



**Commission on
Fire Accreditation
International**

Re-Accreditation Report

**Wilmette Fire Department
1304 Lake Ave.
Wilmette, Illinois 60091-1664
USA**

**This report was prepared on August 12, 2011
by the
Commission on Fire Accreditation International
for the
Wilmette Fire Department**

**This report represents the findings
of the peer assessment team that visited the
Wilmette Fire Department
on June 12-16, 2011**

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EXECUTIVE REVIEW

PREFACE

The Wilmette Fire Department was originally accredited in 2001 by the Commission on Fire Accreditation International (CFAI). In August 2006, the department was re-accredited by CFAI. On February 28, 2011 the department asked CFAI for a site visit to determine if it could be recommended for re-accreditation. On March 4, 2011, the CFAI appointed a peer assessment team. The peer team leader approved the department's documents for site visit on April 25, 2011. The peer assessment team conducted an onsite visit of the Wilmette Fire Department on June 12 – 16, 2011.

In preparation for the onsite visit, each team member was provided access and reviewed the self assessment manual, standards of cover, community risk analysis and strategic plan posted by the Wilmette Fire Department on the Center for Public Safety Excellence (CPSE) SharePoint site. This documentation represented a significant effort by the staff of the department and other community agencies. The department did not use a consultant to assist it with completing the documents required for accreditation.

SUMMARY

The CFAI has completed a comprehensive review and appraisal of the Wilmette Fire Department based upon the 8th edition of the Fire and Emergency Services Self Assessment Manual (FESSAM). The commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The peer assessment team's objectives were to validate the department's self-assessment study, identify and make recommendations for improvement, issue a report of findings and conclude if the department is eligible for an award of accreditation.

The peer assessment team followed CFAI processes and the Wilmette Fire Department demonstrated that its self study accreditation manual, community risk analysis, standards of cover (SOC) and strategic plan met all core competencies and criteria. The peer assessment team recommends re-accredited department status for the Wilmette Fire Department from the Commission on Fire Accreditation International.

The village of Wilmette has a strong residential base that saw a slight decrease in population in the 2010 census estimates (27,651 in 2000 to 27,081). The department's SOC response expectations are built around the metro and urban density population found throughout the village. Wilmette is a northern suburb of Chicago, Illinois and located in northern Cook County.

The village was chartered in 1872 and has grown to over 27,000 inhabitants. The department was established in 1894. The department provides fire protection, emergency medical response and transport, and other fire department related services and participates in one of the largest, oldest and most formalized automatic aid systems in the United States known as the Mutual Aid Box Alarm System (MABAS).

The fire chief reports to the appointed village manager, who reports to an at-large elected village board. One of the key cornerstones of that reporting relationship is successfully measuring performance against expectations through the use of the village's budget report and monthly reporting process. The department's success in meeting expectations is strongly tied to integrated

processes for its strategic plan and capital improvement plan. The strategic plan is updated on an annual basis and discusses immediate and future needs of the department by joining together performance indicators with budget requests.

The department's funding mechanism is both property and sales tax based. The department is closely monitoring trends in property values to identify trends, and has developed strategies to address financial pressures should there be any further erosion in property values in the village. The village pays even more attention to the rises and falls in tax revenue associated with retail sales as the economy rebounds from the recent downturn. The village has a strong downtown retail area; however, to ensure sustainability, the village is currently strategizing on its redevelopment.

The department's SOC processes have evolved, and appropriate adjustments have been made through the implementation of necessary improvements, to match available resources to the fire and non-fire risks and related expectations in the community. The SOC appropriately identifies that the village has a metro and urban density population throughout the community. There are appropriate benchmark and baseline statements in place that identify and measure all components of the total response time continuum. The department has completed a comprehensive assessment of the related critical tasks associated with these response expectations. The resources available through automatic aid are included in the numbers of staff that are identified as responders in the benchmark and baseline statements.

In 2008, the Insurance Service Office (ISO) conducted an assessment of Wilmette. From this assessment, Wilmette classification improved to a classification of 2 from the previous classification of 4. The department directly correlates this improvement based on the continued self assessment conducted by the organization and improvements made as a result of the standards of cover.

Today the fire department is making significant progress towards achieving a distribution benchmark of four minutes travel time for all classes of occupancies. With the village being fully developed and landlocked, the department has been proactive with staffing by having three additional positions staffed above the established maximums. This allows the department to maintain staffing with the projected retirements or resignations, while limiting overtime expenses.

