



Peoria Fire Department Strategic Plan 2024-2029



Executive Summary

In 2023, the Peoria Fire Department undertook the task of developing a Strategic Plan. The purpose of developing this Strategic Plan was to provide a road map and direction for the fire department in meeting the needs of the citizens of Peoria and to move the fire department in progressive direction. This robust venture included input from external and internal stakeholders to provide for a wide range of input from a diverse perspective of multiple individuals. It is necessary to garner this perspective, so the department knows the community it serves and how to best serve that community. As John F. Kennedy once stated, "Efforts and courage are not enough without purpose and direction."

This Strategic Plan will become a living document that is used as a guide for future endeavors of the fire department. The Peoria Fire Department believes in this process and the value it brings as we strive to advance our department for benefit of our community. Henceforth, 9 strategic goals were developed through the process. This is a summary of those goals that developed from the examination of the external stakeholders' input and the collective thought process of the internal stakeholders group. The following are the nine strategic goals:

1. Implement a systematic process to improve, enhance, and maintain equipment utilized by the fire department to perform at an effective level.
2. Improve the training of the fire department to enhance knowledge, skills, and abilities for safe and effective performance.
3. Restructure the EMS program to maintain and enhance the current level of service provided to the community.
4. Better the department's technology to benefit the internal and external stakeholders.
5. Establish a road map for professional development through all levels of the Peoria Fire Department that is accessible for all personnel.
6. Enhance and market the opportunities of the fire department and encourage individual to seek employment with the Peoria Fire Department.
7. Address the needs of a diverse workforce to reduce the risk of losing valuable personnel.
8. Improve revenue form external sources to supplement existing budget needs.
9. Embrace the opportunity for further community engagement, public relations, and prevention for a safe and informed community.

Introduction

The Peoria Fire Department is committed to providing the citizens and visitors to the city of Peoria, Illinois with the highest level of services possible. This can only be accomplished through a process that involves the department to self-analyze its status and determine the path to accomplish providing these services. To this end, the Peoria Fire Department facilitated a method to document the organization's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Quality Improvement for the Fire and Emergency Services* manual and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

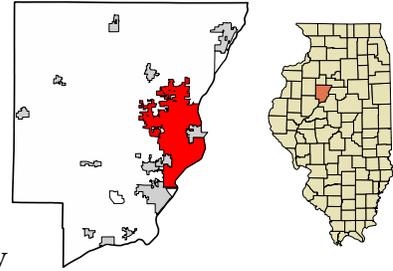
In developing this strategic plan, the Peoria Fire Department must not only look within but also utilize community members. It was this extensive feedback from external and internal stakeholders that formed the basis for the development of the strategic plan. The Peoria Fire Department challenged the agency's members to critically examine paradigms, values, philosophies, beliefs, and desires, and challenged individuals to work in the best interest of the "team." It further provided the agency with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's external and internal stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion.

**PEORIA FIRE DEPARTMENT
STRATEGIC PLAN
Table of Contents**

Organizational Background.....	1
Organizational Structure	2
Community-Driven Strategic Planning.....	2
Process and Acknowledgements.....	5
External Stakeholders Group Findings.....	6
Expectations	7
Concerns.....	11
Community Feedback of Strengths/Positives	15
Community Feedback – General Comments	20
Internal Stakeholder Group Findings	22
Mission	23
Values	23
S.W.O.T. Analysis.....	25
Strengths.....	25
Weaknesses.....	26
Opportunities.....	27
Threats	28
Critical Issues and Service Gaps.....	29
Strategic Initiatives	30
Goals and Objectives	30
Performance Measurement.....	44
The Success of the Strategic Plan	45
Glossary of Terms, Acronyms, and Initialisms.....	46
Works Cited	48

Organizational Background

Peoria is the county seat of Peoria County in Illinois and is the largest city on the Illinois River. The city was established in 1691 by a French explorer and it's the oldest European settlement in Illinois. The name of the city is reflective of the Peoria tribe, a member of the Illinois Confederation. Peoria was incorporated as a village on March 11, 1835, and as a city on April 21, 1845. The city's rich history has transcended the history and tradition of its fire department.



The department's history dates to 1846 when Fire Engine No. 1 was created with the use of volunteer firefighters. Later that year, the volunteers changed the name to the Young American Hose Company No. 1. As the city grew, the department followed suit as best as possible, often holding fund-raising balls to help finance the operations. The Peoria Fire Department was formally created in 1875 and has

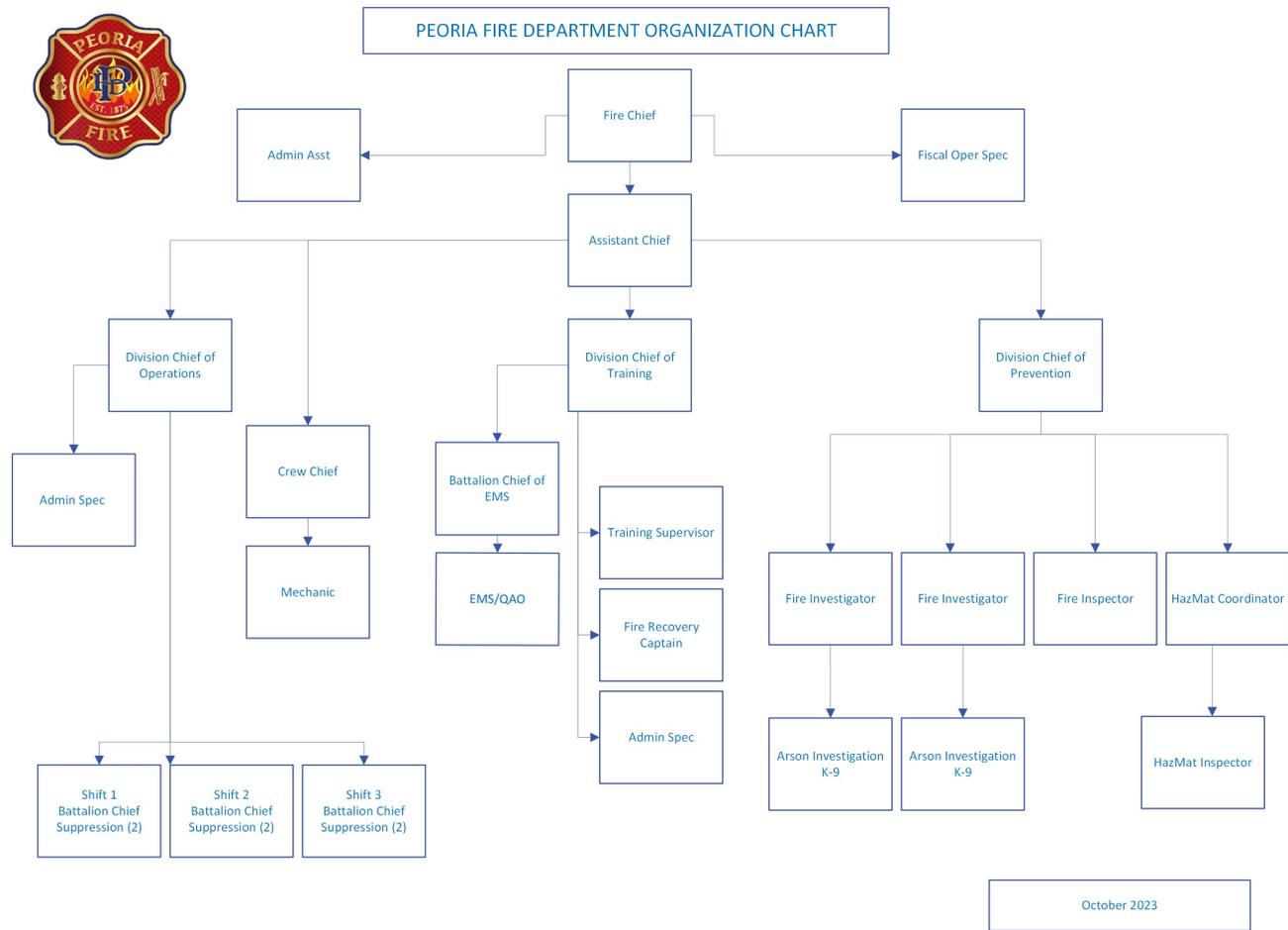
led the area in the delivery of quality services to the community.



