



**BENSENVILLE FIRE PROTECTION
DISTRICT DOCTRINE**

BY

**MICHAEL F. SPAIN
FIRE CHIEF OF THE
DISTRICT**

BENSENVILLE FIRE PROTECTION DISTRICT DOCTRINE

Introduction

The Bensenville Fire Protection District (BFPD) Doctrine shall serve as the foundation/framework of all actions and decisions made by the organizational personnel. This document will serve as how others will view us and as a mirror of how we view ourselves. It will represent the organizational purpose, philosophy, and commitment plan of the BFPD. This communication will depict our vision, mission and values and their influence on our organizational goals, objectives, standards of cover and strategic plan.

Purpose

The Vision: **“The Bensenville Fire Protection District is committed to preserve life and property and to promote overall public safety with the highest quality of service possible. This will enhance our customer-focused, innovative role as industry leaders, while overcoming expanding risks.”** Our vision statement is the focal point of the fire district. Through continuous environmental scanning, we will analyze trends, programs, and services to provide our external and internal customers.

The Mission: **“The Bensenville Fire Protection District shall provide prompt quality services to our stakeholders that promotes safety, security, enhances sustainability, and enriches quality of life through professional development and dedication to service.”** Our mission statement is our roadmap. We exist as an organization to serve the citizens of Bensenville Fire Protection District # 1 & 2.

The Doctrine

The Bensenville Fire Protection District is organized via voter statement of confidence (referendum) in 2006 to provide the community with the resources necessary to meet their needs at the highest level of proficiency and quality attainable. Responsive, quality public safety services provided by committed BFPD personnel in order to build community equity, which determines the degree of trust (**WITHOUT TRUST WE HAVE NOTHING!**) Those stakeholders have in leadership to make decisions in their best interest. We will continue to become more intimately involved with our customers by establishing stronger relationships, through meaningful interaction beyond emergency response. We

will always listen to their needs and develop a reputation of responsiveness with effective and attainable answers. The District will be mandated as a model for all-hazard response and other community services.

Organizational Core Values determine our image. The image of the district is exemplified by each individual. Our collective professionalism is the integrity of our organization. *Membership* within BFPD means each person must value the personal needs and aspirations of others and recognize the following needs:

- A. Preserving **integrity** through respect, honesty and personal honor of its members
- B. Maintaining **competence**, including the professional and personal development of one's ability to improve their working and living conditions
- C. Providing best in class services that meet and exceed industry standards for **excellence**. **(We are a class 2 ISO rated fire district)**
- D. Enhancing **predictability** through properly derived, regularly reviewed and equally enforced from outside and inside controls
- E. Providing an atmosphere that encourages **honesty**, camaraderie, and high regard for the common good of all. We want to be there when the need arises
- F. Providing and **ism-free** climate devoid of racism, favoritism, and territorialism
- G. Embracing **accountability** to ensure that all members contribute to organizational success
- H. Embrace an environment which staff enjoy and want to come to work

The Bensenville Fire Protection District provides an exciting, challenging, and rewarding work environment. This provides the foundation for personal and professional growth which rests with each employee knowing they will make a difference through their actions daily. Every employee is empowered with the support and ability to accomplish their own tasks with a sense of duty, respect, and honor to the District and their fellow employees as it pertain to the organizational vision, mission, and core values.

BENSENVILLE FIRE PROTECTION DISTRICT.

WE ARE

Decision Making Priorities

The Bensenville Fire District's decision-making culture, built on the acceptance of

a mission-driven process. All decisions made by BFPD leaders and personnel should directly or indirectly benefit the **citizens** of Bensenville Fire Protection District #1 & 2, the **citizens** are our primary concern at all times. Considered next is the needs and benefits to the **district** as a whole. Decisions made based on racism, sexism, favoritism, nepotism, and territorialism shall not be tolerated. Lastly, the needs of the **leader** will be considered. Applying this systematic approach assures mission driven decisions derived from mission driven motives.

- **Citizens**
- **Districts**
- **Leader**

Leadership Culture

All BFPD leaders will be **predictable** by establishing expectations in accordance with proven management practices by consistently modeling those expectations. Being **visible** and engaged in meaningful interactions with personnel fosters good morale. Leaders will also present themselves as **approachable**; where employees feel comfortable addressing them with needs and concerns. Leaders will be **accessible** at all levels, creating an atmosphere where employees can be heard. The final piece of the leadership culture is to be **accountable**.

Organizational priorities

The greatest obligation of the Bensenville Fire Protection District is emergency response is a controlled and professional interaction given the respective call request. When our customers call, we answer. Given this, BFPD will continue to implement programs, activities, and services purposed around the premise of emergency and potentially non-emergency response as state of the art procedures.

