



# STRATEGIC PLAN

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2023 - 2028

## Mokena Fire Protection

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Mokena, IL 60448

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## **Board of Trustees**

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Rick Barz

Ed Punjak

Chris Surdel

## **Administration**

### **Fire Chief/Administrator**

Joseph Cirelli

### **Assistant Fire Chief / Deputy Administrator**

Richard Campbell

## Mission and Values

The Mokena Fire Protection District's Mission and Values are to provide:

- P**rofessionalism and sensitivity to our customers
- R**esponsibility to do what is right
- I**ntegrity and honesty in our actions and attitudes
- D**evotion to protecting lives and property
- E**ffectiveness and efficiency in our actions

## Vision

The Mokena Fire Protection District strives to:

- M** Provide the most expedient and safe response for all calls for emergencies
- M** Sustain a high level of service
- M** Achieve financial balance and growth consistent with organizational goals and within the limitations set forth by property tax legislation
- M** Provide a structure for a "Full Service / Customer Focused Department"
- M** Continually improve
- M** Maintain and promote community involvement

## History of the Mokena Fire Protection District

Protection for the Village of Mokena and surrounding community date back to 1917, when approximately 30 volunteers organized the first Fire Department. Officers of the newly formed department included Fred Mau (Fire Marshal), C. Schenkel (Assistant Marshal), Elmer Sippel (Treasurer), and W.E. Washburn (Clerk). When the fire alarm sounded, the volunteers responded with the following equipment:



- 300 feet of 3/4" hose, mounted on a wooden hose cart (This cart is on display in front of station #1).
- Six rubber buckets
- Two red flags
- Two red lights
- Four white lights

The hose cart, pulled by the firefighters, existed prior to the organization of the Fire Department. Upon discovery of a fire, townspeople would use the hose cart and buckets in an attempt to extinguish the fire.

In 1923, Herman Schweser was elected Fire Chief by the Fire Department members. The first firemen's picnic was held on July 22, netting a total of \$264 to be used to purchase equipment.

In the fall of 1932 representatives of the W.S. Darley Company demonstrated a motorized fire apparatus. Mounted to a Ford chassis, the fire engine was connected to the hydrant in front of the Mokena Hardware Company. Water, pumping directly from the main, flowed through the various hoses and nozzles during the demonstration. The Village Board was not in a position to purchase this equipment. As had been done in many neighboring villages, a public subscription would be necessary for the department to purchase equipment.

It was recognized that the Mokena community needed to reorganize the Fire Department. In November of 1932, the topic of Fire Department reorganization was addressed at the Mokena Village Council meeting. Fire Chief Herman Schweser reported that the last time the Fire Department had conducted a meeting was in

1928. The Village Board determined it was necessary to reorganize the Fire Department with 25 men, appointing Chief Schweser to secure members for the new Department.

On December 15, 1932, the Mokena Volunteer Fire Department (MVFD) was formally organized. Meeting nights of the new department were scheduled for the second Thursday of each month in the Mokena Village Hall.

Early in 1933, a used model "A" Ford chassis was purchased for \$75.00. On July 4, 1933 the MVFD sponsored a fire truck benefit dance at the Mokena Men's Club pavilion. In addition to the dance, a balloon ascension was conducted. The entire proceeds of the dance and balloon ascension were used to help outfit the truck with the necessary firefighting equipment.



By July 15, 1933 the fire truck was complete with chemicals and a pump. The Village of Mokena purchased the pump for a sum of \$373.00, with the rest of the equipment paid for by the firefighters, an amount of \$650.00.

Over the next two decades, the MVFD conducted business at its annual meeting, and fundraised through an annual dance and card party. A second, and third, fire engine was purchased and placed into service by

the volunteers.

With the third piece of apparatus placed into service in 1957, there was a need for a new fire station. In 1958, planning for the new fire station began. In February of 1960, the first meeting of the fire department was held in the new fire station. At the completion of the fire station, it was determined that the community would benefit from a tax-funded fire protection district. On July 19, 1962 the formation of the Mokena Fire Protection District was approved through an election. Also in 1962, Robert Rust was elected Fire Chief.