Today the Peoria Fire Department operates out of 12 stations, which house 16 fire companies. With a professionally trained staff of 185 sworn and 6 support members, the department delivers services to the residents, workers, and guests in the city, while living their motto "Neighbors Helping Neighbors."



Organizational Structure



Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that *maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.*¹ To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

¹ Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*



A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. Goodstein, Nolan, & Pfeiffer define strategic planning as

“a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.²”

The U.S. Federal Benchmarking Consortium Study Team goes on to explain that, to fully understand strategic planning, it is necessary to understand a few key words and concepts in the strategic planning process:

- **continuous** - refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** - recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** - recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** - identifies not only senior unit executives, but also employees. (It also considers internal and external stakeholders who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** - means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** - recognizes that strategic planning must use appropriate measures to determine if the organization has achieved its intended goal.

² Goodstein, L. D., Nolan, T. M., & Pfeiffer, J. W. (1993). *Applied strategic planning: How to develop a plan that really works*. McGraw Hill Professional.



Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

“What we have to do today is to be ready for an uncertain tomorrow.”

Peter F. Drucker,
Professor of Social Science
and Management

The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community’s service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the Values of the organization’s membership.
6. Identify the internal Strengths and Weaknesses of the organization.
7. Identify areas of Opportunity for, and potential Threats to the organization.
8. Identify the organization’s critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the Vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



Process and Acknowledgements

The Peoria Fire Department acknowledges and thanks the community’s external stakeholders and the agency’s internal stakeholders for their participation and input into this Community–Driven Strategic Planning Process. The Peoria Fire Department also recognizes Fire Chief Shawn Sollberger and his team for their leadership and commitment to this process.

Development of this strategic plan took place in April 2023, beginning with a meeting hosted by representatives from the Peoria Fire Department for members of the community (external stakeholders, as named in the table below). Input received from the meeting revolved around community expectations and concerns, as well as positive and other comments about the organization.

Peoria Fire Department External Stakeholders			
<i>Elle Benway</i>	<i>Angela Bertucci</i>	<i>Mike Bowermaster</i>	<i>Cecilia Buckner</i>
<i>Reuben Cummings</i>	<i>Sharon Desmoulin-Kherat</i>	<i>Andres Diaz</i>	<i>Brad Dixon</i>
<i>Mandy Eubanks</i>	<i>Nicole Fales</i>	<i>Matt George</i>	<i>Chanel Hargrave-Murry</i>
<i>Jamie Harwood</i>	<i>Mike Hirsch</i>	<i>Jodi Hoos</i>	<i>Deveraux Hubbard</i>
<i>Jennifer Jacobsen-Wood</i>	<i>Sam Joseph</i>	<i>Lee Lang</i>	<i>Christian Lee</i>
<i>Dennis Lippert</i>	<i>Carol Merna</i>	<i>Edward Olehy</i>	<i>Cliff Otto</i>
<i>Rachael Parker</i>	<i>Tyson Parks</i>	<i>Andrew Rand</i>	<i>Yolanda Riley</i>
<i>Matt Sheehan</i>	<i>Brian Slater</i>	<i>Pat Sullivan</i>	<i>Cleveland Thomas, Sr.</i>
<i>Harreld Webster, Jr.</i>	<i>Adam White</i>	<i>Mike Wiesehan</i>	



External Stakeholders Group Findings

On April 27, 2023, a meeting was held with community stakeholders of the Peoria Fire Department (PFD) to establish a representative baseline of feedback regarding their organization. The meeting was facilitated by a PFD representative with the assistance of CPSE University. Feedback was provided through instruments utilized in the meeting where stakeholders prioritized community expectations and concerns in their own words, and indicated perceived strengths, and provided general comments. The input themes, along with weighted ranking and values received from that meeting, are presented on the following pages.

The purpose of gathering feedback from the community runs parallel to a business collecting feedback from its customers. The governmental entity, like the business, cannot truly operate efficiently and effectively without understanding the true nature of expectations, concerns, and strengths of its customer base. In government, that customer base is the constituency served.

The PFD solicited feedback and input from a diverse demographic representation of its community stakeholders that was invited by the agency. The results are from the responses of 36 respondents (one respondent was virtual). This report delivers the methodology employed and the findings from the responses provided by the community participants.

When analyzing the received feedback, priority and thematic approaches are used to get to the heart of what is the most important to the community respondents. While all responses in the raw-data form are important, the analysis brings to the forefront an understanding and focus for the agency. It is important to note that all feedback from the community is important as it applies to various areas of the department. The department is best served by conducting greater internal analyses of the provided feedback to formulate future objectives and strategies for continuous improvement.



Methodology and Findings

Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs.

Respondents were asked to list, in priority order, up to three subjects relative to the expectations they have for PFD. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's third entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectations of the community stakeholders:

Community Expectations of the Peoria Fire Department (themes in priority order)

1. Timely and safe response times. As a member of the community, an expectation for a fast response time is essential during a critical incident. Quick response time to all areas of Peoria. Respond quickly when dispatched. Timely emergency response. Reasonable response time. Fast response times. Prompt response times. To respond to an emergency in a safe, efficient, and timely manner. Rapid response - positive. Response times. Respond to emergencies in our community in a timely manner. Great response times. Quick response to fire. To show up in a reasonable amount of time when called for a fire. Prompt response. Provide timely and professional suppression and EMS response to customers. Arrive in a timely manner. Timely response for emergencies, which is great. Response time. Be timely. Whether saving a life, a structure, or performing other duties of the agency. Reasonable response time. Arrive in a reasonable amount of time. (106)
2. Keep up with training and safety. Be expertly trained as fast as possible for new recruits. For each firefighter to have undergone extensive training. For the department to have ongoing training. Be trained to be proficient at responding to emergencies. skilled/certified professionals. To receive ongoing training and certifications in all areas pertinent to the job. The best in class trained firefighters. The department is dedicated to protecting its firefighters with proper training and equipment. Ongoing training to keep up to date with technology, etc. Trained medical personnel. Training. Fire department staff to be well-trained and follow modern guidelines for procedures. For the team that arrives to be well-prepared and trained



in all the necessary areas of what that job requires. Trained. Updated and regular training for firefighters and communicating that to the public. Be trained to mitigate emergencies. Knowledge - putting out fires, causes and reasons for fire, EMS. highly trained. Well-trained. Responsive with continuously developing leadership skills. Provide training before hiring to aid prospective employees. (70)

3. Putting out fires quickly. Put out the fire quickly. To be able to provide the most effective service possible depending on the emergent necessity. Put out fires. Respond to medical emergencies. Respond to incidents that can potentially cause a fire. Fight fires and other heroic feats in an emergency. Provide medical aid. Respond to other appropriate emergencies (accidents, overdoses, etc.). Fire response - properly trained and experienced to respond in a rapid/efficient manner. Accident and other emergency response - rapid, trained response to emergent situations. Put out fires. Extinguish/battle fire of all kinds. Provide on-site medical care to humans and animals. (62)



4. Personnel are compassionate to citizens experiences in a crisis. Trust that each firefighter has good intentions. To be kind and courteous when responding to citizens. Courtesy and friendliness - positive. Transparency. Maintain and demonstrate equal urgency and respect for all humankind. Professional. Honest. Transparency. Consistency. Transparent on call loads, response times. Be prepared. Be professional. (35)
5. Reliable equipment - trucks, etc. To have the proper up-to-date equipment to serve those people being tended to in emergencies. To have the proper equipment to keep the firefighter safe when responding to emergencies. Adequate machines for responses. The equipment is up to date. Proper equipment. Top-quality apparatus. Top-quality equipment. Effective, up-to-date equipment. Best equipment within budget. (31)
6. Providing informational presentations in schools within the city and possibly elderly citizens. Safety education. Creating a catalog of safety procedures and articles for request to review and study. Educate kids to bring up the next generation. Provide education/training via field trips to the station and/or presence at activities in the city. Outreach to the community - especially teaching fire safety to children. Engage in public education programs and life safety campaigns