The department has incorporated appropriate procedures to satisfy reporting of responses in relation to the standards of cover document. The department reporting procedures focus on meeting benchmark times established and approved by the village council, as recommended through consultation with the department. For the purposes of reporting to CFAI, the department also closely monitors all elements of its baseline response for total response time against the village's established benchmarks to identify opportunities for improvement.

The department offers a wide range of operational emergency response programs that are commensurate with the fire and non-fire risk in the community. The department has been one of the leaders in the focus towards regionalization directed at improved effectiveness and cost efficiency. This is highlighted through the continued development of MABAS and the Northeastern Illinois Public Safety Training Academy (NIPSTA). Within the past year, the department has switched to a Regional Emergency Dispatch (RED) Center. In May of this year, the department also modified its run card system to make improvements on obtaining its effective response force. This has improved interoperability related to communication and operations. The department also assisted in the development of NIPSTA. This is one of four training facilities in the state that provide firefighter certification training. The academy is also the hub for the regional competency based training

including driver's training, technical rescue and hazardous material training. The academy is unique in that it also serves law enforcement and public works disciplines and is beginning to expand the scope of training to serve the industrial based needs of the communities served.

A performance-based training program is supplemented by an annual competency review of skills for all firefighters through evolution based training. The training programs have grown to match the current and risk assessed demands for services. There is a strong focus on developing future officers of the department, starting with in-house training programs that are further enhanced by the successful completion of a pre-determined officer courses offered through the local community college. Senior officers are encouraged to complete the Chief Fire Officer Designation program through the Commission on Professional Credentialing operated by the Center for Public Safety Excellence.

One of the core services identified in the strategic plan is training. The department has focused on the continued development of personnel. Wilmette Fire Department has created a five-year training program for the development of its new personnel. This program focuses on training the personnel to proficiently operate on the risks within Wilmette, while surpassing the state requirements as a Firefighter II. The department is also leading the state by mandating all personnel be trained to the new State Advanced Firefighter Certification. This exceeds the state of Illinois Firefighter III certification.

The strategic plan also identified two core competencies related to fire prevention. In the past year, the department has worked with stakeholders to recommend and successfully have the village council adopt a sprinkler ordinance for new construction. This followed the 2009 adoption of a sprinkler ordinance that requires the retrofit of the high-rise buildings with sprinkler systems. Both of these initiatives were successfully adopted during an economic recession with little opposition. The department has been extremely proactive in the handling and education of juvenile fire setters as followed up by a judicial judge who was in attendance for a recent program.

The village places a strong emphasis on achieving a positive employee climate. The department is proactive in communicating the direction and happenings of the department at all levels. The fire stations, apparatus and equipment are meticulously maintained. Together they contribute to a safe, efficient and healthy work environment. The department also promotes physical fitness. All members have access to physical fitness equipment and the personnel are required to spend one hour each shift working on their physical fitness. All personnel are receiving an annual physical that meets the National Fire Protection Association (NFPA) requirements. The department has contracted with a physician that brings a fully equipped motor home to the fire station in order to conduct the physicals while the personnel are on-duty.

The RED Center provides the communication system for the Wilmette Fire Department. This center provides emergency dispatching and communication to 14 regional communities. The department's communication and alerting system is adequate for emergency communications within the department as well as for inter-department situations. The department has made significant improvements in alarm handling time over the last five years. The department has transitioned to the use of mobile data computers (MDC) that allow pertinent information to be accessed during responses.

The assessment team identified opportunities for improvement that are captured in the recommendations section and in the observations and performance section of the report. These

recommendations flowed from discussions, interviews and a review of department supplied documentation to support its self-assessment conclusions. Based on positive feedback received during the process, it is expected that there will be constructive actions taken by the department to implement these recommendations into the department within an appropriate and acceptable timeframe.

The peer assessment team observed a strong commitment by the department to the CFAI accreditation process and, in particular, to ensuring appropriate succession training for the accreditation manager position. The two past accreditation managers actively supported the current manager through this re-accreditation process. The current accreditation manager has a strong support team that will continue the institutionalization of the Wilmette accreditation program for the next five years. It was evident that the accreditation process is embraced at all levels of the department. During the site assessment, interviews were conducted with the related teams that consisted of all ranks. The accreditation manager is in the process of finalizing his request to act as a peer assessor for CFAI. These approaches ensure continuity, more direct access to best practices with other similar organizations and engagement of a broader spectrum of the department.

Composition

The village is primarily a residential community with a moderate sized central retail shopping district and other smaller shopping areas located throughout the community. There are a few multi-family housing units located in the village; however, the majority of these are high-rise housing complexes along Lake Michigan. The population of 27,081 (2010 Census) represents 2.63 persons per household and the median for: age is 43.3; household income is \$127,319; and home value is \$680,500.