On August 27, 1971 Chief Rust passed away at the age of 37. Fred Rauch was appointed Chief, serving until 1979. Delbert Yunker was appointed Fire Chief on June 13, 1979 and was hired as the Mokena Fire Protection District's first full-time employee on June 1, 1980. In June of 1983 Ted Golden was hired full-time as the MFPD's Code Enforcement officer.



In 1988 a referendum was passed approving the creation of an Ambulance District, allowing the MFPD to provide emergency medical services on a 24/7 basis, through the use of contracted firefighter/paramedics.

In May of 1993, the MFPD began construction of the current station one on Wolf Road. The station was completed and occupied by staff on January 4<sup>th</sup>, 1994.

On July 1, 1995 the MFPD hired its first six full-time firefighter/paramedics.

Construction began on a second new fire station, located on 191<sup>st</sup> street, in the fall of 1995 and was occupied in July of 1996. The old Front Street fire station was sold to the Village of Mokena, who subsequently converted the building to house the Mokena Police Department.



In March of 2002, the MFPD was awarded Accredited Agency status by the Commission on Fire Accreditation International. The district remained an accredited agency until March of 2022.



In October of 2003, the full-time firefighter/paramedics organized as the Mokena Professional Firefighters, International Association of Fire Fighters (I.A.F.F.) Local 4270.

In the spring of 2010, the district broke ground on its third fire station and vehicle maintenance facility. The station was occupied on December 17, 2010.

On June 1, 2012, Chief Ted Golden retired. Following the district's succession plan, Howard Stephens was appointed and sworn in as Fire Chief.

Howard Stephens retired on November 30, 2021. Following the district's succession plan, Joseph Cirelli was appointed and sworn in as Fire Chief.



