible people, and it seems that leadership sometimes takes this for granted. Some members of the administrative staff are great about recognizing hard work, while others are not. This goes back to the morale issue and to professional development, if members are appropriately recognized for their hard work, they will be more willing to work hard. If members know that their hard work will be rewarded and that they have the opportunity to advance in the future, they'll be more likely to work hard. While professional development is slightly improved from years past, it has not gone far enough and members do not feel like they have much of a chance to advance their careers.
No opinion
No opinion
Ignoring HR
Placing the proper people in leadership roles. There is a particular member in a high role that consistently proves he does not belong, nor is he equipped to be in his position. He is condescending and belligerent. He repeatedly treats members with contempt and disrespect. This should all be noticed by the most senior leadership and changes should be made.
Involving senior line staff in decisions that effect line staff personnel.
N/A
N/A
Work on team building and training our crews in a positive learning environment.
I haven't had any negative experiences as of yet, the senior leaders I have interacted with have all been helpful and willing to take to time to teach.
Giving more opportunities
More informal fire station visits, more training and support for rank specific supervisors. Command training, tactics and strategy, safety, accountability, etc.



Promoting within. Promoting officers to top management positions.

Continue to layout the plan in a clear concise way

Try to appear more politically neutral

Commending good work, good outcomes. When you only get emails reminding you that you forgot X, Y or Z, or that something was done incorrectly, and never acknowledging exceptional performance or effort, one tends to work only hard enough not to get the reminder emails.

Be more aware of what is going on with shift leadership (ex: why are members picking a particular shift over another, why are shifts so unbalanced with their level of experience)

Senior leadership should remember what it was like to be on the front lines. More and more we see our schedules being packed with bullshit just to look busy. Senior leadership should stay out of day-to-day operations and training.

Making the standards the same across all shifts.

Just keep communication open. Open door policy.

Continue visits and open communication

Providing a work-hungry atmosphere where training is tough and as close to real as it gets.

Making efforts to modernize our department when it comes to cancer prevention (Clean Cab, spare turnout gear) and sleep health (bunk room red lights when tones drop, gradually increasing volume of tones at night)

Setting a good example through actions, rather than words.

Coming around and talking with the troops.

Taking a hands-on

Providing goals and direction for the future of the department.

Expressing their expectations for the different members of the department.

Taking a more active role in career development of members.

Actually setting up a succession plan and conveying it to members about who is being developed for future leadership positions in the department.

Actively focus more on the professional development at each level of rank within the Department.

Clearly communicate expectations but most importantly provide support for individuals to meet and/or exceed those expectations.

Communicating about overall goals. What is the one year, five year, ten year plans for the department? And how do those goals effect our members. If membership better understands why ISO or accreditation are important to the department, you will likely get more buy in from them.

meetings with company officers

Paying more attention to the concerns of blue shirts. People have a habit of forgetting where they came from.

Although I realize it is difficult, it is extremely beneficial for the rank and file to have a visit from senior leadership on a regular basis (not necessarily to deliver good or bad news, sometimes just to check in and say hello)

They are doing a good job at this time

Define clear roles between senior leadership. Better communicate short-term and long-term departmental projects.

getting connected at the line level know your people

Updating stations.

Leadership development

Making an argument to our key front office staff filled by sworn personnel. This would provide a greater succession plan when sworn personal move through divisions like EMS, Training, EMA, Fire Prevention. They would have a greater understanding of the fire service as a whole and be better prepared to move up in the organization.

One suggestion I would have is for the administration to acknowledge additional effort more openly. Many people take on additional tasks around the FD and it has often been viewed as that is what you expect from certain individuals. This is not to suggests the need for more awards or anything like that, just a a thank you for the effort.

Consider the requests of their employees a chance to improve their working conditions and overall physical and mental health.

Spending more time with the blue shirts.