The village is composed of 5.4 square miles. It is divided by a freeway and a public transportation railroad line with several at-grade crossings. Most of the area is quite flat and the village is bounded on the east by Lake Michigan. There are some small lakes and a major drainage canal in the village as well as several areas of green space. Wilmette is a fully developed community. The village is working to redevelop the downtown and older residential areas. This is an effort to maintain sustainability of the community as it grows older.

This entire village has a metro and urban density population. The growth of suburban Chicago was built out around the downtown core to accommodate predominately family housing with relatively small commercial facilities interspersed. The village continues to redevelop itself to meet the demands of the community. Over time, single family residential homes have been replaced with high-rise multi-family residential units along Lake Michigan. Within the core area, new residential homes are being built through the demolition of multiple properties and then combining the parcel into a single parcel.

Wilmette has a reputation as an affluent residential village, with residents of higher education, high demand for quality services and multi-faceted recreational activity. The city's economic activity is based on property and sales tax revenue. Because of its low crime rates, clean environment and generally high standard of living, Wilmette is consistently considered as one of the Chicago area's most desirable communities to live.

The fire department has managed to maintain the staffing levels, and growing in an effort to provide succession replacement and limit overtime. The department has 47 career uniformed employees, 2 career non-uniformed employees and 1 part-time analyst. A total of 14 personnel are assigned to each shift on a daily basis working out of 2 fire stations.

Government

Village Board - Manager form of government
Village President and six Village Board Members
Village Manager
Fire Chief

Fire Department

2 fire stations
47 uniform and 2.5 civilian personnel
3 shift system
1 engine company with reserves
1 quint company with a reserve

2 advanced life support ambulances with reserves
1 squad
1 shift command vehicle
MABAS access for special operations

CONCLUSIONS

The self-study manual produced by the Wilmette Fire Department was of high quality. The manual represented a significant effort by the staff of the department to produce and present a quality document.

- The Wilmette Fire Department demonstrated that all core competencies were met and received a credible rating.
- The Wilmette Fire Department demonstrated that all applicable criteria were met and received a credible rating.
- The peer assessment team recommends accredited department status for the Wilmette Fire Department from the Commission on Fire Accreditation International.

RECOMMENDATIONS

The peer assessment team conducted an exit interview with the department consisting of the assistant village manager, the fire chief, deputy fire chief, on-duty fire department staff and most all of the staff that participated in the self-assessment study. The purpose of the meeting was to review the team's findings and recommendations. The department was given an opportunity to respond to any errors in findings of fact.

Strategic Recommendations

Strategic recommendations were developed from information gathered from the onsite assessment visit and the evaluation of the criteria and core competencies.

1. The department should explore a means to automatically track the time a call is received by the public service answering point (PSAP) center until the call is received at the Regional Emergency Dispatch (RED) Center to ensure accuracy of the data.
2. It is recommended that the department increase the focus on education programs targeting older groups and the identified high-risk target hazards in an effort to enhance occupant safety and preparedness.
3. It is recommended that the department explore an alternate effective and efficient deployment of resources that will reduce the operational and maintenance costs of capital equipment.
4. It is recommended that the department improve the analysis of data. The analysis should provide information to allow the health care system and associated agencies to collaboratively identify means to improve the delivery of service, improve the protocol and provide advanced analysis of patient care.

Specific Recommendations

Specific recommendations were developed from the appraisal of performance indicators in each of the ten categories.

Category V – Programs

Criterion 5B: Fire Prevention/Life Safety Program

Performance Indicator

5B.4 A plan review process is in place to ensure that buildings and infrastructure (e.g., hydrants, access, street width, etc.) are constructed in accordance with adopted codes and ordinances.

It is recommended that the department develop a process to build preplans that are current for all commercial buildings and are easily accessible. The use of geographic information systems (GIS) should be explored to assist with the development of preplans and risk assessment analysis.

Category VI – Physical Resources

Criterion 6A: Physical Resources Plan

Performance Indicator

6A.1 The development, construction, or purchase of physical resources is consistent with the department's goals and the strategic plan.

It is recommended that the department work closely with village administration to create a plan that will ensure apparatus and equipment are replaced according to the needs of the community.

Criterion 6D: Apparatus Maintenance

Performance Indicator

6D.4 An adequate number of trained and certified maintenance personnel are available to meet the program needs.

It is recommended that the department expand and develop a succession plan that would also address non-promoted positions including emergency vehicle technicians to maintain the continuity of the operation.