## District Demographics and Service Levels

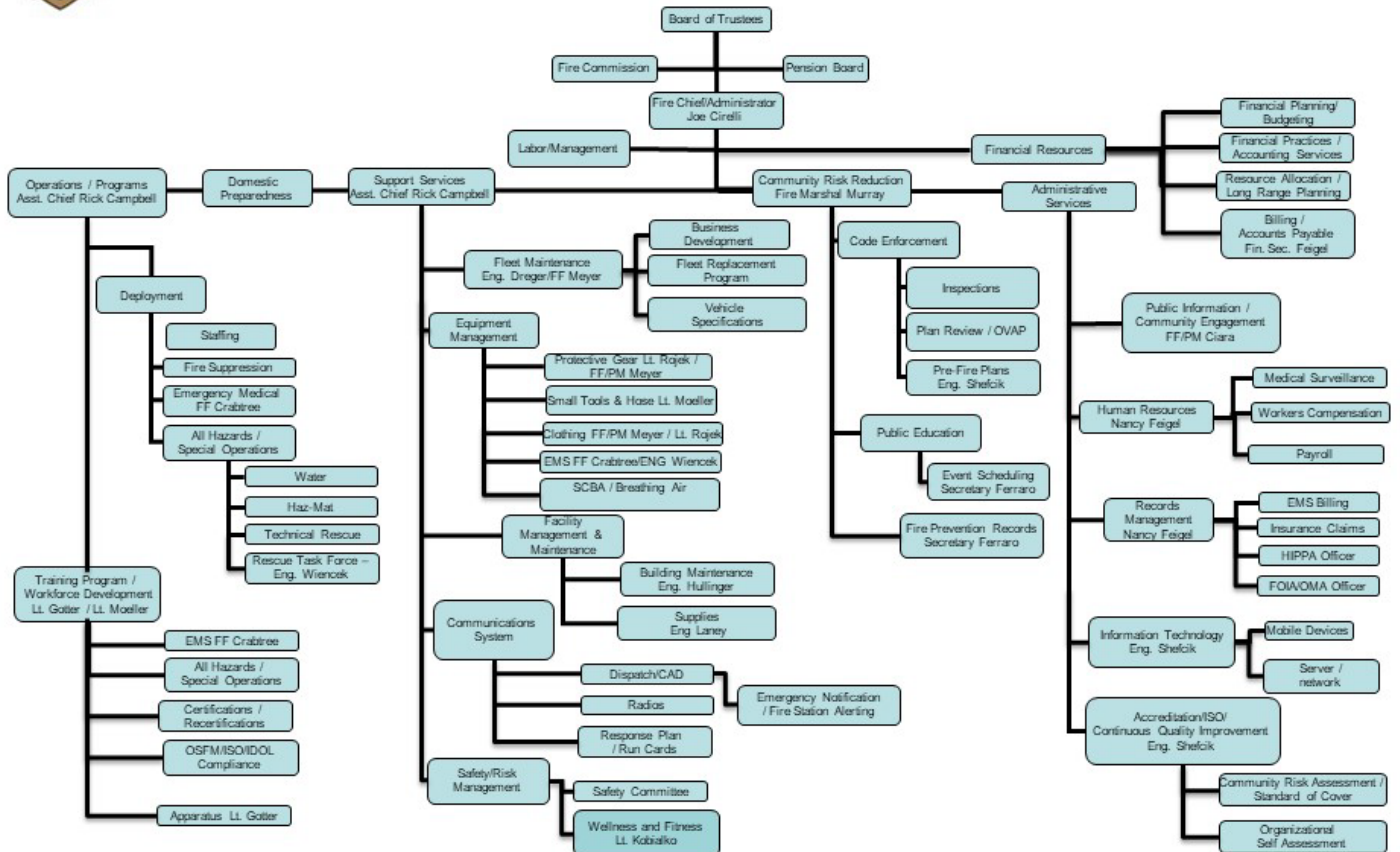
### DISTRICT DEMOGRAPHICS

District Size.....	12.5 Square Miles
Population.....	21,500
Equalized Assessed Valuation – Aggregate.....	\$681 Million
District Budget Revenue.....	\$8.4 Million
Annual Incidents (Calendar Year 2021).....	2,902
Insurance Services Office Classification.....	1
Stations.....	3
Full-Time Suppression/EMS Staffing.....	30
Command/Administration Staffing.....	2
Fire Prevention Staffing (Full-Time).....	1.5
Fire Prevention Staffing (Part-Time).....	4
Administrative Assistant/Secretarial Staffing....	2
Suppression Apparatus – Fire Engines.....	3
Suppression Apparatus – Aerial Apparatus.....	1
Advanced Life Support Ambulances.....	4
Utility Vehicles.....	4



# Mokena Fire Protection District Organizational Chart

July 1, 2022



MFPD Organizational Chart



## Most Important Functions / Services

It is important to identify the most important functions and services that are provided by the district. Identifying these functions and services allows the organization to focus its efforts and resources in maintaining and improving, while exploring other opportunities. It has been determined, through a survey of district residents, that the most important functions and services offered by the district are:

- Emergency Medical Services (EMS)
- Fire Suppression
- Public Education / Fire and Life Safety Education
- Fire Prevention / Community Risk Reduction
- Training and professional development
- Preventative maintenance of vehicles and facilities
- Public service and relations
- Health and safety of our personnel
- State of the art apparatus and equipment



## Critical Challenges for the MFPD

Like every other organization, the MFPD is faced with various issues and challenges. The most critical challenges, in no particular order, have been identified as:

- Relationships with external stakeholders
- Relationships with internal stakeholders – continue to improve
- Aging facilities requiring maintenance and updating
- Stagnant Equalized Assessed Values
- Staffing
- Inadequate space (office and storage)
- Dispatching services
- Recruitment and retention of employees
- Privatization of services
- Forced consolidation of services
- Evolving response expectations (Rescue task force, pandemic, public health crisis)
- Long-term obligations and financial constraints
- Succession planning at tactical / company officer level