Getting out to the stations

## APPENDIX I: QUESTION 22 RESPONSES

### If you could change only one thing about the work environment at the Schaumburg Fire Department, what would it be?

Stop gossiping, as words carry weight. Introduce pride and ownership. Update outdated ambulances and stations.
Improve living quarters at the stations
Get New Stations
Be open to change. Just because it's "the way we've always done it", doesn't mean there isn't another way that could be more effective and offer better service to the public that we serve.
More hands on training and less computer training.
The majority of Schaumburg's firehouses could use replacement or remodeling. Upon doing so, emphasis needs to be placed on the workout facilities available in order to push the importance of health and wellness within the fire department.
Better sleeping quarters
Human resources. HR has inserted itself into every aspect of this department and has made operational decisions that they have no business making. The department is worse off as a result and morale is suffering. HR consistently makes every aspect of our jobs more difficult and certain members of HR seem to relish the opportunity to do so.
uniform policies
No opinion
Better IT
Let the company officers dictate training needs for their crew.
Every member should be trained to perform every job at their particular level. (i.e. driving a truck vs engine, etc)
ability to train on more acquired structures or live fire training
Nothing
N/A
More live fire training.
Nothing yet! I am still learning my way around this work environment.
Overall the stations and equipment at schauburg are decent, but when you consider that this is Schaumburg and not some small financially struggling town. It's hard to understand why we have outdated stations that have no true classrooms or training facilities. I think the leaders of this village need to tour our stations and then take a field trip to some of the neighboring departments. We don't use the reserve rigs if the public will see them, yet these rigs are shoeing up we they are in need.
Na
Fire stations need to be updated, expanded, some need to be replaced. We have a serious lack of meeting/training space and facilities.
The facilities are not adequate for training needs.
Human resources department is unresponsive
Salaries
Our ambulances are the only vehicles that the rides in. It's often during times of extreme distress. Often we must perform lifesaving treatments in the ambulance while it is in motion.

Our ambulances ride as though they do not have a suspension. I apologize to patients constantly, especially when they are in pain, and motion is making it worse. I don't know whose idea it was to overbuild the suspensions on these vehicles, but it's just inappropriate. It makes our jobs more difficult and it makes our patients uncomfortable. Suspensions should move.

Update facilities. Stations are not comparable to local communities. Also, have repairs made in a timely manner (ex: water on apparatus floor is still not working and its been a few weeks since it hasn't been working, no blinds on windows for months),

Have individual bathrooms and showers for firefighters at station 54

I can honestly say that I am very happy to work here. Everything isn't perfect. I would like to see a greater willingness to spend money on things like the Peloton bikes, but I also understand the village has fiscal responsibilities.

Less micro-management. Allow companies more freedom as determined by officers.

Having the same standards across all shifts.

internet access for netflix, hulu, etc. We can't access that from the smart tvs for night viewing.

Ask for peer reviews of command staff and act upon recommendations

Increase I.T. support and training

Make training difficult

Newer, modern firehouses

Stop piling more and more duties onto line personnel who already have plenty of responsibilities. Completing assigned tasks at 9pm after a day of running calls is morale-crushing.

Add a fifth ambulance.

Increase overall daily minimum manning by 2 to allow for 3 members on each Truck.

Be more open and forward with expectations for each member.

Many of our stations are older and have regular maintenance issues. It would be nice to see plans to replace older stations with new ones.

People need to be built up and appreciated. Officer development needs to improve,

Station 52 is a dump and always has been. That station should have been relocated years ago instead of continually patching year after year.

Morale is good (So far as I see), facilities overall are good (I realize things need repair, EPW staffing is low and sometimes things are difficult) Rigs are in good shape (again, I realize staffing issues and supply issues effect how quickly repairs can be made) I mentioned dispatch/communications, my lower score is relative to dispatches to emergency alarms. They often make errors on still districts, rigs that are due, and there seems to be great confusion during multiple calls at the same time (by multiple I mean more than 2) I realize our dispatchers rely on their computers and CAD, however when the system is delayed or generates bad information, seems like they are lost. We count on them to get it right.

An adequate training room, other than the kitchen at 55

We currently have a excellent work environment

Better communication from senior leadership.

Get rid of the dead weight. People who don't appreciate what we have and think they are entitled to everything instead of being thankful for what they have.

Updated stations.

Better Fire Stations

Improved culture

The trust between the Village and the Fire Department.

Human resources often appears comes off cold or acting in poor faith instead of being a department to assist an employee with issues. They appear to assume the worst of us instead of looking at each situation as it is presented.

More equipment to get into better shape.

Nothing at this time.