The budget will be structured with the needs of the stakeholders of Bensenville Fire Protection District # 1 & 2 that supports our emergency service's operational needs without compromise. Activities related to training, maintenance, fire prevention via pre-planning, communications, safety, human resources, and support services comprise a strategic approach to the overall organizational priorities. To minimize a lack of understanding the strategic approach to accomplish our vision and mission includes:

- **Human Resource Management**
- **Professional Staff Development**

- **Emergency Preparedness and Response**
- **Budgeting, Facilities, Equipment, Supplies, and Technology**
- **Customer Service Programs, Public Information, Education, And Relations**

A literal approach to these priorities is not always practical. Continuous assessment of our strengths, weaknesses, opportunities, and threats (SWOT) will dictate emphasis in specific financial and strategic planning. Understanding the principles outlined in the ***Bensenville Fire Protection District Doctrine*** should offer clarity in this area. It is an absolute priority to deliver the highest quality service attainable in the most cost effective and efficient manner. We pledge to make every attempt to keep financial responsibilities to a minimum for our stakeholders. The leadership will evaluate every operation in the district and ensure that each makes the best use of appropriate funds. Where there is inefficiency or duplication, changes will be made to make better use of resources. Value-added service, or getting more use out of current resources for the benefit of the customer, will be the purpose of this initiative.

The Bensenville Fire Protection District is not a private business selling a product for profit; however, we do merchandise human services and resources, which make the human aspect a first priority. Everything we do will be measured against our doctrine. Our strategic approach addresses the following stated goals and objectives in the short and long term:

Human Resource Management Programs

- A. Recruit the most qualified persons for employment
- B. Employ enough personnel for adequate staffing
- C. Provide wellness programs consistent with the IAFC/IAFF Wellness Fitness Initiative
- D. Address employee concerns promptly and in good faith
- E. Promote good faith labor/management relations with Local 2968
- F. Assure personnel safety
- G. Establish human resource programs and services that meet the needs of personnel
- H. Improve internal and external communication process
- I. Improve personnel assignment process
- J. Accountability for our individual actions will be developed produces faith and trust in each other.

Professional Development

- A. Develop training programs for officer training, supervision, management, and planning skills appropriate to each rank. This includes the development of individual staff career paths. Via the use of the National Fire Academy, Illinois Fire Chiefs, NIPSA and Illinois Fire College.
- B. Enhance emergency management with regard to the Incident Command System (ICS) (Blue Card ICS as a baseline of operation) (MABAS) and the National Incident Management System (NIMS), pre-incident planning and post-incident analysis
- C. Enhance emergency operations efficiency in accordance with National Fire Protection Association (NFPA) Standards operating guidelines and protocols
- D. Enhance driver training adaptive to all emergency response vehicles and their specific functions
- E. Enhance verbal and written communication skills, administrative and technical skills appropriate to each rank
- F. Develop probationary skills assessments and documentation during probationary periods
- G. Provide training to enhance customer service skill set
- H. Create a professional development and succession plan for all ranks

These important measures will ensure that individuals and the district as a whole have the knowledge, skills, and abilities necessary to deliver required services. Company-level training will be strengthened. Training is our edge against failure. **(FAILURE IS NEVER AN OPTION)** We will strive for excellence. Taking a chance or guessing in an emergency can mean the difference between life and death is not acceptable behavior. Our greatest assurance for optimum performance on the emergency scene is training. Our greatest defense against injuries and line-of-duty deaths is training. We will make and take the time to be insuring safety of the Fire District members is adhered to at all times.

Emergency Preparedness and Response

- A. Enhance Homeland Security Initiatives
- B. Conduct a formal Community Risk Assessment and Resource Capability

Assessment

- C. Revise the Village of Bensenville Emergency Response Plan in cooperation with the emergency Management Agency to comply with the results of these assessments
- D. Provide technical and logistical support services
- E. Strengthen the Pre-Incident Planning Program
- F. Development of a community mobile paramedic program under the regulations of the Illinois Department of EMS and Loyola EMS
- G. Establish and evaluate our standards of cover response coverage on an ongoing basis
- H. Explore avenues of functional consolation with area fire agencies
- I. Continue the use of the MABAS concept of emergency operation
- J. Make application to become a CFI nationally accredited fire service operation

Community risk assessments and resource capability assessments identify and rank potential emergencies and disasters, determine resources available at the local, state, and federal levels. The decision will be made at the local level whether local resource capabilities meet the homeland security landscape. Strategic operational; plans should focus on eliminating gaps in these capabilities. The issue is balancing risks versus resources. The question must be posed, "What is the acceptable level of risk that our stakeholders are willing to pay for?" This is the time for the entire organization, the community, elected and appointed leadership to become emergency managers. Standards of Cover response coverage (SOC) are statements that combine service-level objectives with staffing levels to define how and when resources will respond to a call for service. In essence, SOC statements identify criteria for trained personnel and response times needed to effectively mitigate an incident. BFPD identifies these SOC targets and goals for major hazards such as fires, EMS, technical rescue, and hazardous materials incidents. Measuring performance against standards of response coverage allows us to determine if current resources and service objectives effectively address the assessed risks within the boundaries of Bensenville Fire Protection District # 1 & 2.