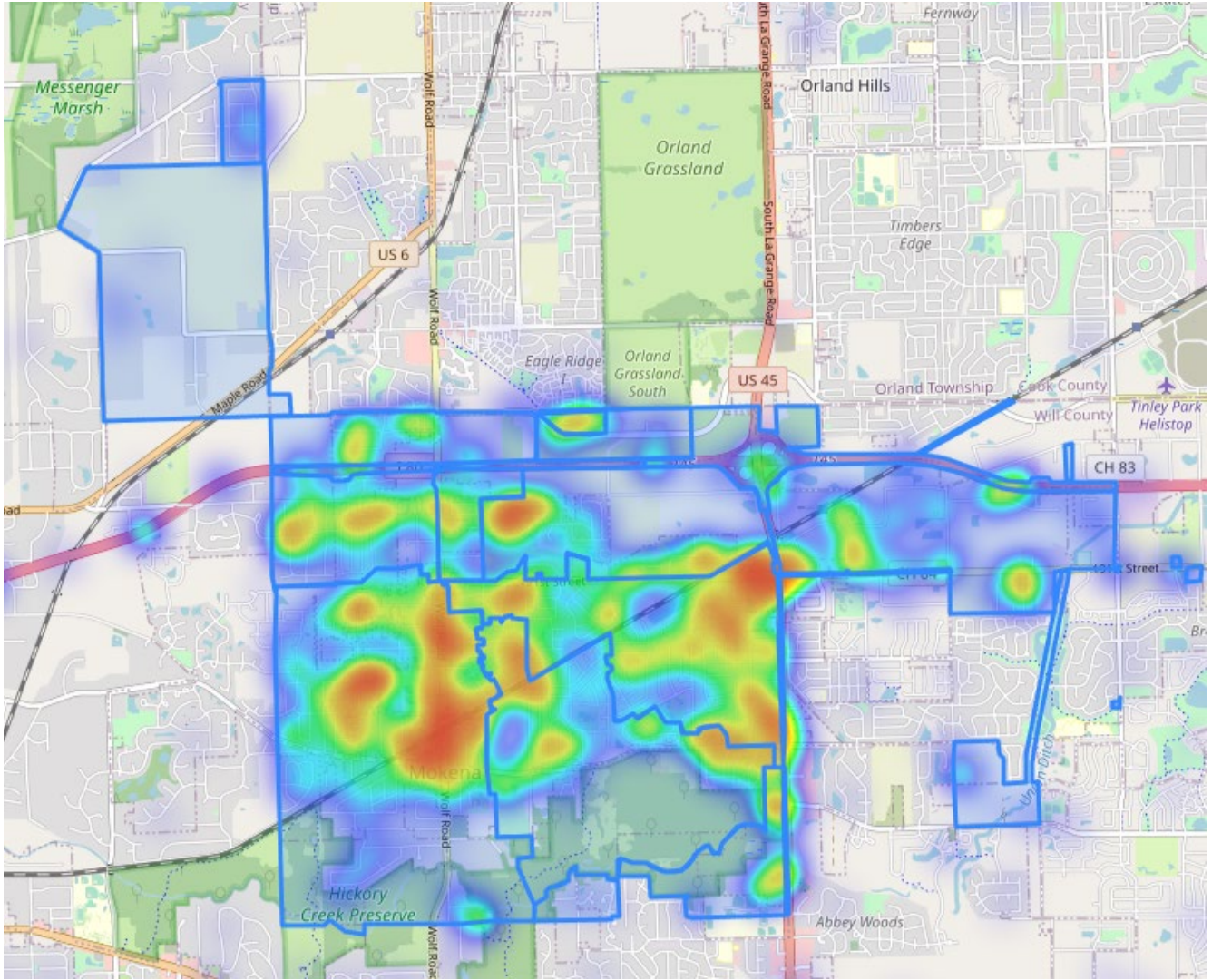
## Most Critical Customer Expectations

Through the strategic planning process, direct interaction with our customers and community leaders, and through observations the following critical customer needs have been identified:

- Rapid, reliable, and professional emergency responses
- Efficient and responsible use of tax funds
- Accountability
- Accessibility through the Enhanced 9-1-1 system
- Engaged within the community
- Consistent and fair code enforcement



### Incident Location Heatmap – Calendar Year 2021







## Strategic Goal Number 1

**Strategic Goal Name** Attract and promote the most qualified Individuals

**Category:** 7

**Criterion:** 7B.1

### Description of Goal

A global labor shortage across all sectors has created a human capital environment never experienced before. Efforts need to be made to attract young adults towards a career in public safety, while maintaining our practice of hiring and promoting the most qualified individuals.