## APPENDIX J: QUESTION 25 RESPONSES

In your opinion, what is the department's single greatest strength?
We always fix the problem
Its Personnel
Public relations.
Great employees that love their job
Young department that is eager to learn
Team work and morale
The people that work for the department are the single greatest strength.
Our adaptability and cohesiveness.
The firefighters of the Schaumburg Fire Department look out for each other, and when it is time to go to work, they are ready and willing to put in the effort to mitigate the issue at hand.
Professionalism
The people. The members of this department are fantastic and continue to improve as the years go on. The organizational culture here is generally excellent and that is a direct result of our people. The morale issues caused by HR and other aspects of our jobs would be far worse were it not for the resilience of our membership.
The employees
Great reputation for getting the job done
Our teamwork
The front line personnel
It's membership
Its members
EMS and administration
Members
United as one
We do a really good job at Code 4's and in my time have always seen the fires quickly and successfully go out.
It's people
Pride and honor
Its personnel. Overall its group that does their best and genuinely care about the community.
It's availability to the public
The people here are its greatest strength. We have a well-trained and equipped workforce.
We have a great department that cares about the community. The skill level has increased dramatically over the years.
Adequate staffing for emergency response, and ability to handle most responses without mutual aid
The members of the department are knowledgeable and passionate about the fire service, EMS and related activities.
Its members
Its members
Everyone is well trained and knows how to do their jobs well.
Pride in the work that is done.

Large dept with good people.
Good employees.
EMS. Majority of the paramedics in the dept are strong paramedics and are really confident in their job
The commitment of our personnel.
Aggressive fire tactics performed by many firefighters. Our staffing numbers allow us to perform at a high level
Pride.
Committed personnel
Our personnel
Our line people
The line personnel, hands down.
Our people are our greatest strength. We have a lot of talented and caring members who do great work for the community.
Good customer service
The experience and knowledge of its employees.
Efficiency in responding to emergency alarms, regardless what the nature is
Its members
Employee bonds.
The staff. The employees are committed to the department and supporting the community.
We have enough good people to get the job done and cover for the weak and we are very good at fire suppression and EMS
Skills and community connection.
Its Members
Employees
The sworn personnel that work there. We have a young motivated work force that is excited to have an influence on the Schaumburg Fire Departments future.
The people that work for the Schuamburg Fire Department are its greatest asset. The collection of approximately 140 members working together to protect the public. The knowledge, behavior, professionalism, and customer service displayed each and everyday are what make the Schaumburg Fire Department great.
The men and women in the fire rigs, helping the citizens every day.
The men and women that make up this department
Public Relations
It's personnel

## APPENDIX K: QUESTION 26 RESPONSES

In your opinion, what is the department's single greatest weakness?
One shift trains and executes daily activities differently.
Hiring individuals with college degrees and no experience in any trades.
Gossip and Village of Schaumburg bureaucracy.
Old stations
Lack of fire knowledge by junior membership
lack of communication
SFD operates on an island and forgets that there are surrounding departments around us. The "brotherhood" of the fire service extends farther than the borders of our village.
Prime example: Chemtool fire June 14th, 2021 in Rockton, IL. 26 Illinois MABAS divisions sent over 350 members from 167 fire departments to help battle the fire. This effort included:
Elk Grove Village - Amb. 7, Quint 8
Roselle - Tower 64
Hoffman Estates - Tower 22R
Rolling Meadows - Truck 15
Arlington Heights - Amb. 124R, Tower 132R
Palatine - Tower 85
Itasca - Tower 66
With the resources and manpower that we are fortunate enough to have at our department, why were we not able to send any resources to help our brothers and sisters out?
Squad 55 was dispatched to Kenosha when they were so far beyond overwhelmed and we took a pass!?
We need to work more closely with the towns that surround us and provide support and manpower when we can. The fire service is a brotherhood that extends beyond our village borders. In the event that we had a large incident such as Rockton or Kenosha, I have no doubt we would receive the same amount of support that they did, even though we don't offer the same support in return.
Realistic training.
The department is hindered by the HR department on a regular basis. This detracts the fire department administration from the more important items such as training, leadership development, and efficient allocation of funds when creating budgets. It also depletes moral within the department members.
The decrease in number of senior members with knowledge and experience to pass along to the increasing junior member population