- to targeted groups and demographics. Education - provide safety education to youth and new businesses. Provide community training/fire prevention tips. Training and resources for parents are important, i.e., car seat checks and installation. Show the safety procedure order. How can we learn the proper procedures. Help children to be acquainted. (30)
7. Staffed firehouses. Have the necessary staffing to deploy response assets equitably across the City of Peoria. Be staffed properly to be able to do the job. Well-staffed stations. Provide adequate staffing and firefighter health and safety initiatives. Send sufficient personnel to an emergency. Prepare the next generation of firefighters. Fully staffed. Skilled, dedicated employees. (26)
 8. Each firefighter has a vested interest in the community in which they serve. This promotes a great environment that allows them to be connected to the constituents they serve. Be involved in the community for awareness. Community work. Community collaborations. Visibility in the community. To be integrated into the neighborhoods where they are located, being involved beyond showing up to work at a building. Be responsive and partners. The fire department should not threaten residents into submission or perform their roles under threat or duress of the citizens they serve. Outreach - public presence. Kid-friendly events. To stay connected to the community by making sure all homes have the proper fire/smoke detectors in their homes. Possess natural mentoring abilities. (25)
 9. Removing people from danger as quickly as possible. Using safe measures when providing assistance to the public. Save lives when in danger. Community safety - support businesses, public locations with safe, operational equipment, etc. Safety. Keep citizens safe in the vicinity of fires. (23)
 10. Ensure inspection and code enforcement for existing and newly constructed facilities. Timely response to permits. Knowledgeable people for permits, more than one person. A fast appeals group who knows ordinance. Have a group to monitor inspectors' decisions. Prevention. Be solution providers. One of the roles of fire is the inspection of buildings and restaurants. Your role isn't to shut down places but help them meet regulatory compliance and add benefit to our community. Work with State Fire Marshal to ensure buildings are up to code. (21)
 11. The chief is a community-oriented person that is a good communicator. That allows the community to know that he and his team value those they serve. Open communication with the city council, i.e., direction of city planning. Information - positive. Make the fire department contacts available. A person on the phone answerable. (16)
 12. Preparedness for incidents/disasters - assistance with. - Safety teams - regularly practiced and communicated emergency preparedness plan - evaluating civic center, colleges, major hotels, PIA in case of emergency. Have a level of preparedness that is capable of meeting legitimate community needs. Disaster response. (13)



13. There is an expectation for a diverse department, and it is evident with the Peoria Fire Department. This allows for an inclusive community and opportunities for promotions, without bias. Diversity within the fire department. Diverse staff - reflect the community. Diverse - representation of the community. (12)
14. Partnerships - training, events, etc. To work effectively and efficiently with other emergency response times/departments to streamline resources and results. Community partner. (6)
15. Evidence-based best practice treatment modalities for EMS. Advanced life support capabilities. (6)
16. Making sure firehouses are in the appropriate locations to make sure all areas of the city are covered. To be located with station houses in the correct/strategic, geographical places to enhance response times to emergencies. What is the gold standard for response times? We need to have the infrastructure to match or beat! Analysis of best locations for stations staffing, and equipment. (5)
17. Expectation for connection with the faith community for families that have suffered a catastrophic loss, to help provide resources for help in the restoration process. (4)
18. Mentally/emotionally healthy. Physically fit. (4)
19. Technology. (3)
20. Proactively identify areas of concern that would be a potential danger. Office evaluation plans and prep - upon requests. (3)
21. To apply for and petition the city (city hall, city manager, etc.) for as many grants and as much funding humanly possible in order to operate with state-of-the-art provisions and equipment. The City of Peoria will fund the department appropriately. (3)
22. City employees should live within the city limits. Live in the city you protect. (3)
23. Good stewards of taxpayer dollars. (2)
24. Adequate arson investigation unit with the ability to prosecute. (2)
25. Expertise/resource - free of charge. (2)
26. Knowledge of e-vehicles. (1)



Concerns

Respondents were asked to list, in priority order, up to three concerns they have about or for the Peoria Fire Department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's third entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about the Peoria Fire Department (Themes in priority order)

1. Proper equipment for providing care to victims of fires. Want the department to have adequate equipment for the safety of firefighters. The city needs to maintain quality assets and materials. Proper equipment. Resource availability/equipment life cycle. Up-to-date equipment/communications/training. Equipment - are the equipment needs being met? Machines - repair and reserve apparatus. Too many apparatus not in service. Updated equipment/trucks/boats, etc. (39)
2. Never hearing back from someone when you call. Need more communication with fire professionals in the communities they serve. Updating the neighborhoods through HOAs, etc. Public campaign to get the PFD to educate the public on what your needs and wants are. PFD needs to educate the public on goals and frustrations so the community can partner in the success of achieving and eliminating both. The public needs to know how we can help. Concerned that the citizens of the city do not fully understand the total functionality of the fire department. Continued community enlightenment is necessary. Keep the public informed. Interaction with residents. More outreach focused on neighborhoods in need - smoke detectors, etc. Clear communication - who do we contact? Do you hold open forums where the general public will be able to attend to voice their concerns? Needs to return phone calls back. Better outreach about car seat checks. I went to East Peoria for ours because I didn't know when Peoria's was offered. (38)
3. Keeping the fire pension funded. Cuts in budgets resulting in lower personnel numbers, few station houses, aging/outdated equipment, deteriorating morale. Concerned that the City of Peoria will fail to provide adequate funding for the fire department to be able to provide services to all areas of the city. The city costs of maintaining the department provide good taxpayer value. Concerned about cuts being made that would prevent the fire department



from doing the job. Funds from the city. Funding - adequate resources to provide important. Funding. Does our fire department have the resources necessary? It seems as if we hear a lot about being under pressure to do more with less. (35)

4. Is it necessary for a firetruck (crew) to respond to all ambulance requests? Seems like overuse of personnel and time. Speeding vehicles enroute to calls are many times blocked or delayed by vehicles and drivers not "moving over." Potential waste of resources deploying a huge truck for minor incidents. A spike in incidents that could make a nearby truck unavailable. Coverage of the entire city - including the impoverished areas such as the south side. Response times. Apparatus downtime due to non-emergency calls or responses. Response time and staffing - are the right people and equipment where it needs to be to respond properly? Seems that the trucks driveway too fast - can't believe nobody has died. City coverage - the city is growing faster than the department can cover. (34)
5. Staffing levels/integration with local fire departments. Staffing - sufficient firefighters available. Staffing/retention. Staffing. Lack of fire personnel. Proper staffing. (27)
6. Want all new and experienced firefighters to receive adequate training. Being able to have resources for training. Trained staff. Knowledge of the area. Training of new firefighters. Training, ensuring the team gets adequate training time to stay up to date on the most advanced techniques available. (23)
7. We must have practice plans in place. What are the most dangerous chemicals? What damage do critters do to electric lines? How often do we need alarm replacements? What can a homeowner recognize the danger of fires? I would love to see more family-based training offered for parents. Even just resources/tips for parents who care for small kids. (18)
8. City employees should live in the city. Keeping taxes in Peoria - must live here. Be residents of the community. We continue to see all city staff move out of the city limits as soon as they contractually are allowed. That some employees do not live in Peoria. (16)
9. Recruitment talent efforts. Talent pool getting harder. Being able to hire personnel these days. Need more new hires to get more experience. How are we doing with new recruits? (15)
10. Not enough locations/stations to provide rapid response to all areas of the city. That each area of town is treated the same in regard to the number of firehouses, staff, etc. Proximity of houses to neighborhoods. (15)
11. There is a spiritual connection to some organizations to help firefighters who may have some internal struggles because of vicarious trauma. Emotional/mental health. Healthy culture. Not sure all firefighters could get someone out of a burning building. (14)
12. Unskilled EMS providers. Concerns regarding abuse of use of fire paramedics, i.e., cannot get ride to doctor's office, so call AMT and fire. Transport capabilities - it would be nice to see