### Specific Objectives

Specific Objective Number	Goal	Responsible Party	Anticipated Cost	Completion Date	Expected Outcome
1.1	Post reading list for lieutenant exam	Administration / Fire Commission		August 2023	Candidates are assigned job-relevant reading material for promotional exam
1.2	Conduct full-time testing process	Administration / Fire Commission	\$6,000	September 2024	Establish hiring list providing most qualified applicants possible
1.3	Conduct lieutenant assessment center	Administration / Fire Commission	\$8,000	October 2024	Establish promotional list identifying most qualified candidates for position of Lieutenant
1.4	Post for Assistant Chief Assessment Center	Administration		January 2025	Provide ample opportunity for candidates to prepare for assessment center
1.5	Post reading list for Engineer exam	Administration / Fire Commission		January 2025	Candidates are assigned job-relevant reading material for promotional exam
1.6	Evaluate establishing outreach program with are high schoolers	Administration		October 2025	Young adults become interested in careers with MFPD
1.7	Conduct Assistant Chief assessment center	Administration	\$3,000	January 2026	Identify best qualified candidate for Assistant Fire Chief position



1.8	Conduct Engineer exam	Administration / Fire Commission	\$9,000	March 2026	Establish promotional list identifying most qualified candidates for position of Engineer
1.9	Post reading list for lieutenant exam	Administration / Fire Commission		August 2026	Candidates are assigned job-relevant reading material for promotional exam
1.10	Conduct full-time testing process	Administration / Fire Commission	\$7,000	September 2026	Establish hiring list providing most qualified applicants possible
1.11	Conduct lieutenant assessment center	Administration / Fire Commission	\$9,000	October 2027	Establish promotional list identifying most qualified candidates for position of Lieutenant



## Strategic Goal Number 2

**Strategic Goal Name** Mission, Vision, Value Statements

**Category:** 1

**Criterion:** 1.10

### Description of Goal

An important part of any professional organization is identifying a clear statement of the organization's mission. Similarly, a forward-looking statement of the what the ideal organization would look like, a Vision Statement, is important to create. As a public service agency, the values of our organization should be identified, adopted and adhered to through a Values Statement. These three statements provide the framework for organizational development.

### Specific Objectives

Specific Objective Number	Goal	Responsible Party	Anticipated Cost	Completion Date	Expected Outcome
2.1	Update Mission Statement to accurately reflect the mission of the MFPD	Administration		August 2024	A Mission Statement is adopted by the MFPD Board of Trustees
2.2	Through a consensus process, identify core values of the MFPD and incorporate into a Values Statement	Administration		December 2024	A Values Statement is published
2.3	Through a consensus process of internal stakeholders, a vision of the MFPD is identified and a Vision Statement authored	Administration		May 2025	A Vision Statement is published



**Strategic Goal Number** 3

**Strategic Goal Name** Emergency Communications and Notification

**Category:** 9

**Criterion:** 9B

## Description of Goal

A reliable system is necessary to ensure communications with portable, mobile and fixed systems in the field. The communications system should be capable of receiving automatic early warning (pre-alerts) and other emergency reporting signals. The communications center should be adequately designed, equipped and staffed to provide nationally recognized service levels.

## Specific Objectives

Specific Objective Number	Goal	Responsible Party	Anticipated Cost	Completion Date	Expected Outcome
3.1	Plan for Fire Station Alerting (FSA) system purchase and installation	Administration		December 2024	The system should be designed, funding secured through the budget process, installed, and placed in service
3.2	Evaluate performance of current dispatch center / PSAP	Administration		December 2024	Provide recommendation to Board of Trustees on continuing services with current dispatch center / PSAP or seeking alternative



**Strategic Goal Number** 4  
**Strategic Goal Name** External Partnerships  
**Category:** 10 **Criterion:** 10A

## Description of Goal

No public service agency operates in a vacuum; it is necessary for any successful organization to form partnerships and coalitions to avoid unnecessary duplication of efforts and resources. Partnerships provide a means to support the adopted Mission and Goals of the MFPD. Often, partnerships will provide economic benefits to our stakeholders.