Category VII – Human Resources

Criterion 7B: Recruitment, Selection, Retention and Promotion

Performance Indicator

7B.4 The department's workforce composition is reflective of the service area demographics or the department has a recruitment plan to achieve the desired workforce composition.

It is recommended that department consider ways to make its workforce more reflective of area demographics.

Criterion 7G: Wellness/Fitness Programs

Performance Indicator

7G.6 The department's information system allows for documentation and analysis of the wellness/fitness program.

It is recommended that department consider methods to measure or quantify employee fitness trends.

Category IX – Essential Resources

Criterion 9B: Communication Systems

Performance Indicator

9B.2 The emergency communications system is capable of receiving automatic and manual early warning and other emergency reporting signals.

It is recommended that the department consider utilizing the RED Center for the receipt of all automatic emergency reporting signals.

OBSERVATIONS

Category I — Governance and Administration

The Wilmette Fire Department operates within a village board - manager form of municipal government. The fire chief is one of ten department heads reporting to the village manager.

The department is legally established under the appropriate Illinois Municipal Code and village of Wilmette Code of Ordinances to provide general policies to guide the department's approved programs and services and appropriated financial resources. The enabling code of ordinance, last updated in 1993, is a statutory document that defines the establishment of the fire department, provides its governing authority, and sets out the processes for the development of policies and programs and the delivery of associated fire protection services.

The established administrative structure provides an environment for achievement of the department's mission, purposes, goals, strategies and objectives. The department's organizational structure is adjusted only by approval of the village board. The fire chief is appointed by the village manager and is directly responsible for the proper administration and operation of the department. The village manager has the authority to appoint the fire chief from a pool of qualified applicants or through open recruitment.

All items to be considered by the village board are heard in scheduled semi-monthly public sessions. The fire chief submits material to the village manager for consideration. He meets periodically with the board president and village board through the village manager, addressing the legislative needs of the department. The fire chief's team prepares information that is provided to the board members. The chief and his team provide follow up reports and proposals specific to issues identified during those consultations. There is a feedback loop that ensures information gathered and shared during these consultations gets communicated to other members of the fire department through weekly Wednesday shift meetings.

The village reviews and approves programs and basic department policies through reviews and audits conducted by the office of the village manager and the human resources department. The department submits its organizational chart, showing the administrative structure of the department, with the annual budget proposal. The organizational chart becomes part of the document that is approved as a part of the budget process. The budget also includes information that defines the allocation levels of personnel. All department business and practices are conducted in compliance with legal requirements. Positions within the department are all specified by the department's job descriptions.

Category II — Assessment and Planning

The Wilmette Fire Department has an exemplary overall assessment and planning process that aligns the results of the self-assessment process, the community risk hazard analysis, the standards of cover and the strategic plan. The department is committed to community based involvement and provides a state of the art service to its customers. The committees associated with these various documents regularly meet to ensure continuity and to address any issues that might emerge within the various groups. The site visit identified that the accreditation process is well ingrained at all ranks within the department.

The department collects and analyzes data specific to the distinct characteristics of the community served and applies the findings to organizational planning. The village develops an annual budget that includes the history of the village along with its demographics and characteristics. Included with the budget is the organizational plan of the village as a whole as well as each department, including the fire department. The budget includes the economic indicators used in the planning efforts of the department.

The community is divided up in to two distinct response zones and ten planning grids. The department conducts a detailed review of response time data and community needs assessment. As part of the state-wide MABAS system, when a box alarm is initiated, move-ups or coverage units are sent to maintain the standards of cover. The department also utilizes a recall system to back fill the stations as needed to maintain the protection of the community. While its response demands are normal for the region and demographics, the department has developed an enormous capacity to add additional resources through participation in the regional box-alarm group.

The benchmark service level objectives incorporated into the standards of cover are based on local needs and circumstances and industry standards and best practices adopted from: *National Fire Protection Association (NFPA) 1221: Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*; *NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*; the Fire Protection Research Foundation; the American Heart Association; the Commission on Fire Accreditation International (CFAI); and the National Institute of Standards and Technology (NIST).

The department assesses the nature and magnitude of the hazards within its jurisdiction and develops appropriate response coverage strategies. Each significant fire and non-fire risk is categorized and listed to permit future analysis and study in determining standards of cover and related services. The non-fire risks include hazardous materials, emergency medical services, technical rescue and fire fighting services. Special attention is paid to identify, analyze and develop strategies for non-fire or limited fire risks that gain importance due to cultural, economic, environmental or historical value.