- PFD transport patients instead of waiting for an ambulance to arrive. Hopefully more firefighters will become ALS certified than just BLS. (12)
13. Unaware of emergency preparedness plan for disasters/emergencies - when tourism is active. City-wide emergency response plan distribution. Disaster preparedness. (11)
 14. Sometimes threatening tone of voice when doing inspections and attitude they are always right when code might be different. Place of worship receiving inspections. Small businesses are not overlooked when it comes to being in compliance. Permit process needs to be more than one person. needs to show page and paragraph on their opinion. (10)
 15. Lack of collaboration with other EMS providers. Lack of collaboration with volunteer fire departments. My wondering - can you have an amicable relationship with AMT? More collaborative? (9)
 16. Need to update hardware and software so information can be posted on the website in a timely fashion. Technology is changing dramatically. Is the fire department staying on top of that technology and adapting to it when applicable? (8)
 17. More transparency -policies and procedures need ability for public to view. Transparency with fires. (7)
 18. Arson. I worry about all of the abandoned properties in Peoria increasing arson rates. (7)
 19. Abuse of resources by citizens that constantly need assistance. 9-1-1 overuse, lack of oversight and proper use of emergency equipment. (6)
 20. Peoria growing. Downtown expansion versus bandwidth of the fire department. (6)
 21. There is good camaraderie with the department. (5)
 22. Valuing the voice and input from employes - when employees have ideas, please listen. (5)
 23. Administrative staff are threatening and not approachable. Interacting with the fire marshal made me feel like a criminal, ignorant, inferior person trying to do something nefarious in the community when I'm doing something positive in the community. (5)
 24. A concern would be that there are support services in place that the firefighters could refer families to that suffer total loss in underrepresented communities. (4)
 25. Fire men/women intervening when other community agencies (police or AMT for example) are not acting in the best interests of public citizens. Holding other community agencies accountable. Checks and balances. (4)
 26. Pensions are tied to the growth of the city. (4)
 27. That the makeup of the department reflects the makeup of the city, as it relates to race. (4)
 28. Are the firefighters happy with the current benefits? (4)



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

29. Firefighters are just occupants of a building. When we go out of our way to place the houses in neighborhoods, the firefighters should play a part in good neighbors. Be outside engaging kids and people of the neighborhood. (4)
30. Inefficient 24-hour on and 48 hours off system of employment. (4)
31. Too many abandoned buildings - leading to arson - leads to EPA issues or more. (3)
32. Providing thorough documentation of each time firemen/women come into contact with public citizens when providing a service or assistance. (3)
33. Need to strengthen the partnerships between the local firehouses and neighborhoods they cover. (3)
34. Concerned the upper management (city hall) minimizes the PFD in many areas - suggest ride-along requirements for all city council members. (3)
35. Elderly neglect - how can we combat this more effectively during the warmer months? (3)
36. No water at Station 11. (3)
37. No anxiety! (3)
38. Maintaining a strict written drug policy - random testing. Concerned for the safety of firefighters on drugs. (3)
39. Is there a designated OSHA trainer? (2)
40. Fire department does not receive enough positive PR. (1)
41. Staffing at the communications center for accurate assessment of medical emergencies. (1)



Community Feedback of Strengths/Positives

Participants were instructed to list any strengths or positive feedback they have in relation to the Peoria Fire Department. All strengths are listed as per participant and no weight value was assigned to any response. Responses are listed in no particular order. Due to the variety of responses, a thematic analysis is hard to do without overlooking intent and other information that is proprietary to the department. Therefore, responses are listed verbatim and at times, may appear redundant. The results are provided here:

Positive Community Comments about the Peoria Fire Department (verbatim, in no particular order)

- People.
- Equipment.
- Employees that are concerned about people.
- Working with children and schools.
- Community engagement.
- Transparency.
- Quick responses.
- Collaboration.
- Strategic planning.
- The fact that Peoria Fire Department is holding a stakeholders' meeting shows they are interested in the opinions of the public they serve.
- I see a lot of community involvement as of the last few years. I 'm sure previously it has been done, but I am impressed with the PFD involvement.
- I appreciate the PFD striving to make sure their department is as diverse as the community they serve. Diversity and inclusion are important.
- Leadership is professional.
- Appreciate community outreach, i.e., making vehicles and personnel available to schools and community events.
- Serves as a safety cushion knowing PFD is available in Peoria and to help other communities if needed.
- I like homegrown leadership!
- Appearance of firemen is impeccable. I love the attention to dress and appearance.



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

- I know you're busy, but, when possible, it would be great to invite us into your firehouse to understand you better.
- When not busy, it would be great to see you participating in our local events.
- In my opinion, every one of our neighborhoods should know personnel who our public servants are. PFD, PPD. We need to change the narrative of who you are so we can stop kicking each other around at every budget meeting and election.
- Cleanest equipment and stations ever!!
- The fire department is made up of people who care.
- The fire department takes care of their stations and equipment.
- Open and friendly and approachable.
- Committed to the community's greatest good.
- Diligent/committed/professional.
- Effective at tending to emergencies.
- Partner well with other emergency departments.
- Top to bottom leadership.
- The fire department has always been helpful and supportive of my agency.
- The fire department always shows up and is very present in the community.
- It is very obvious and clear that the fire department has extreme care and compassion for the community.
- The fire department works diligently to make sure the staff is sound and trained.
- Always display kindness and helpfulness in the community.
- Love the "brother" and "sisterhood."
- Fire service members always appear neat and clean.
- Do an awesome job! Fighting fires, emergency response.
- Response times seem to be pretty good.
- Chief Roland Tenley on his use of data in decision-making.
- The new south side station looks very nice.
- Seems to have strong chiefs.
- Response times seem strong.
- Community service.
- Caring.
- Training.



- Great employees.
- Very high-quality services
- Strong community reputation.
- Long-standing employees that are outstanding people.
- I feel the firefighters are passionate about their job and committed to help our citizens.
- Response time is good from my perspective.
- Community involvement.
- Good role models.
- I absolutely love the respectful interaction I have had and have witnessed between firefighters and the public.
- The presence of PFD is strong.
- Participating in National Night Out.
- Educating children on fire safety.
- Great response time.
- Positive leadership.
- Seeking accreditation indicates a willingness to evaluate internal policies/procedures.
- I can't think of the last time I've read about a PFD scandal.
- Diversity in hiring – but how about more women?
- Appropriate use of public funds.
- The fact that you all are reaching out to the community for input into this plan is a strength.
- The apprenticeship program that was recently put out there for individuals between the ages of 18 – 24 (I think) was a great way to reach those that may have never had the opportunity otherwise.
- Good to see more people of color in leadership roles at the department.
- Inclusive of thoughts from the community.
- Openness to feedback.
- It has been great to see the department more active in the community at events.
- Diversity of leadership.
- Positive image.
- Current leadership.
- Professional staff.
- All firefighters I know care tremendously about Peoria.



- Are there new programs to encourage young people to pursue fire careers?
- Thoughtful/timely response – always.
- Access – relationships.
- Professionalism.
- Meeting the challenges of outside factors.
- Communication with the public.
- Community participation and interactions.
- All interactions I have had with employees have been very positive.
- Open dialogue with other organizations.
- Reliable with keeping promises.
- Communication about current events is very helpful.
- Constant strive to promote diversity within the organization.
- Hardly any negative publicity ever, which tells me it must be running smoothly from the top down.
- Response times are appropriate, at least from my perspective.
- Strong personnel.
- Well-trained.
- Well diversified in many disciplines.
- Good response times in many areas.
- Most of the department are great people.
- Most are very respectful.
- Would like all to live in Peoria.
- Camaraderie, brotherhood, and fraternalism – covering each other’s back.
- Professionalism, knowledge, training.
- All aspects covered – HazMat, EMS, water rescue, etc.
- The grounds of the facilities look nice.
- We have trained EMTs from basic to paramedics.
- The equipment looks nice.
- Professional staff.
- Highly responsive to concerns.
- Response times to fires/crashes.
- On-site care to patients and structures.



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

- Friendly.
- Progressive.
- Fair.
- Focused on public good.
- Good attitudes of the personnel on the trucks!
- Able communicators on a dispatch.
- Good communicators to children.
- Good safe alert helpers in the preventive.
- Actions that example the need!
- Dedicated trained firefighters.
- No negative news...newspapers, etc.
- Clean, well-maintained equipment.
- Positive attitude of firefighters I have met.