The MFPD and neighboring fire service agencies have a long history of providing mutual and automatic aid. It is necessary to continue these partnerships in order to survive.

## Specific Objectives

Specific Objective Number	Goal	Responsible Party	Anticipated Cost	Completion Date	Expected Outcome
4.1	Evaluate current automatic and mutual aid agreements for operational effectiveness	Administration		December 2024	Continue or expand on mutual and automatic aid
4.2	Consider partnerships that allow for expanded fire and life safety education	Administration			Expanded public education offerings
4.3	Expand joint purchasing of supplies	Administration		Ongoing	Reduction in cost of supplies



**Strategic Goal Number** 5

**Strategic Goal Name** Training and Professional Development

**Category:** 8

**Criterion:** 8A, 8B, 8C

## Description of Goal

The MFPD has long recognized that a well-trained and developed workforce is necessary in safely operating at high-risk emergency incidents. Highly reliable organizations must provide appropriate talent depth throughout the ranks. To this end, the MFPD must dedicate resources to ensure our personnel are appropriately trained and developed for their current, and future positions.

## Specific Objectives

Specific Objective Number	Goal	Responsible Party	Anticipated Cost	Completion Date	Expected Outcome
5.1	Develop performance-based feedback at individual level	Administration / Training Coordinator			Objective task-based feedback delivered to individuals
5.2	Continue incident management training	Training Coordinator		Ongoing	Personnel are developed and confident assuming a command role
5.3	Evaluate current requirements for full-time testing	Administration		October 2024	Determine necessity of providing initial training to candidates, ie state academy
5.4	Update training grounds at station #2	Administration / Training Coordinator	\$4,000	November 2027	Training grounds will be equipped to be usable for daily trainings





**Strategic Goal Number** 6

**Strategic Goal Name** Ensure MFPD Financial Health

**Category:** 4

**Criterion:** 4A, 4B, 4C

## Description of Goal

The MFPD has long recognized that a well-trained and developed workforce is necessary in safely operating at high-risk emergency incidents. Highly reliable organizations must provide appropriate talent depth throughout the ranks. To this end, the MFPD must dedicate resources to ensure our personnel are appropriately trained and developed for their current, and future positions.

## Specific Objectives

Specific Objective Number	Goal	Responsible Party	Anticipated Cost	Completion Date	Expected Outcome
6.1	Program budgets tied to expected outcomes	Administration / Division Heads		May 2027	Expected outcomes are identified during budget process, and measured at conclusion of FY
6.2	Adopt formal fund balance policy	Administration/ Board of Trustees		March 2025	Adequate reserve funds in accordance with GFOA best practices
6.3	Submit CAFRs to GFOA	Administration	\$5,000	December 2024	MFPD receives GFOA Excellence in Financial Reporting award
6.4	Identify alternative funding sources	Administration		Ongoing	Develop diversified funding sources, so delay or reduction of one funding source is minimized
6.5	Develop Capital Improvement & Investment Plan	Administration / Staff		May 2023 / Ongoing	Board adopts CIIP plan



**Strategic Goal Number** 7

**Strategic Goal Name** Develop All-Hazards Response Model

**Category:** 5

**Criterion:** 5D, 5G, 5H, 5I

## Description of Goal

Through the Community Risk Assessment process, it has been identified that the MFPD has a low to medium risk of technical rescue, water rescue, hazardous materials incidents, and aviation rescue. While the risk is low for these incident types, it is not zero. Over the past several years, the MFPD has become a subscriber agency to the regional specialized teams, such as MABAS 19 water rescue, Combined Agency Response Team (CART) technical rescue, and the Southwest Haz-Mat team. The MFPD does not currently support these teams with personnel or equipment.