Needs are determined through a comprehensive process that categorizes both fire and non-fire risks within defined service areas and identifies the resources necessary to mitigate the associated adverse impacts on public safety. Factors such as available water supply and built-in protection systems are important components of the analysis process. The peer assessment team observed that the department members have an intimate familiarity with the risk to be protected within their particular response areas and, in particular, the maximum risk within the individual planning areas.

Because the community is largely built out, and the majority of structural stock is high quality construction with little expectations of renovations, the department has been focusing on reasonable means to install fire protective measures in these facilities. The department is using community and regional engagement as part of the means to identify reasonable solutions. The department will continue this thread of engagement and development. The department has done an excellent job of looking at community needs, futures and other influences on service demands for planning and response management for all types of hazards. The department has adopted, since the last accreditation, legislation that requires sprinklers in all new construction and the retrofit of existing high-rise buildings.

The duty chiefs have the responsibility and expectation to monitor response performance for their

particular shifts against the expectations of the standards of cover. Any necessary adjustments are subsequently made to the standards of cover. In May 2011, the department modified its run cards that will make significant improvements of the response times for the effective response forces.

The department also follows comprehensive practices that provide for an extensive analysis of detailed current and historical data to ensure its benchmark and baseline performance conforms to industry best practices. The standards of cover committee also regularly makes recommendations for adjustments for such situations as identified changes of occupancy use for significant hazards. These identified needs for decisions are typically based on input and feedback from the fire prevention division, duty chiefs and company officers.

Following a detailed assessment and analysis, the peer assessment team believes by consensus that the alarm handling time, turnout time, travel time for first due and travel time for effective response force components of the total response time continuum, as identified in the department's standards of cover, are in line with the expectations identified in the eighth edition of the Fire and Emergency Services Self-Assessment Manual (FESSAM). It is clear the department is committed to taking steps to meet FESSAM expectations.

A strategic plan for five years in the future is in place and, along with the budget, is guiding the activities of the department. The strategic plan is a community driven document and the department has been going through tremendous efforts to accomplish more than the development of a document. The plan identifies core values and empowers employees to carry out their mission. This strategic plan is submitted to the village manager and village board and is updated annually.

The peer review team was impressed by the commitment of the department to integrate its self-assessment manual, community risk hazard analysis, standards of cover and strategic plan documents. The use of this comprehensive and aligned approach has proven beneficial to the department during the budget process.

Category III — Goals and Objectives

The Wilmette Fire Department ensures appropriate goals and objectives are established and approved through performance reports. The department does an excellent job of ensuring that people throughout the organization are engaged and involved in the development process. When the village changes its focus areas and related goals and objectives, the department re-evaluates its mission, goals and objectives to ensure that they are consistent with village priorities.

The department has established general goals and specific objectives that direct its priorities in a manner consistent with its mission. The goals and objectives are appropriate for the community served. On an annual basis, the department develops goals and related objectives that incorporate measurable elements of time, quantity and quality. In some cases they are a continuation of the previous year and, in most cases, they are aligned with identified needs in the department's strategic plan and standards of cover. Objectives that are no longer useful or relevant are modified when the strategic plan is updated for the next fiscal year.

The department uses a defined management process to implement the goals and objectives. Department officers and personnel accountable for specific tasks are responsible for drafting appropriate goals for their respective areas. These draft goals and objectives are then combined by

the department's administration and subsequently reviewed and approved by the fire chief.

Processes are in place to measure and evaluate progress towards the completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically. Personnel are responsible to provide monthly updates through reports. The goals and objectives, and the progress towards their implementation, are readily available to all members of the department through its intranet site.

Category IV — Financial Resources

The Wilmette Fire Department uses internal staff to develop the initial operating and capital budgets. They work closely with the village's finance department to complete the final recommended budget that is subsequently reviewed by the village manager and ultimately approved by the village board.

The department's financial planning and resource allocation processes are based on department planning involving broad staff participation. Each year the village board establishes financial goals for the upcoming year. The goals are reviewed and discussed at the village board meetings prior to their formal adoption by the board.

The village has spent considerable time developing the policies, guidelines and processes to be followed for the development of the annual operating and capital improvement program (CIP) budgets. The village manager's office and the finance department produce a budget and CIP preparation manual that is distributed to each department at the beginning of the budget preparation process. The CIP is an integral part of the village's annual budget. The CIP process begins in February of each year and the annual budget process in May of each year. The CIP projects expenditures for 5, 10 and 20 years in the future. Expected outlays of \$10,000 or more are reflected in the CIP and must be considered in the budget planning process. The village's budget, when adopted by the village president and the board of trustees, becomes the official financial plan for its operating departments.