Talent evaluation and professional development. There are promotion opportunities within the department, but they are not as numerous or plentiful as they should be. Having the fire prevention bureau privatized, then having the public education department, training, and emergency management civilianized is a bad idea and was done in order to save funds that the department has sufficient access to. Worst of all, approximately 80% of this department's runs are for emergency medical services, and we have a civilian running our EMS operations. This is inexcusable. There are members of this department that are well qualified for this job, who want this job, and they are denied the opportunity in order that the department can save a few dollars a year. EMS is the single most important aspect of what we do as a department and the EMS division is being run by someone who is not even a member of the department. This hurts morale because members realize they have little to no opportunity to move upward to these positions and make a positive impact on the department and the community we serve. We're reduced to being viewed as a line item in the budget as opposed to being recognized and rewarded for our knowledge, skills, and abilities.

Certain supervisors

Never failing a candidate from probation

IT issues

Giving up control of basic decision making to the HR department.

As mentioned previously, placing the correct leaders in the correct roles (where applicable).

Lack of training facility

None

N/A

Sometimes staying stagnant.

Not sure how to answer this quite yet.

Not taking input from its members. Yes, I know this is input, but its the first survey like this that I can remember filling out in 20 plus years.

It's financial limitations

Facilities and training/meeting space.

We frequently have rigs down which leads to reduction of service capabilities. We need at least one more spare rig and ambulance.

Individual disregard for safety (half of the department got Covid 19, for example)

Camaraderie

We don't seem to play well with others.

Leadership consistency at the shift level

Occasional myopia with regards to employee / village relations. Many employees feel like fiscal responsibility is more important to the village than its people at times.

Taking into account peer reviews when making promotional decisions.

Differences in standards or practices across the shifts.

Demeanor with certain leaders

The balancing of time commitments.

Slow to upgrade equipment

Complacency.

Not being supported enough by the village. We have the second or third largest economy in Illinois. Our budget should be substantially larger.

The reluctance of company officers to accurately rate the performance of probationary firefighters when their performance is sub-par.

Leadership (from the top down to the basic firefighter)

Long term planning.

No one from the fire department is involved in the hiring process.

Not utilizing the experience and knowledge of the employees at the lowest rank.

It has been much better over the past year, but documentation of training evolutions needs to get better. The membership is doing the work, but seems like documentation is missed sometimes (not because of laziness, but because of confusion of how to properly make an entry).

We also suffer as a result of other agencies within the Village. We frequently have IT issues with station computers, CAD display monitors not working and MDC's not working. I realize they are trying to make things better, but we are a 24/7 service agency. If an update or modification is rolled out and fails, we are back to pen and paper until our IT department comes back to work.

To much input and control from human resource department.

Limited resources( i.e. facility upgrades, needed personnel, training funds).

Carrying dead weight, politics and policy needs to be streamlined. Need to change the promotion process too.

Outdated stations.

The Firehouses

Lack of succession planning

The succession plan to promote members throughout all ranks of the fire department. Positions at and above the command level are either not available to sworn personnel or unappealing for current members.

There appears to be a disconnect between different departments in the village and the FD. The PD can often be difficult to work with and do not accept that we have our own system policies we need to follow on calls. Any IT related request do not appear to get corrected for an extended period of time, if at all. Our station status monitors have not been consistently working for well over a year but yet it continues. Small station repairs often take a much longer time than you would expect. And HR tends to assume the worse of all situations.

A disconnect between upper management and the rest of the department.

Funds for equipment and apparatus

No training facilities

## APPENDIX L: QUESTION 27 RESPONSES

**In your opinion, what single greatest opportunity should the department take advantage of in the future?**

Reintroducing pride and ownership to all fire personnel.

Younger crews so allow training opportunities to increase knowledge throughout department

Free classes and training that can be brought in through grants and cornerstone classes by the state.

Getting new stations

We need to build up relationships with surrounding departments and start offering resources and reciprocating mutual aid opportunities. This includes training with said surrounding departments so that there will be no concern as to whether or not they can perform when called upon.

For example, when Hoffman Estates has a fire in the neighborhoods behind Station 51, a Streamwood engine drives right past the SFD firehouse and responds mutual aid to assist. A Schaumburg engine or truck could be on the scene almost as fast as Hoffman, and substantially sooner than Streamwood, thereby offering greater assistance and service to our neighbors and their community.