The MFPD has the necessary personnel and training to support the specialty responses and the operation and technician levels. Some equipment is still owned by the MFPD and would be usable for operations-level responses. Funding of some equipment and refresher training would be necessary.

## Specific Objectives

Specific Objective Number	Goal	Responsible Party	Anticipated Cost	Completion Date	Expected Outcome
7.1	Identify personnel interested in participating in specialty teams	Administration		March 2023	Determination if enough interest exists in operationally supporting teams
7.2	Become active member of the Southwest Haz-Mat team	Administration / Haz-Mat Leader	\$4,000	September 2023	Provide personnel and equipment to team, team provides training to personnel
7.3	Acquire appropriate equipment to handle initial operations of confined space rescue	Administration	\$5,000	July 2024	Demonstrate ability to safely begin confined space operations
7.4	Become active member of CART team	Administration / TRT Leader	\$2,000	September 2024	Provide personnel and equipment support to regional CART team. CART team to provide training to MFPD personnel



**Strategic Goal Number** 8

**Strategic Goal Name** Develop Fire Investigation Unit

**Category:** 5

**Criterion:** 5C

## Description of Goal

With the retirement of Fire Marshal Mark Sickles in 2022, the MFPD lost the in-house ability to investigate the origin and cause of fires. The MFPD has relied on MABAS 19 agencies to provide fire investigators, while providing no mutual support.

## Specific Objectives

Specific Objective Number	Goal	Responsible Party	Anticipated Cost	Completion Date	Expected Outcome
8.1	Identify personnel interested in obtaining OSFM Fire Investigator certification (120 hour course)	Administration	\$5,000	July 2023	Two personnel receive Fire Investigator certification
8.2	Support MABAS 19 Fire Investigation Team	Administration		August 2023 / ongoing	Provide personnel and equipment to support fire investigations
8.3	Identify two personnel interested in obtaining OSFM Fire Investigator certification (120 hour course)	Administration	\$6,000	Feb-25	An adequate amount of in-house investigators to respond to fires



**Strategic Goal Number** 9

**Strategic Goal Name** Foster Culture of Continuous Improvement

**Category:** 2, 3

**Criterion:** 2C,2D,3A,3B,3C,3D

## Description of Goal

As a progressive and dynamic organization, the MFPD has maintained a culture of Continuous Quality Improvement. Earning Accredited Agency Status for 20 years, the district has supported continuous improvement. As seasoned employees retire, and new employees are hired, it is necessary to continue the culture of improvement.

## Specific Objectives

Specific Objective Number	Goal	Responsible Party	Anticipated Cost	Completion Date	Expected Outcome
9.1	Update Strategic Plan	All		Annually	Board adopts updated Strategic Plan
9.2	Update Standard of Coverage / Community Risk Assessment	Administration		Annually	Board adopts updated SOC/CRA
9.3	Begin Accreditation	Administration	\$10,000	March 2024	Awarded Accredited Agency Status by CFAI
9.4	Host an Employee Recognition Event	Administration / Board of Trustees	\$3,000	January, 2024 then Annually	Recognize Employees for the extraordinary work
9.5	Document Program Appraisals	Accreditation & ISO Manager		April 2025, then annually	Adopt "April Appraisal" schedule



**Strategic Goal Number** 10

**Strategic Goal Name** Physical Resources – Fixed Facilities

**Category:** 6

**Criterion:** 6A

## Description of Goal

As our fixed facilities age, the certain maintenance, preventative maintenance, and updates need to be planned.