The department's financial management practices exhibit sound budgeting and control, proper recording, reporting and auditing. The peer assessment team confirmed that the department is in receipt of the most currently available Certificate of Achievement for Excellence in Financial Reporting (certificate) from the Government Finance Officers Association (GFOA) for its Comprehensive Annual Financial Report (CAFR). The department has submitted that certificate, and its Comprehensive Annual Financial Report, as prima facie compliance with this criterion.

Financial resources are appropriately allocated to support the established organizational mission, the stated long-term plan, goals and objectives and maintain the quality of programs and services. Financial stability is a fundamental aspect of an department's integrity. The department ensures that programs and services provided can be supported by the necessary fiscal resources using sound budgetary practices.

Historically, the village has been supportive of the fire department, providing sufficient funding to maintain, if not increase, staffing as well as maintain service delivery through apparatus, facilities and equipment. The village of Wilmette has been impacted due to the economy, and the replacement of some apparatus has been delayed. The city is supportive of the department's mission and provides the fiscal resources necessary to continue the delivery of quality service. The operating budget focuses on achieving the department's objectives.

Category V—Programs

Criterion 5A – Fire Suppression

The department is a full-service fire and emergency medical service (EMS) organization designed to provide essential public safety and emergency services to a growing population base. To meet the needs of its residents, the department currently staffs one duty chief, one advanced life support (ALS) engine company, one ALS quint company and two ALS ambulances from two fire stations. The pumping capacity of all engines and the quint is 1,500 gallons per minute.

The department operates a three shift system and has established a minimum staffing benchmark of 11 firefighters per shift, per day. The department maintains a minimum of three firefighters per company on all front-line engine and quint companies.

The department operates an adequate, effective, and efficient fire suppression program directed toward controlling and/or extinguishing fires for the purposes of protecting people from injury or death, and reducing property loss. Fire department standard operating procedures (SOP) define how the department will operate at fire incidents. The department completes a comprehensive review of all SOPs related to the program on an annual basis. All personnel are involved in the review process.

The department has adopted an incident management system and routinely uses it during all emergency responses, regardless of the size or complexity of the incident. The department has adopted and follows the expectations of the National Incident Management System (NIMS).

The department regularly appraises the effectiveness of its fire suppression program. Duty chiefs monitor the response reports for their particular shift in the department's records management system. They identify trends and contributing factors in public and firefighter injuries and deaths as well as the related losses associated with properties and the environment. Recommendations resulting from those reviews are typically acted upon immediately and any necessary adjustments to operations and practices are institutionalized through changes to the SOPs and the standards of cover, as appropriate. The department should explore a means to automatically track the time a call is received by the public service answering point (PSAP) center until the call is received at the Regional Emergency Dispatch (RED) Center to ensure accuracy of the data. The department currently tracks this manually and the process requires a timely commitment of resources.

The fire suppression capabilities as outlined in the self-assessment document indicate the department is more than capable to carry out its fire suppression goals and objectives. Its deployment objectives as outlined in the standards of cover are adjusted for expected risks, required fire flow, and national fire service standards. Staff and physical resources assigned to fire suppression are adequate and inventory records are maintained to ensure the presence of required equipment and supplies. The department has many other communities adjacent to its service area and has long standing automatic aid agreements with neighboring fire departments and is party to the Mutual Aid Box Alarm System (MABAS). As such, the department provides resources to requests for aid within the region and state. A MABAS response drill was conducted in July 2010, in conjunction with Fire Rescue International, in which 270 fire and rescue companies responded to 3 separate staging locations in 90 minutes. The response drill validates the MABAS effectiveness.

The department's response and deployment standards are based upon the population density and fire demand of the community. Two fire stations provide village-wide coverage; department staffing is

based upon station location, incident type and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the village board. The department's benchmark service level objectives are as follows:

For 90 percent of all risk structure fires, the total response time for the arrival of the first-due unit, staffed with 3 firefighters, shall be 6 minutes and 20 seconds in metro and urban areas. The first due unit shall be capable of: providing 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; assuming command of initial operations; sizing-up and making tactical decisions of rescue vs. extinguishment; and advancing a 250 foot first attack line flowing a minimum of 150 gpm or preparing the quint for rescue.

For 90 percent of all risk structure fires, the total response time for the arrival of the effective response force (ERF), staffed with 15 firefighters and officers, shall be 10 minutes and 20 seconds in metro and urban areas. The ERF shall be capable of: assuming command of initial operations; sizing-up and making tactical decisions of rescue vs. extinguishment; initiating fire attack with back-up, search and rescue operations; establishing a water supply; establishing EMS; providing ventilation; providing rapid intervention and complying with the Occupational Safety and Health Administration (OSHA) requirements of two in and two out.