In improving the working relationships with surrounding communities, we can not only improve the quality of work that can be performed by mutual aid companies coming into our village, but we can offer the same to their communities, thus resulting in safer communities throughout the area and safer operations on the scene of an incident.

Training tower.

The fire department is filled with younger members and energetic individuals. Now is the perfect time to turn the training plan in a positive direction by providing funding for members to attend classes and gain important experience.

Any opportunities involving the upgrade of technologies used to facilitate safety and productivity in the fire service or EMS

The talent that we have on this department is second to none and their knowledge, skills, and abilities are often disregarded in order that the department can save a few dollars. Reinforcing to the membership that we are more than a dollar amount is of utmost importance. Rewarding hard work through more than a ribbon for our uniforms or a handshake from the chief is critical. It is demoralizing when it is apparent that our talents are taken for granted and that some members of management choose not to recognize the incredible talent pool here and continue to deny us opportunities to improve our talents, knowledge, skills, and abilities.

Having motorola in our town

Updating (54) or building new stations (52 and 53).

Optimization of succession planning to train the good group of people we work with. We have talent.

There are so many new members that the leaders of the department can have a profound influence on their perspective, experience and professional direction. The direction these new members are educated towards will determine the future of the department as a whole.

training facility that both fire and PD could use as well as possible renting out of for local departments and academy's

Nothing

Training opportunities

Sending more members to classes, increasing our education budget.
Technology and equipment advancements moving forward.
The knowledge of its senior members, this department has had a lot of turn over lately and more to come. Someone takes a 40 hour class and thinks their fully trained in that subject. The input from others that have been actually practicing these skills is not valued to the level it should.
Hosting inside classes and academies
Developing newer personnel to take over higher level positions within the department.
We have great integrity in the village and we should continue to find ways to get more involved in the community officially not just through the union efforts.
Development of the incoming influx of newer members
Continue to invest in training and access to facilities to support employee growth.
Spending foreign fire money on membership and not as a front office backup/slush fund.
Training future officers early and often regardless of their status on or off promotional exam lists.
increase staffing
Expansion for more rigs/employees/firehouses.
Charge more for EMS runs. And make Schaumburg residences pay for ambo rides.
Development of a training facility on the Motorola property.
N/A
Plenty of new candidates can help reshape the culture of the department towards excellence.
Implement a fifth ambulance. A town of this size (population) and the number of people who live, work, shop and play here deserve it. Plus, it would reduce the demand on the existing paramedics.
The Department should closely monitor the Mobile Integrated Healthcare pilot program being conducted by neighboring departments.
Empowering each employee by making sure they can be very successful in their job and grow to be better.
Working to get the village management to understand our needs and showing them the value that we produce for the community.
Internal promotions to the chief officer positions. These people know the community and the internal workings of the department
Paying more attention to the suggestions of the employees.
We should continue to develop our younger members into good firefighters and officers. We should continue to drill on fundamentals of the job on a daily basis, and continue to work with neighboring department for multi-jurisdictional responses.
Manpower
Become a leading department in the region.
Training young staff and grooming them the way they want to see the dept in 5-10 years. Huge turnover and we are very young right now. If you want to change now is the time.
Updating stations.
Updating Firehouses
The motivation and work ethic of our members. We have had a great deal of turn over and have a great deal of motivated members with a long career ahead of them. It would be a dis service to them and the residence to not take advantage of that excitement.

Continue to focus on growth and don't become stagnate. More now than ever, our administration is attempting constantly grow and improve the department. This needs to continue. Constantly improve our training, equipment, facilities, etc.

Create higher morale and department pride.

Increasing the amount of rigs

Develop training facilities and through the Nursing Division, increase outreach to seniors and possibly create a prototype MIH program

## APPENDIX M: QUESTION 28 RESPONSES

### In your opinion, what is the single most significant threat that the department faces in the future?

PTSD from EMS/Fire calls and personnel demoralization.

Younger crews so there may be a knowledge gap between employees

Complacent

The fire department is not a corporate entity that operates in the black and white. Every single incident is different, and the membership, both line staff and officers, need to be able to adapt in seconds and make decisions based on guidelines, rather than policies.