An efficient pre-fire planning inspection program not only secures our property insurance rating, but also increases emergency management efficiency through having prior knowledge of buildings before their involvement in fires. Fire and life safety hazards noticed and corrected during a pre-fire planning inspection

can eliminate a hazard and prevent loss.

Budget, Facilities, Equipment, Supplies, and Technology

- A. Ensure that all emergency equipment used to protect personnel and serve citizens meet OSHA, DOT, ISO, and NFPA standards, Local, State, and Federal regulations and protocols
- B. Maintain thorough fire apparatus equipment inspection and testing programs
- C. Provide timely apparatus and equipment maintenance and replacement in accordance with standards and regulations of usual and customary practices and recommendations from the manufacture
- D. Maintain an adequate level of supplies for emergency operations and environmental needs of personnel
- E. Maintain all fire stations in a safe and sanitary condition
- F. Test all fire, medical, hazardous material, and rescue equipment in accordance with standards and regulations
- G. Identify and maintain technological resources for administrative and operational functions
- H. Provide timely replacement of technological hardware and software to keep pace with advances in technology as much as possible
- I. Insure that the financial situation is always is a good condition for operation of the fire district.

All equipment used in the delivery of emergency services must be of the highest quality and must always perform when needed. **Without our equipment, all we have are good intentions.** Our equipment is critical to fulfilling our mission. We must know how to properly deploy and use our equipment to give our customers maximum benefit. Most issues relative to facilities, equipment, supplies, and technology can be planned and scheduled as necessary.

Customer Service Programs

- A. Strive to exceed internal and external expectations
- B. Develop processes that reduce/eliminate inconveniences to business owners and developers during pre-planning inspections
- C. Identify objectives common to other village, stakeholders and other taxing districts relative to the public safety needs of our customers
- D. Establish community partnership programs with organizations that address health and life safety needs of our customers

- E. Implement post-emergency programs that provide counseling, shelter, food, clothing and other needs via the Helping hands organization and Bensenville Emergency Management Agency

The Bensenville Fire Protection District shall be dedicated to identifying customer needs and then do everything possible to meet those needs by gaining the trust of stakeholders and decision-makers thus this will become an expected level of performance.

Public Information, Education, and Relations Program

- A. Establish a comprehensive community education program with a strong focus on injury prevention, heart health, stroke prevention, and management of diabetes
- B. Fine-tune fire prevention and fire survival programs to target children and elderly citizens
- C. Develop community wellness programs in cooperation with local health care programs
- D. Use duty personnel to conduct neighborhood education and fire prevention
- E. Develop strong relationships with the media
- F. Provide better information to elected and appointed leadership and community leadership
- G. Enhance public education in schools, churches, and independent living communities for the elderly
- I. Enhance the stakeholder awareness of the Helping Hands organization

An informed public is the best way to secure support for fire and emergency services. Given this, ***Public information is the process of informing the public about the operations of and actions taken by the Bensenville Fire Protection District during emergencies.*** This is accomplished with compromise to personal integrity and HIPPA federal laws. The public has a right to know about these operations, and the public information ensures public awareness about emergency services provided by the District.

Public education is the process of changing people's attitudes and behavior related to safety, as most fires and injuries can be prevented with changed behavior. The human element is the primary cause of fires. Most incidents are due to carelessness or inappropriate behavior. Public education seeks to change

a person's attitude about his or her personal safety and wellness, resulting in a change in behavior, theoretically lowering the number of fatalities/property loss.

Public Relations are the processes of developing a positive public perception about the Fire District, its personnel, programs, and services. Public Relations programs encompass methods such as media, public service announcements, newspaper articles, fact sheets, presentations to the public and programs at community events. Collectively, PIER PROGRAMS help decision makers understand that customers are pleased with the Bensenville Fire Protection District and support our vision.

Conclusion

The future of the fire service will continue to be driven by changes in society. These changes include new expectations of our stakeholders and fire personnel such as greater accountability for the use of public resources, improving the over efficiency of programs and services, and true transparency. The Bensenville Fire Protection District is committed to becoming more diverse, in both personnel and services. The members of Bensenville Fire protection District are dedicated to continue to be a leader with stakeholders of the area of cover we presently protect. In order to insure our commitment, Bensenville Fire Protection District will continue to review its current mission and determine if that mission indeed meets the demands of the future.

Lastly and most importantly, what will the Bensenville Fire Protection District of the 21st century look like? We will be a Fire District filled with opportunities and challenges while being prepared to meet all the events of life head on to insure the stakeholders we protect are safe!