The department's baseline statements reflect actual performance during 2008 to 2010. The department relies on the use of automatic aid from neighboring fire departments to provide its effective response force complement of personnel. The department's baseline service level objectives are as follows:

For 90 percent of all risk structure fires, the total response time for the arrival of the first-due unit, staffed with 3 firefighters, is 6 minutes and 30 seconds in metro and urban areas. The first due unit is capable of: providing 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; assuming command of initial operations; sizing-up and making tactical decisions of rescue vs. extinguishment; and advancing a 250 foot first attack line flowing a minimum of 150 gpm or preparing the quint for rescue.

For 90 percent of all risk structure fires, the total response time for the arrival of the ERF, staffed with 15 firefighters and officers, is 14 minutes and 39 seconds in areas. The ERF shall be capable of: assuming command of initial operations; sizing-up and making tactical decisions of rescue vs. extinguishment; initiating fire attack with back-up, search and rescue operations; establishing a water supply; establishing EMS; providing ventilation; providing rapid intervention and complying with the Occupational Safety and Health Administration (OSHA) requirements of two in and two out.

It was verified and validated by the peer assessment team that the Wilmette Fire Department met all baseline service level objectives for 2008-2010.

Structure Fires - 90th Percentile Times – Baseline Performance		2010	2009	2008
Alarm Handling	Pick-up to Dispatch	1:16	1:23	1:21
Turnout Time	Turnout Time 1st Unit	0:54	0:50	1:17
Travel Time	Travel Time 1st Unit Distribution	3:58	3:33	4:05
	Travel Time ERF Concentration	4:35	3:51	5:12
Total Response Time	Total Response Time 1st Unit On Scene Distribution	5:35	6:34	6:44
	Total Response Time ERF Concentration	13:30	14:12	14:29

Criterion 5B – Fire Prevention / Life Safety Program

The Wilmette Fire Department relies on its fire inspection division to administer its fire prevention and life safety program. There is one fire marshal assigned to the division and support is received from fire suppression crews that conduct annual fire safety inspections.

The department operates an adequate, effective, and efficient program directed toward fire prevention, life safety, hazard risk reduction, the detection, reporting, and control of fires and other emergencies, the provision of occupant safety and exiting and the provisions for first aid firefighting equipment. The department operates under the 2006 edition of the International Fire Code (IFC) and the 2006 ICC family of building codes. The department is further charged with enforcement of local ordinances promulgated under Chapter 9.7 of the Village of Wilmette Code of Ordinances.

Enabled by these legislative powers, the fire prevention bureau provides an effective fire prevention program to the community. The department's inspectors enforce adopted codes of the village and state. Commercial occupancy types are inspected annually in accordance with the established frequency of inspection schedules. It is recommended that the department develop a process to build preplans that are current for all commercial buildings and are easily accessible. The use of geographic information systems (GIS) should be explored to assist with the development of preplans and risk assessment analysis.

The department provides adequate staff with the specific expertise to meet the program goals and objectives. The use of on-duty firefighters conducting inspections of commercial occupancies, within their respective service areas, further enhances the capabilities of the division. The necessary guidance for department personnel to complete their activities is outlined in the standard operating guidelines.

All fire prevention information is captured on the Firehouse records management system. This record system allows for the analysis of operations as all inspection, permit, and plans review

information resides within the system. The department has utilized the system to accurately track work output, necessary follow-up and to widely disperse information to operational units for use in its risk assessment and preplanning process. Through annual appraisals, the department has identified anomalies and has made adjustments to the risk assessment to ensure effective fire suppression capability.

Criterion 5C – Public Education Program

The Wilmette Fire Department has a long history of fire and life safety education and advocacy within the community. The public fire and life safety education division's stated goal is prevention through education. Attainment of the goal is strived for through the combined efforts of the fire marshal and the regular assistance of operations personnel. The educators are trained and attend annual classes to stay abreast of new trends and programs that may be available to the fire service.

The department has a public education program in place and directed towards identifying and reducing specific risks in a manner consistent with its mission. The public education program involves and includes input from internal and external resources. The department focuses its resources on these programs based on a comprehensive analysis of the emergency response experience and historical evidence of high-loss areas. It is recommended that the department increase the focus on education programs targeting older groups and the identified high-risk target hazards in an effort to enhance occupant safety and preparedness. The department is in partnerships with many community groups and businesses in respect to sponsorship and participation in several of its public education programs.

The standard operating guidelines are reviewed on an annual basis by the fire marshal. After review by the department's senior management, any significant changes in the guidelines are forwarded to the village's legal branch for review and approval.