This is only possible through constant training and improvement in our craft as well as having the trust and support up the chain of command. Officers need to be allowed to lead their companies rather than micro-managed through every minute detail. "The way we've always done it" isn't always the best way to mitigate incidents, and officers need the latitude to adjust their strategy based on their training and experience.

Additionally, in my personal opinion, individuals in the human resources department have absolutely no place pushing their own agenda, policies, preferences, and the like onto the fire department unless they are ready to don a set of turnout gear, put on an airpack and a helmet, and run inside a burning building with us.

Losing our guys with more fire experience and building construction experience.

The corporate atmosphere that is being created within the fire department is destroying the morale and tradition that has been so important to the fire service throughout history. The firefighters spend a third of their life at the firehouse during their careers. They are ready to respond at any moment to any and every call that is received no matter the danger. The last thing they need is to worry about HR looking over their shoulder or not looking out for the best interests of them or their family in the event that they become ill or injured during their career.

decrease in number of willing and qualified applicants for the position of firefighter/paramedic

There are several.

1. Human resources. As I've repeatedly stated, HR is inserting themselves in to operational issues that they are willfully and purposefully ignorant of. They are not qualified to run a fire department and yet they continue to try. This must stop for the safety of the department members, the safety of the community, and in order to reverse the downturn in morale.
2. Professional development. The Village no longer offers tuition reimbursement, is often unwilling to pay for training, and has done all they can to civilianize or privatize positions that were previously open for department members to be promoted into.
3. Talent drain. The department risks losing talented firefighters, officers, and administrators if they do not recognize the need for professional development.

The elderly population, active shooting

Not compensating SFD as one of the best departments around

Doing more with less and straining the well being of our members.

Retirement of members that have a great amount of knowledge and experience.

Complacency

Lack of a training tower and site.
The uncertainty the pandemic brings.
natural disasters, changing economy, domestic terrorist incidents, budget cuts and large number of new hires with little experience
COVID
Covid
Not holding the younger members of the department accountable for carrying on Schaumburg Fire Department's strength's, dedication and traditions
The one thing I am worried about department wise is how many new guys like me there are currently. The fire service seems to be an atmosphere of passing the torch of information and knowledge down to the following generations and it's difficult to do so when there are so many new faces. I am doing my best to soak up as much information as I can from the more senior members who have done and seen far more than I have so I can learn from them.
unsure
Leadership gap
Loss of institutional knowledge and long tenured experienced personnel through attrition due to retirements and salary compression/stagnation and reduced benefits for senior personnel.
Funding
Continued decline in applications to the department
Little to no experience at the officer level
PTSD effecting personnel. First responder suicide rates have drastically increased over the past few years.
Inflation. It is important to remember that inflation is essentially robbing us of purchasing power. Merely keeping budgets at par is the same as cutting budgets due to inflation (estimated to be approximately 15%) Budgets and compensation need to stay in line with this.
Not being progressive with changes.
reduced staffing
Less revenue from the village.
We're moving further away from fire dept tradition. Morale is at an all time low and it's become more apparent that the dept cares more about how we look on paper vs how happy the employees are
Potential reduced budgets.
Growing district and the need for more personnel
A culture of do as I say, not as I do.
Poor decision-making by the village.
The tying of public safety pension funding to such an unpopular tax (Property Tax). This unfairly demonizes public safety personnel in the eyes of the public.
Lack of leadership development and not be ready to replace leadership positions from internal candidates due to lack of development of internal members.
Retirement of experienced individuals at all levels of the department. We're facing this threat now and will continue to face it. The only way to overcome this loss of experienced individuals is to prioritize training. Not just SFD specific training but send individuals to classes outside of the SFD.
Budget issues.
Outsourcing/ civilianizing of positions such as chief officers, training and ems
Ignoring the voices of the firefighters and killing moral.

We continue to improve and face issues that are threats on a daily basis. We continue to work hard to make our workplace a safer place (although by its nature it is inherently a dangerous situation) We continue to work to improve the health and wellness of our membership

Population growth with out manpower and equipment increases

Not evolving as the role of emergency services changes/expands.

To many young entitled people who will destroy this dept and its traditions.

Not updating stations.

Increase in call volume without increasing staffing and number of rigs responding

Senior officer turn-over

The biggest threat to our department is not preparing or providing the opportunity for members to move up throughout the organization. I believe the current administration is really trying to move in that direction but faces a great deal of resistance.