Community Feedback - General Comments

Participants were instructed to list any relevant general comments they have in relation to the Peoria Fire Department. All general comments are listed as per participant and no weight value was assigned to any response. Responses are listed in no particular order. Due to the variety of responses, a thematic analysis is hard to do without overlooking intent and other information that is proprietary to the department. Therefore, responses are listed verbatim and at times, may appear redundant. These comments are provided here:

Other Community Comments about the Peoria Fire Department (verbatim, in no particular order)

- I think overall you do a fantastic job with what you have.
- Good healthy fire truck personnel!
- Personnel that practice their motto!
- Orderly, safety!
- Keep up the great work!
- Stay safe.
- Find a way to communicate with us what you need to be better. We have a vest interest in your success, but we don't know how to help or what we can do to assist you.
- Would love to work with someone to create a plan for any issue, or emergencies when conventions and sporting tournaments come to town. Helps us bring more tourism to the area when we can prove our city has an emergency plan in case needed.
- It seems as though there are many city codes that pertain to buildings that are obsolete. At the same time, many of these codes are the responsibility of the PFD to inspect and enforce. This is a poor use of resources, and all would benefit to improve this issue inside the City of Peoria.
- Really interested to hear more about city growth versus bandwidth of the department.
- I feel frustrated when I hear the fire department has to make cuts because of lack of funds and sacrifice safety of our community.
- I appreciate being asked to be a part of this process. I wish you much success in putting together the final plan.
- Communication to the community of efforts to develop and grow our own for the department.
- Nothing additional. Thanks for lunch!
- Our agency has a tremendous amount of (certified) training based on comprehensive, evidence-based work regarding interpersonal violence. We would be willing to trade or provide, as needed. All important for public agencies (like PFD) and the community.



- See this process through.
- The city council and manager need to get behind this process.
- A lot of businesses don't come to Peoria because of the permit process. I talk to a lot of developers and construction companies – same problem. I can get some together if you would like.
- Even after accreditation, still need to have 100% backing and support from city hall – budget, staffing, etc.
- Get out into the neighborhoods and influence the children and neighbors.
- Be present in the high schools to recruit more Peorians into the career.
- Be customer friendly, regardless of where you're called, or who the person is being served.
- Work with the public when requiring compliance with rules and regulations.
- Be responsive, it has taken months to get answers to questions that must be addressed by fire department staff.
- Can we do more with the schools starting in middle school?
- I work in the industrial area of Peoria and the response time is exceptional.
- EMT training is a positive.
- Fire equipment present at auto accidents is a plus for Peoria.
- As the city changes, so should the fire department's strategic plan.
- Safety of firefighters is more important than buildings.
- Good, healthy firetruck personnel.
- Personnel that practice their motto.
- Orderly safety.
- Communication to community of efforts to develop and grow our own for the department.



Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, with focus on the agency’s Mission, Values, Core Programs and Support Services, as well as the organization’s perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad organization representation in attendance, as named and pictured below.

Peoria Fire Department Internal Stakeholders			
<i>Lore Baxter</i> Division Chief	<i>Cortni Boulton</i> Admin Specialist	<i>Melissa Buhl</i> Fiscal Tech	<i>Savannah Bushman</i> Firefighter/Paramedic
<i>Ryan Calhoun</i> Battalion Chief	<i>Kyle Cheatham</i> Engineer/Paramedic	<i>Nick Connor</i> Engineer/Paramedic	<i>Caden Davis</i> Firefighter
<i>Zach Fulford</i> Engineer/Paramedic	<i>Josh Harris</i> Captain/Fire Investigator	<i>Rachel Holmberg</i> Firefighter/Paramedic	<i>Scott Howard</i> Firefighter
<i>Lance Koss</i> Captain/Paramedic	<i>Brian Kroll</i> Engineer/Paramedic	<i>Josh Maroney</i> Captain/Paramedic	<i>Rick McCool</i> Engineer/Paramedic
<i>Shane Pomeroy</i> Captain/HazMat Inspector	<i>Steve Rada</i> Battalion Chief	<i>Nate Rice</i> Division Chief	<i>Jay Simmons</i> Captain/Paramedic
<i>April Smith</i> Admin Specialist	<i>Phil Snowden</i> Captain	<i>Reilly Taylor</i> Firefighter/PHRN	<i>Roland Tenley</i> Division Chief
<i>Efstratios Trilikis</i> Firefighter/Paramedic	<i>Carlos Valencia</i> Firefighter/Paramedic	<i>Rick Waldron</i> Captain/Paramedic	



Agency Internal Stakeholders



Mission

The purpose of the mission is to answer the questions:

- *Who are we?*
- *Why do we exist?*
- *What do we do?*
- *Why do we do it?*
- *For whom?*

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and agreed upon by the entire group:

The Peoria Fire Department will uphold our commitment to serve the community through professional services with integrity and compassion.

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to consider core values and proposed the following that was discussed, enhanced further, and agreed upon by the entire group:

Perseverance

Persistence to do or achieve a specific outcome despite challenges, opposition, or failure.

Excellence

Consistently performing and exceeding at a professional level.

Opportunity

Promoting and embracing equality, innovation, and improvement.

Respect

Recognizing and embracing the diversity of our community and employees.

Integrity

The quality or state of being of sound moral principles; uprightness, honesty, sincerity.

Accountability

To be responsible and transparent in all actions and interactions within the department and community.



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

The Mission and Values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Peoria Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.



S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Internal stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the internal stakeholders identified the agency’s strengths as follows:

Strengths of the Peoria Fire Department	
Ability to get things done – effectiveness	Kindness/confidence
Adaptability	Recruit training
Aggressiveness on the fireground	Administrative assistants
Company training	Attention to detail
Call volume/call experience	Committees
Longevity of employees	Fire garage
Labor/Management Relationships	Night switch
Comradery	Leadership
Integrity	Fleet plan
Community engagement	Humility of employees
Generosity to others	Elite EMS care
Critiques/self-analysis	Response times
Cooking abilities	Skilled specialty teams/people
Experienced people in prevention	Mental health awareness
Canines	Cancer prevention
Foreign Fire Tax	Physical health/fitness



Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the internal stakeholders as weaknesses:

Weaknesses of the Peoria Fire Department	
Time available for tasks	Training without being out of service
Turnover/lack of experience	Job performance standards-fitness, tasks, training hours
Understaffed	Equipment inconsistency with reserves, extrication, struts
Having to meet regional needs	Budget
Lacking professional development-succession planning	Define roles by company for fireground operations
ALS programs and sustainability	Cancer prevention and gross decon
Sleep deprivation	Training with outside agencies
Lack of rehab	Maternity duty
Lack of call back policy	Job descriptions-accuracy and expectations, onboarding training
Lack of technology for inspections	Public education-staffing PIO
Generational gaps	Lack of communication-Command staff, administration, suppression
Wellness/medical program-nutrition	Mass discipline instead of individual
Evaluation/remediation-lack of accountability	Recruit job buy in
Recruitment/retention	Outside training by tower
Individual positions without backup	Relationship with other city departments



Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

Opportunities for the Peoria Fire Department	
Training Academy-working with ICC, development of regional training facility, development of medic program and specialty teams	Internship, apprenticeship and recruitment-networking, school programs, increase revenue
Prevention bureau-plan review, expand expertise to other communities - increase in revenue. Expand prevention division	Technology-drone team to help other agencies during emergency, expand social media, developing different apps for tablets-fire/EMS, implementing preplans on apparatus
Expand firefighting - surrounding areas	Special events - contract with Civic Center, Riverfront for services - neighborhood, outreach program
Community engagement – education, supplies to community, work with PPD, firehouse tours, safehouse, car seat checks, mentoring program, the mall	Intercept/Safety officer – expand department to add QRV
Expand medical to ambulances to produce better medics, response, and paramedicine	Agency relations – develop relations with other agencies and city departments
Regional fire garage – expand garage to Tri County area	Media relations – promoting our job and what we do – fire ops program, demonstrate job equipment and educate public on what we do
Incentive Plan – money for lateral transfer, certifications, decrease in tax funds for city residents on FD	Joint purchasing – work with outside agencies to purchase equipment to reduce costs and standardize



Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders were as follows:

Potential Threats to the Peoria Fire Department	
Budget deficits	Personnel cuts
Lack of knowledge and understanding of what we do by city council and manager	TIFs and non-profits
Community uneducated on services we provide	Increase in crime and violence
Community members outspoken against FD	Lack of hiring pool
Mandates-NFPA, training and governments	Media misinformation
Politics	Residency
Supply chain	Fleet maintenance and schedules
Outsider perceptions	Inflation
Pension debt	Lack of technology-dependent on external resources
Turnover-Lack of personnel for ECC and AMT	Residence leaving the city
Decrease of employees in other dept-Facility Maintenance, Community Development	Medical facilities-OSF/Carle
Companies leaving Peoria-Box stores	Building construction
Hazardous facilities	Mass casualty events
Vacant structures	Homelessness and mental health
Slumlords and out of area owners	Infrastructure
AMT	



Critical Issues and Service Gaps

Following the identification and review of the agency’s SWOT, two separate groups of internal stakeholders met to identify themes as primary critical issues and service gaps.