## Specific Objectives

Specific Objective Number	Goal	Responsible Party	Anticipated Cost	Completion Date	Expected Outcome
10.1	Secure storage for building maintenance equipment	Administration / Facilities Management	\$7,000	May 2023	Construction of accessory structure at station #1 to house lawn maintenance
10.2	Training ground storage	Administration / Training Division	\$7,000		Purchase storage container for use at station #2 training grounds
10.3	Evaluate administrative space	Administration		September 2027	Determination of adequacy of existing space
10.4	Secondary vehicle storage – Station #1	Administration	\$35,000	September 2025	Construction of 20X30 garage at station #1
10.5	Updated entry way – Station #1	Facilities Management	\$15,000	September 2024	Update broken entryway door to meet current ADA codes





**Strategic Goal Number** 11

**Strategic Goal Name** Emergency Medical Services

**Category:** 5

**Criterion:** 5F

## Description of Goal

Emergency Medical Service (EMS) incidents amount to roughly 60% of our total incidents. The MFPD has an impact on public health and its associated impacts; it is critical to maintain EMS response capabilities while providing outstanding medical care.

## Specific Objectives

Specific Objective Number	Goal	Responsible Party	Anticipated Cost	Completion Date	Expected Outcome
11.1	Maintain stock of PPE in anticipation of next public health crisis	EMS Coordinator		Ongoing	Ability to safely protect responders
11.2	Incorporate EMS scenario-based trainings	EMS Coordinator / Training coordinator		August 2023	Maintain proficiency / learn
11.3	Transfer patient data from Cardiac monitors to PCR's	EMS Coordinator		September 2023	Comprehensive patient care reporting
11.4	End Tidal CO Monitoring – Training	EMS Coordinator	\$700	October 2023	Paramedics to gain understanding of ETCO
11.5	Incorporate community suicide reduction recommendations	EMS Coordinator / Community Partners		August 2026	Realize reduction in completed suicides within community
11.6	Evaluate Cardiac Monitors	EMS Coordinator		November 2028	Determine necessity of upgrading monitors



**Strategic Goal Number** 12  
**Strategic Goal Name** Protective Gear  
**Category:** 6 **Criterion:** 6F

## Description of Goal

Firefighters require structural firefighting gear to protect themselves when responding to fires, auto accidents and other emergency incidents. Structural firefighting gear is individually fitted to each employee; it is not a “one size fits all” type of gear. Structural firefighting gear has a lifespan of 10 years. In order to ensure adequate spare gear, to be used while one set is being cleaned, inspected or repaired, personnel should have two sets of gear. Additionally, Per and Polyfluoroalkyl Substances (PFAS), also known as “forever chemicals” are contained within the structural firefighting gear. Industry-wide efforts are underway to develop PFAS-free materials to adequately protect our firefighters.

Protective gear also consists of ballistic protection. It is necessary to equip our firefighters with appropriate ballistic protection. The ballistic protection also has a lifespan.

## Specific Objectives

Specific Objective Number	Goal	Responsible Party	Anticipated Cost	Completion Date	Expected Outcome
12.1	Budget appropriate amount to have five-year front line, five-year reserve cycle for structural firefighting gear	Administration / Protective Gear Coordinator	\$15,000 / year	December 2024, then ongoing	Firefighters will have appropriate reserve gear, as per industry standards and best practices
12.2	Continue practice of having structural firefighting gear inspected, cleaned and maintained by third-party annually	Protective Gear Coordinator		Ongoing	Gear is maintained per industry standards and best practices
12.3	Establish lifecycle replacement program and budget for ballistic ensembles	Administration / Protective Gear Coordinator	\$20,000	December 2023, then ongoing	Personnel to have in-date ballistic ensemble available for use

## Significant Budgetary Implications

Objective Number	FY24	FY25	FY26	FY27	FY28
1.2		\$6,000			
1.3		\$8,000			
1.7			\$3,000		
1.8			\$9,000		
1.1				\$7,000	
1.11					\$9,000
5.4					\$4,000
6.3		\$5,000			
7.2	\$4,000				
7.3		\$5,000			
7.5		\$2,000			
8.1	\$5,000				
8.3			\$6,000		
9.3	\$10,000				
9.4	\$3,000				
10.1	\$7,000				
10.2		\$7,000			
10.4			\$35,000		
10.5		\$15,000			
12.1	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
12.3	\$20,000				
<b>Total</b>	<b>\$64,000</b>	<b>\$63,000</b>	<b>\$68,000</b>	<b>\$22,000</b>	<b>\$28,000</b>