We have a young, motivated department we have to feed that enthusiasm not squash it by eliminating opportunities.

Finances... While the village appeared to stave of significant problems during 2020 it wasn't without issue. There were a lot of sacrifices made during that time to stay afloat. What changes did they make to not be as dependent on retail and corporate?

Wellbeing

Funding



## APPENDIX N: QUESTION 29 RESPONSES

Please use the space below to tell us your suggestions or final thoughts for improving the Schaumburg Fire Department.
Put the personnel first.
I think improving the station's quarters and allowing for more training opportunities would greatly increase a already high morale at SFD.
Getting New Stations
Target Solutions is not training. Target solutions checks a box and provides a sense of cover for the department. Our job is hands on. Our job is task oriented and performed on the streets in the neighborhoods and at the buildings that we protect. Target solutions can be used to track said training, but should not be allowed to dictate and/or dilute the training that members need on a regular basis to stay sharp in our craft. Stop trying to digitize a predominantly blue-collar profession.
Additionally, we need to be open to change. The "Schaumburg way" is effective and it works, but why settle for good when better is possible. We need to continue to train and learn and grow as individual members as well as a department, and be open to ways we can improve our service to the public that we serve.
Continue to get hands on training and hold people accountable to do so. Support those who want to go out and get more training.
As previously mentioned in this survey, the budget for department-funded training needs to be increased. Along those same lines, budgets for updated equipment (for example updated SCBA and air bottles) need to be efficiently planned and with a greater level of importance.
When HR has concerns, they need to communicate effectively with the fire administration and allow the administration to do their job managing the members of the fire department.
NA
This is a great place to work--a place that I'm exceptionally proud to work. There isn't an organization out there without a morale issue, so I understand that it isn't realistic to expect that we will eliminate every source of low morale within the department. However, the amount of low-hanging fruit that is ignored by administration is somewhat disturbing. Our membership is hungry for opportunity, for training, for learning. The members of this department want to expand their knowledge, skills, and abilities and are often met with barriers instead of opportunities. Let members know that they are more than just line items on a budget, show them that they have value, show them that the work they do is appreciated and they will repay that effort exponentially. Keep HR away from day to day operations in the department so that members know who is actually in charge--the Fire Chief. Allow members opportunity for professional development. We're expected to act like professionals, we operate our day to day as professionals, and we expect to be treated like professionals.
Already stated in answers above
Allow the department to enhance and grow whether it's through training or additional apparatus or new stations.
Acquire a unified professional training facility where Fire, PD, EMA and public works can training independently and jointly.
N/A
Nothing yet! I am just happy to be here and eager to better myself along the way to be a valuable member of this department!

I think we all understand budgets and why budget cuts have effected the Department and the Village. We also understand the need for the Village to be appealing to the residents and people coming in to spend money in the Village. But its also well noticed when money is going into things like a new park next to village hall, fancy crosswalks, ballparks and other things and not to the Fire Department. It should mean something to the Leaders of this Village when members of the Department are requesting better, and they are not asking for TV's or recliners. We would like to have better training facilities, proper classrooms and support vehicles. I felt bad earlier in the survey for scoring the Public education low, but to be truthful I should have scored it lower. Its not the fault of the Chiefs or the Fire Marshal, you can only work with what you're budget will allow. Again, this is Schaumburg, we should be the example that other departments look to emulate.

Na

Improve and expand facilities and training space, continue succession planning and staff development initiatives, conduct a salary and benefit equity analysis for non-union staff.

Our service delivery in top notch! The fact that our stations are small and have lack of expansion is frustrating. Having a very small conference room for a department our size was short sighted and does not meet our needs. As the world changes we need to stay ahead of the challenges with planning and funding.

I would like to see the hose loads changed to horseshoe rather than the cumbersome donut roll.

Replace the ambulances with vehicles actually designed to transport people rather than cargo. The Penske truck at the home Depot is more comfortable. Public perception would definitely improve.

1. Change or increase requirements to become an officer
2. Investigate why members are avoiding certain shifts
3. Hold special team members accountable for their training and certifications
4. Update station facilities
5. Apply consistency to station facilities

Continue to find ways to implement as much realistic, practical training as possible. Support it with shift coverage and paid time in class. Our members want to learn as long as its real practical training, especially when its Schaumburg specific.