Critical and Service Gap Issues Identified by the Internal Workgroup	
<ul style="list-style-type: none"> - Equipment <ul style="list-style-type: none"> ○ Reliable ○ Fleet plan ○ Money ○ Space ○ Staffing (fire garage) ○ Lack of 	<ul style="list-style-type: none"> - Technology <ul style="list-style-type: none"> ○ Lack of training ○ Out of date ○ Lack of maintenance ○ Multiple platforms
<ul style="list-style-type: none"> - Training <ul style="list-style-type: none"> ○ Time ○ Manpower ○ Structure of training schedules ○ Adequacy 	<ul style="list-style-type: none"> - EMS <ul style="list-style-type: none"> ○ Call volume ○ Burnout ○ ALS sustainability
<ul style="list-style-type: none"> - Community Engagement <ul style="list-style-type: none"> ○ Lack of interest ○ Increased call load ○ Staffing ○ Media relations ○ Lack of communication/promoting/network ○ Disaster preparedness 	<ul style="list-style-type: none"> - Succession Planning <ul style="list-style-type: none"> ○ Lack of process ○ Career path ○ Professional Development
<ul style="list-style-type: none"> - Prevention <ul style="list-style-type: none"> ○ Outdated practices ○ Staffing ○ Lack of communication 	<ul style="list-style-type: none"> - Staffing <ul style="list-style-type: none"> ○ Not enough ○ Affects most other issues
	<ul style="list-style-type: none"> - Recruitment/Retention <ul style="list-style-type: none"> ○ Maternity ○ Diversity



Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Peoria Fire Department Strategic Initiatives		
Training	Equipment	EMS
Technology	Succession Planning	Recruitment
Retention	External Funding	Community Engagement

Goals and Objectives

To continuously achieve the mission of the Peoria Fire Department, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of Peoria Fire Department's efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the city of Peoria leadership.



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

Goal 1	Implement a systematic process to improve, enhance and maintain equipment utilized by the Fire Department to perform at an effective level.		
Objective 1A	Establish a fleet replacement program for current fire apparatus and for refurbishment.		
Timeframe	12 months	Assigned to:	Spec Committee
Critical Tasks	<ul style="list-style-type: none"> • Obtain a thorough, detailed inventory of current apparatus. • Determine an order in which apparatus should be replaced. • Decide which apparatus could be a possibility for refurbishment. • Set parameters for replacement vs refurbishment. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 1B	Explore fire apparatus leasing programs and determine if there are fiscal advantages to such programs.		
Timeframe	6 months	Assigned to:	Spec Committee
Critical Tasks	<ul style="list-style-type: none"> • Find information on fire apparatus leasing. • Find companies available for apparatus leasing. • Compare costs of leasing vs purchasing. • Perform budget analysis on leasing vs purchasing. • Determine long-term impact of leasing vs purchasing. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 1C	Evaluate and improve the current PPE replacement program.		
Timeframe	6 months	Assigned to:	D/C Baxter
Critical Tasks	<ul style="list-style-type: none"> • Analysis of current PPE in use. • Analysis of availability of various PPE manufacturers. • Set parameters for replacement of PPE. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 1D	Evaluate the purchasing and replacement of small equipment and determine if the process is adequate for department needs.		
Timeframe	12 months	Assigned to:	D/C Baxter
Critical Tasks	<ul style="list-style-type: none"> • Analysis of small equipment inventory. • Utilize software to maintain accurate inventory of small equipment. • Explore various vendors of small equipment. • Determine cost comparison of various vendors. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 1E	Identify and analyze current procedures for day-to-day operations of the fire garage.		
Timeframe	6 months	Assigned to:	A/C Cummings



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

Critical Tasks	<ul style="list-style-type: none"> • Analysis daily activities of fire mechanics. • Determine wants vs needs of fire garage. • Determine processes to provide efficient operations of fire garage. • Analysis possible solutions to smoother operations of fire garage. • Pursue more outside work for fire mechanics and possibility of additional mechanic. 				
Funding Estimate	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Capital Costs:</td> <td style="width: 50%;">Consumable Costs:</td> </tr> <tr> <td>Personnel Costs:</td> <td>Contract Services Costs:</td> </tr> </table>	Capital Costs:	Consumable Costs:	Personnel Costs:	Contract Services Costs:
Capital Costs:	Consumable Costs:				
Personnel Costs:	Contract Services Costs:				

Goal 2	To improve the training of the Fire Department to enhance knowledge, skills and abilities for safe and effective performance.
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Objective 2A	Communication through First Arriving for daily training. Documentation done daily through Vector Solutions.
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Timeframe	12 months	Assigned to:	A/C Cummings
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Critical Tasks	<ul style="list-style-type: none"> • Thorough analysis of possibilities of First Arriving. • Determine best method of communication through First Arriving. • Integration of First Arriving and Vector Solutions. • Utilization of Vector Solution by company officers every shift day.
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Funding Estimate	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Capital Costs:</td> <td style="width: 50%;">Consumable Costs:</td> </tr> <tr> <td>Personnel Costs:</td> <td>Contract Services Costs:</td> </tr> </table>	Capital Costs:	Consumable Costs:	Personnel Costs:	Contract Services Costs:
Capital Costs:	Consumable Costs:				
Personnel Costs:	Contract Services Costs:				

Objective 2B	Acquire and provide training props to allow in-service training for each battalion, with the goal of expanding.
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Timeframe	24 months	Assigned to:	Training Committee
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Critical Tasks	<ul style="list-style-type: none"> • Research hose bed prop • Research forcible entry prop • Research hose dummy • Research electrical service prop • Research window prop
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Funding Estimate	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Capital Costs:</td> <td style="width: 50%;">Consumable Costs:</td> </tr> <tr> <td>Personnel Costs:</td> <td>Contract Services Costs:</td> </tr> </table>	Capital Costs:	Consumable Costs:	Personnel Costs:	Contract Services Costs:
Capital Costs:	Consumable Costs:				
Personnel Costs:	Contract Services Costs:				

Objective 2C	Establish a process that educates members on upcoming trainings held at the tower and any outside classes offered by another organization.
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Timeframe	4 months	Assigned to:	D/C Tenley
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Critical Tasks	<ul style="list-style-type: none"> • Find a source for communication with outside agencies. • Create a list of classes offered at the training academy. • Create a list of classes from outside training agencies.
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Funding Estimate	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Capital Costs:</td> <td style="width: 50%;">Consumable Costs:</td> </tr> <tr> <td>Personnel Costs:</td> <td>Contract Services Costs:</td> </tr> </table>	Capital Costs:	Consumable Costs:	Personnel Costs:	Contract Services Costs:
Capital Costs:	Consumable Costs:				
Personnel Costs:	Contract Services Costs:				

Objective 2D	Develop specific locations to store training equipment to accommodate companies throughout the city without taking machines out of service.
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PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

Timeframe	6 months	Assigned to:	D/C Baxter and D/C Tenley
Critical Tasks	<ul style="list-style-type: none"> • Perform a careful inventory of all stations and department locations. • Organize all equipment currently in inventory of department. • Provide Battalion Chief access to training equipment. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Goal 3	Restructure the EMS program to maintain and enhance the current level of service provided to the community.		
Objective 3A	Analyze EMD cards annually for call volume and needs to evaluate fire department response.		
Timeframe	Ongoing	Assigned to:	EMS Division
Critical Tasks	<ul style="list-style-type: none"> • Coordinate with ECC to analysis EMD cards. • Set priorities for types of calls. • Develop fire department response models for various types of calls. • Implement with ECC how to properly dispatch various level of calls. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 3B	Develop a plan to train three paramedics every other year to provide stability and continuity of ALS program.		
Timeframe	24 months	Assigned to:	Command Staff
Critical Tasks	<ul style="list-style-type: none"> • Analysis of budgetary needs for training of paramedics • Work with city to adjust budget to provide for training. • Coordinate with Local 50 a process for selecting three candidates for training. • Determine best agency which to utilize for training. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 3C	Feasibility Study to analyze the possibility of Mobile Integrated Healthcare (MIH).		
Timeframe	12 months	Assigned to:	EMS Committee
Critical Tasks	<ul style="list-style-type: none"> • Look at current models of MIH in use across the country. • Analysis of various models of MIH and pros and cons. • Coordinate with Medical Director to determine proper model. • Create cost/revenue analysis of MIH program 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 3D	Require EMT Class to be completed before entrance into Suppression.		
Timeframe	January 2025	Assigned to:	D/C Tenley
Critical Tasks	<ul style="list-style-type: none"> • Coordinate with Training Academy to determine best delivery model. • Use additional available instructors for recruits. 		



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

	<ul style="list-style-type: none"> • Provide Training Academy additional time for recruit training for completion of class. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3E	Annual intercept training for every paramedic to provide knowledgeable paramedics able to smoothly perform intercepts.	
Timeframe	January 2024	Assigned to: EMS Division
Critical Tasks	<ul style="list-style-type: none"> • Coordinate with EMS Division to develop an intercept training curriculum. • Utilize intercept agencies and provide dual training for fire dept and outside agency. • Develop radio communication training within the intercept training. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3D	Collaborate with local hospitals to evaluate the need for preventive health care.	
Timeframe	January 2025	Assigned to: EMS Committee
Critical Tasks	<ul style="list-style-type: none"> • Coordinate with Medical Director to start a conversation on prevention care. • Develop a committee of stakeholders on preventive healthcare. • Have all stakeholders bring individual agency needs forward to find solutions. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Internal Stakeholders Work Session



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

Goal 4	Better the department's technology to benefit the internal and external stakeholder.	
Objective 4A	Identify the desired level of technology required for efficient and effective operations.	
Timeframe	6 months	Assigned to: Create a committee
Critical Tasks	<ul style="list-style-type: none"> • Research the best practices from other professional and fire agencies. • Create a needs list. • Conduct a benefit analysis to determine the ease of use, cost, advantage gained. • Mitigate possible redundancies within software providers. • Compile a report to Labor and Management for review 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4B	Research and review technologies that encapsulate the department's needs.	
Timeframe	6 months	Assigned to: Create a committee
Critical Tasks	<ul style="list-style-type: none"> • Complete a needs-based assessment of the current technologies within the Peoria Fire Department. • Research personnel/staffing software options. • Research options for a comprehensive records management software. • Research asset management software options. • Research building information and incident response software. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4C	Evaluate the current level of technology being utilized within the department.	
Timeframe	Annually	Assigned to: Create a committee
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the programs and processes on the current technology within the department. • Identify additional capabilities of all the products being utilized. • Conduct a survey to establish the strengths and weaknesses end users have with the current programs and processes. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4D	Conduct end user initial and ongoing training for all systems adopted by the department so members can efficiently and effectively perform their job.	
Timeframe	Ongoing	Assigned to: Various staff
Critical Tasks	<ul style="list-style-type: none"> • Identify the training needs for new and current systems. • Identify opportunities for members to participate in train the trainer opportunities. • Develop a deployment plan or timeline and on-going training for all new technology. • Implement department wide initial and on-going training. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

Goal 5	Establish a road map for professional development through all levels of the Peoria Fire Department that is accessible for all personnel.	
Objective 5A	Conduct an evaluation of the current organizational requirements and opportunities.	
Timeframe	6 months	Assigned to: Recruitment Committee
Critical Tasks	<ul style="list-style-type: none"> • Review the requirements for Emergency Medical Services offerings (EMR, EMT, AEMT, Paramedic, Tactical Paramedic). • Review the requirements and timeline for all levels of Suppression Positions from Probationary Firefighter to Battalion Chief. • Review the requirements and preferred qualifications for all Specialty Positions. • Review the requirements and preferred qualifications for all Command Staff Positions. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5B	Evaluate the strengths and weaknesses of available programs and organizational needs.	
Timeframe	4 months	Assigned to: Recruitment Committee
Critical Tasks	<ul style="list-style-type: none"> • Identify any gaps from current organizational requirements and preferred qualifications. • Develop a report of the findings and submit to Labor and Management for review, discussion, and possible further action. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5C	Implement a professional development program to encourage all members to pursue career development and advancement.	
Timeframe	3 months	Assigned to: Training and Recruitment Committees
Critical Tasks	<ul style="list-style-type: none"> • Identify publish career path flowcharts for all positions within the department. • Identify outside curriculums and/or establish courses to support professional development from within the department. • Consider the creation of task books for labor positions within the department. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5D	Develop a program for periodic evaluations of the programs, organizational needs, and flowcharts	
Timeframe	3 months	Assigned to: Create a committee
Critical Tasks	<ul style="list-style-type: none"> • Establish a committee to review and annually evaluate the development flowcharts, organizational needs, and preferred qualifications. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5E	Establish a career coaching program.	
Timeframe	6 months	Assigned to: Create a committee



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

Critical Tasks	<ul style="list-style-type: none"> • Research and identify effective professional development mentoring programs. • Identify members of the department from all shifts to serve as career coaches and mentors. • Develop program structure based on rank and career goal(s). • Provide training to mentors to establish clear goals and outcomes. • Establish a career coaching and mentorship program. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Goal 6	Enhance and market the opportunities of the Fire Department and encourage individuals to seek employment with the Peoria Fire Department.		
Objective 6A	Market the Peoria Fire Department as an aggressive and busy fire department that responds to many fires, as well as our lateral transfer program and sign on bonuses to attract already qualified Firefighters and/or Paramedics.		
Timeframe	Immediate/ongoing	Assigned to:	Recruitment Committee
Critical Tasks	<ul style="list-style-type: none"> • \$2500 EMT Basic • \$10000 Paramedic • Lateral transfer for Career firefighters that have been through academy in 24 months. • About 350 structure fires a year 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 6B	Advertise education opportunities sponsored by the Peoria Fire Department.		
Timeframe	3 months/ongoing	Assigned to:	Recruitment Committee
Critical Tasks	<ul style="list-style-type: none"> • Fire Explorer post (14-20 y/o) • Woodruff Program (High school) • Apprentice Program (19-21 y/o) • Fire Science Tuition Reimbursement Program (members) 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 6C	Use modern platforms such as Instagram and YouTube to reach the next generation.		
Timeframe	6 months	Assigned to:	Recruitment Committee
Critical Tasks	<ul style="list-style-type: none"> • Use departments such as South Metro Colorado to model online presence. • Create an Instagram account and be as active as our Facebook. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 6D	Market the Peoria Fire Department as a fast-paced team environment to target both college and high school athletes.		
Timeframe	6 months/ongoing	Assigned to:	Recruitment Committee
Critical Tasks	<ul style="list-style-type: none"> • Show some of our previous members and their past sports careers. 		



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

	<ul style="list-style-type: none"> • Build relationships with area coaches and sports teams. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6E	Advertise the numerous other roles of the Peoria Fire Department such as Technical Rescue Team, Hazmat, Dive, and SWAT Medics.	
Timeframe	6 months/ongoing Assigned to: Recruitment Committee	
Critical Tasks	<ul style="list-style-type: none"> • Parlay Mission Statement into vision of specialty teams. • Obtain photos at team training events and team incident. • Use photos in recruitment material. • Utilize handout material at recruitment events focused on teams. • Produce billboards from team training and incidents. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6F	Have personal testimonials of individuals opportunities that they were given as a member of the Peoria Fire Department.	
Timeframe	12 months Assigned to: Recruitment Committee	
Critical Tasks	<ul style="list-style-type: none"> • Paramedic training • Special teams training • On the job experiences • Benefits of the work schedule • Tuition reimbursement 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Goal 7	Address the needs of a diverse workforce to reduce the risk of losing valuable personnel.	
Objective 7A	Develop and publish a career path for professional development in all ranks and positions on the department.	
Timeframe	12 months/ongoing Assigned to: Training Academy	
Critical Tasks	<ul style="list-style-type: none"> • Identify the requirements for all sworn positions on the department. • Create a guide for all positions on the department with all requirements. • Develop a mentorship program for all ranks and positions on the department. • Develop leadership training for all ranks and positions on the department. • Monitor the mentor program for effectiveness. • Implement a monthly newsletter to acknowledge milestones and positive behaviors. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