Have a trained peer support program in place or inform personnel of available resources other than EAP which they are reluctant to use

Front office staff should stick to front office activities like increasing budgets and stay out of day-to-day functions like training etc.

The department is at a point where the majority of members aren't a part of the "old school" and are willing and open for changes to better the department. This needs to be done to provide a great future for the SFD.

I believe the department is in a good place. We have proven the ability to expand appropriately as the village has grown. And adapt our services to community needs.

I love working for this department, I would just like to see facilities more modernized and our equipment more state of the art.

Answering this would reveal my identity, and I don't trust this consulting service enough to respect that.

As stated above, given the size and economy of the village, we should be spending more money to have more vehicles and an additional ambulance. With the continued growth, it is necessary to do so. We should try harder to recover expenses accrued from medical calls. We should have more back-up

vehicles. We are constantly skimming by with front line rigs. It appears our back-up vehicles are in service more often than not. We should be asking personnel where they see themselves in 3, 5, 10, 15, and 20 years and encourage them to train more and be better professionals. Culturally, we need to stop rewarding the lazy by expecting even less of them.

Allow current full-time members of the fire department to work part-time as fire inspectors to improve knowledge of Schaumburg buildings and their various fire protection systems.

The department needs to be part of the hiring process to get people who fit in better and can do the job appropriately. Morale needs to be addressed. I feel the line staff does not understand the direction and goals of the department. If the VOS does not feel the internal applicants for chief officers are qualified, then either the SFD or VOS is failing in the area of officer development. We should not be recycling chiefs from other departments. Currently training and classes being offered are only for the basic ff level, what about officers and ff's that want to further their training or careers.

Great place to work. I have always loved my job. Put more weight into the voices of the lower ranking members. They have a lot to offer but often feel like their voices are ignored, because they are.

Continue on the path that has been established by our current administration. Increase in staffing is always helpful, consideration for an additional station for EMS/Fire protection in the far north end of town (with the conversion of the former Motorola property and some other developments, we have several more properties to protect, and many more residents and workers to provide EMS services to. It is not reasonable to rely on auto-aid or mutual aid to provide protection for these areas (This area is currently protected by station 52, which has a very large district and frequently is committed on other alarms, or committed to the highway: taking them away from the Village for a fair amount of time) Additionally, our residents and businesses pay taxes for Schaumburg Firefighters and paramedics, not other towns employees....

Manpower increased

Just run it like a business. Get to know the front line staff and understand day to day ops and don't forget where you came from. Hold on to traditions and remember the senior experienced people hold more value and respect thank you think. Remember the firefighters still run the show. Its your job to guide them where you want them to go. Being a boss means you work for your employees, then they will die for you.

Updating stations to more modern and healthy living situations.

Update firehouses and increase number of rigs/staffing for the increase in population and development in the village

I believe if you get the environment right it improves moral, labor relations, builds trust, motivates personnel. Ultimately improving service to those who we serve.

Provide an organizational structure that would allow sworn personnel to hold administrative positions, Training Chief, EMS Chief, EMA, Fire prevention. This would provide experience and understanding that would allow for greater chance of success when filling the position of Deputy Chief or Fire Chief.

I concede that prior to hiring our current Chiefs form outside the organization we did not have anyone prepared to fill those positions. We have really good people but our organizational structure was flat. With the current leadership we have an incredible opportunity to prepare our members for these positions.

The current administration has a good plan but can not do this alone. They need the support of the Village. I think an organizational structure that provides attractive opportunities motivates people to want more, do more and be more.

In general, the Schaumburg Fire Department is recognized by many as a premier fire department. This is a truly deserved designation that is a product of the people of the organization. From the chiefs to the front line staff, we are a well operating machine. The growth of our internal processes over the last few years is a wonderful trend that needs to continue. Constantly looking to improve our abilities, facilities, and equipment instead of remaining stagnant.

We need another ambulance in order to give the best possible service to Schaumburg's ever expanding population.

Management and the Village need to demonstrate loyalty to their people in order to have members who are proud and loyal to the department. Morale will be higher if people come to work knowing they are valued and respected. Actions speak louder than words.

The department is in overall great shape. We should continue to build on our officer development and formalize a mentoring program.

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