Objective 7B	Explore the needs of female suppression firefighters with regards to time off post birth.	
Timeframe	12 months/ongoing	Assigned to: D/C Baxter
Critical Tasks	<ul style="list-style-type: none"> • Create and distribute an anonymous survey amongst female suppression firefighters to determine paid time off needs post birth. • Research other fire department policies and procedures regarding paid time off provisions post birth. • Evaluate current department practices for other types of leave to determine if applicable. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7C	Develop an exit interview process for all firefighters that retire or resign to find commonalities.	
Timeframe	12 months	Assigned to: Command Staff/Local 50
Critical Tasks	<ul style="list-style-type: none"> • Develop a separate survey for firefighters who retire or resign. • Offer an in person exit interview comprised of management, labor, and human resources. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7D	Develop a survey for all current firefighters to determine critical issues that affects their employment.	
Timeframe	6 months	Assigned to: Command Staff/Local 50
Critical Tasks	<ul style="list-style-type: none"> • Develop an anonymous survey to be sent out to every current firefighter. • Analyze the data. • Monitor the survey for effectiveness. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7E	Continue & explore additional external support services for firefighters to create a more resilient workforce.	
Timeframe	Ongoing	Assigned to: Command Staff/Local 50
Critical Tasks	<ul style="list-style-type: none"> • Continue the department’s Mental Health & Wellness program. • Sleep deprivation – implementing Locution (ramped-up tones & red lights) in all firehouses. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029



Internal Stakeholders Work Session

Goal 8	Improve revenue from external sources to supplement existing budget.	
Objective 8A	Biannually review the external funding revenue, policies, and sources	
Timeframe	6 months/ongoing	Assigned to: Command Staff
Critical Tasks	<ul style="list-style-type: none"> • Analyze the following topics: <ul style="list-style-type: none"> ○ Grant allocations ○ HazMat fees ○ Permit fees ○ Fire Recovery fees ○ Training tower fees ○ False alarm fees ○ Boat Tow fees (nonresident) ○ Extrication fees (Fire Recovery) ○ Intercept fees ○ Lift Assist fees ○ Fire Garage fees ○ CPAT fees (nonresident) ○ Research adding the department fees into the allocated department’s budget. • Identify shortfalls and develop recommendations. • Report all recommendations to all departmental personnel. • Annually review fee schedules to adjust as needed. • Submit for more grants to local, state and federal programs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

Objective 8B	Market training tower as a regional training center with multiple channels of advertisement.		
Timeframe	3 months/ongoing	Assigned to:	D/C Tenley
	<ul style="list-style-type: none"> • Advertise at a local, state and national level to potential users through: <ul style="list-style-type: none"> ○ Social media ○ IAFF/AFFI ○ Mailers ○ Department website 		
Critical Tasks	<ul style="list-style-type: none"> • Develop partnerships with educational facilities, outside Fire/EMS agencies, businesses, and vendors. • Develop and review a course evaluation survey to agencies that utilize the department training tower for continual improvement. • Explore the need to add additional permanent personnel to the department training tower. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 8C	Market the department fire garage as a regional emergency vehicle repair and maintenance facility.		
Timeframe	Ongoing	Assigned to:	A/C Cummings
	<ul style="list-style-type: none"> • Advertise at a local and regional level through social media, AFFI, mailers, and the department website. • Develop additional partnerships with regional outside Fire/EMS agencies and businesses. 		
Critical Tasks	<ul style="list-style-type: none"> • Develop and review a survey to agencies that utilize the department fire garage for continual improvement and efficiency. • Explore the need to add additional permanent certified personnel to the department fire garage. • Develop a feasibility study to expand the current department fire garage. • Study the cost of moving the department fire garage to another location. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 8D	Develop a permanent regional CPAT training facility.		
Timeframe	6 months	Assigned to:	D/C Tenley
	<ul style="list-style-type: none"> • Explore site options to handle the facility. • Study the costs of acquisition, building, and implementation of the facility. • Explore the need to add additional personnel to facilitate the program. 		
Critical Tasks	<ul style="list-style-type: none"> • Survey at a local, state, and national level for external participation with other agencies. • Develop online survey for participants to determine the interest in the facility. • Develop and review an evaluation survey to participants that utilize the regional CPAT training facility. • Develop an ongoing testing cycle for participants. 		



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8E	Retain and expand contract services with surrounding fire and EMS agencies.	
Timeframe	3 months/ongoing Assigned to: Chief Sollberger	
Critical Tasks	<ul style="list-style-type: none"> • Identify and meet with other jurisdictional agencies for contract consideration. • Develop an implementation plan for providing contract services. • Implement the plan and study for effectiveness. • Explore the need to add additional permanent department personnel. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Goal 9	Embrace the opportunity for further community engagement, public relations and prevention for a safe and informed community.	
Objective 9A	Prepare and implement a plan to improve Fire Safety House usage.	
Timeframe	6 months Assigned to: D/C Rice	
Critical Tasks	<ul style="list-style-type: none"> • Ensure members have proper training. This could include creating an operational packet for members to follow. • Ensure Safety House is maintained and in proper working order. • Have public education supplies on hand to distribute. • Set up presentations to community schools. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 9B	Perform a feasibility study to determine sufficient personnel to prevention bureau.	
Timeframe	12 months Assigned to: Command Staff	
Critical Tasks	<ul style="list-style-type: none"> • Research study firms that could perform a study to examine staff positions and duties. • Determine parameters of the study to provide for a complete view of prevention bureau. • Chose a research/study firm with extensive experience in staffing studies. • Explore the possibility of creating a public education committee. • Develop job descriptions for additional positions to add, I.e., Building Inspector (2), Plan Reviewer, Solar/Renewable Energy, and Fire Investigator. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 9C	Open lines of communication with citizens/public so they are comfortable interacting with department personnel.	
Timeframe	Immediate/ongoing Assigned to: Labor/Management	
Critical Tasks	<ul style="list-style-type: none"> • Using labor and management both, create a list of talking points, updates, etc., to highlight programs the department offers. • Attend neighborhood/business meetings and events prepared to give information and answer questions. • Have a larger presence in the community schools, interacting with student groups. 	



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 9D	Create a larger social media presence to promote the fire department and highlight accomplishments.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Utilize college students/interns to create social media content. This can include prevention videos, education, hiring opportunities, job highlights, etc. • Improve relationships with News Media. Be available for interviews when appropriate. • Create press conferences for accomplishments the department has achieved to resonate with public. • Hold periodic news conferences on various department topics. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."³ Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government

David Osborn and Ted Gaebler

. . . successful strategic planning requires continuing review of actual accomplishments in comparison with the plan . . . periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.⁴

To establish that the agency's Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

³ Collins Good to Great and the Social Sectors. Boulder, 2009

⁴ Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.



A “family of measures” typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the “why” of providing a service.

The Success of the Strategic Plan

The agency has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the agency used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.⁵

⁵ Matthews (2005). *Strategic Planning and Management for Library Managers*



Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
AEMT	Advanced Emergency Medical Technician
Agency	An organization, company, or bureau that provides a particular service.
ALS	Advanced life support
AFFI	Associated Fire Fighters of Illinois
AMT	Advanced Medical Transport
BLS	Basic life support
CFAI	Commission on Fire Accreditation International
Community	A social group of any size whose members reside in a specific locality, share government, and often have a common cultural and historical heritage.
CPAT	Candidate Physical Abilities Test
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
ECC	Emergency Communications Center
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMD	Emergency Medical Dispatch
EMR	Emergency Medical Responder
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
ICC	Illinois Central College
HazMat	Hazardous materials
HOA	Homeowner Association
IAFF	International Association of Fire Fighters
Input	A performance indication where the value of resources is used to produce an output.
Medical Director	A physician who provides guidance and leadership on the use of medicine in a healthcare organization.



PEORIA FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

MIH	Mobile Integrated Healthcare
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
OSF	Order of the Sisters of Saint Francis (hospital)
OSHA	The Occupational Safety and Health Administration
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
PFD	Peoria Fire Department
PIO	Public Information Officer
PPD	Peoria Police Department
PPE	Personal Protective Equipment
QRV	Quick Response Vehicle
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWAT	Special Weapons and Tactics
SWOT	Strengths, Weaknesses, Opportunities and Threats.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



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