Public education programs and materials are regularly evaluated to determine the effectiveness of the program. The department reviews several factors including current fire and injury statistics, customer and employee feedback. This evaluation takes place annually during the budget process.

Criterion 5D – Fire Investigation Program

The Wilmette Fire Department created a fire investigation team to conduct investigations of all reported fires within the village. The department currently has nine shift employees trained to the Office of the State of Illinois Fire Marshal Fire Investigator certification. In addition, the fire chief is also certified to perform fire investigations. A duty chief is responsible for administering the fire investigation program under the supervision of the fire chief.

The department operates an adequate, effective and efficient program directed toward origin and cause investigation and determination for fires, explosions, and other emergency situations that endanger life or property. The village's code of ordinances and state fire marshal regulations have described and defined the responsibility to investigate fires and determine fire origin and cause. The fire investigation team works closely with the Wilmette Police Department, as needed.

The program meets the needs of the type of incidents that occur in the village. It operates under state, Mutual Aid Box Alarm System (MABAS) Division 3 and the department's fire

investigation guidelines. Additional staffing and equipment can be requested from MABAS Division 3 and other local, state and federal resources.

The current staffing level allows the department to meet its mandate of conducting fire cause determination and fire injury investigations. Investigations are conducted using *National Fire Protection Association (NFPA) 921: Guide for Fire and Explosion Investigations, 2008 edition*. Fire investigators are equipped with personal investigative equipment and gear. Additional investigative equipment is maintained on the duty chief's vehicle.

The team completes a review of all its standard operating guidelines on an annual basis. The team consults with its immediate partner in the investigation process, the village's police department, during the review process. All significant changes to the guidelines are reviewed and approved by senior department management and the village's legal branch. The department's incident reporting system tracks all calls and captures information.

The department conducts an appraisal of the effectiveness of the fire investigation program annually as part of the annual strategic planning process. The fire chief and the program manager review all fire investigation reports to evaluate the quality of the report and to determine the effectiveness of personnel and procedures conducting the investigation. Appropriate steps are taken by the department as a result of the review.

Criterion 5E – Technical Rescue

The Wilmette Fire Department operates an adequate, effective, and efficient program directed toward rescuing trapped or endangered persons from any life-endangering cause, e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse and fires. The department owns and operates a boat for dive operations; U.S. Coast Guard Wilmette Harbor is also utilized as an outside department in the event of a rescue emergency on Lake Michigan.

The department operates an adequate, effective, and efficient program directed toward rescuing trapped or endangered persons from any life-endangering cause. All personnel of the department are state certified in technical rescue awareness operations at a minimum. The department has three certified rescue technicians that serve as part of the Mutual Aid Box Alarm System (MABAS) Division 3 Technical Rescue Program. In addition, all personnel receive cold water and ice rescue training annually consisting of survival suit and swift water awareness training. The department has ten certified public safety divers who are outfitted with self contained underwater breathing apparatus (SCUBA) and underwater communication equipment. All first due companies have awareness level training. MABAS Division 3 has three heavy rescue squads that are equipped for technical rescue and air supply support. Rescue technicians are also available upon request from over 100 other MABAS Divisions in the state of Illinois.

The department describes what is expected of its members during technical rescue incidents through the use of department and regional standard operating guidelines. All personnel that are part of the technical rescue program are required to complete competencies and training programs annually as part of the department procedures and as part of the MABAS Division 3 team. MABAS Division 3 command level personnel are also involved in the review and audit of the program.

The department regularly appraises the effectiveness of its technical rescue program. Duty chiefs monitor the response reports for their particular shift in the department's records management

system. They identify trends and contributing factors in public and firefighter injuries and deaths as well as the related losses associated with properties and the environment. Recommendations resulting from those reviews are typically acted upon immediately and any necessary adjustments to operations and practices are institutionalized through changes to the standard operating procedures and the standards of cover, as appropriate.

Standard operating guidelines (SOGs) have been written and used for different types of technical rescue incidents such as structural collapse, above ground, confined space, trench collapse, swift water and submersion, cave ins and vehicle accidents. The department maintains an inventory of special rescue and heavy rescue equipment on its apparatus. The department's heavy rescue squad is set up with equipment to initiate a rescue in all of the technical rescue categories.

The department's response and deployment standards are based upon the population density and technical rescue demands of the community. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the village council. The department's benchmark service level objectives are as follows:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 3 firefighters, shall be 6 minutes and 20 seconds in metro and urban areas. The first due unit shall be capable of: completing a size-up; establishing command; requesting additional resources; and initiating life saving measures.

For 90 percent of all technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 15 firefighters and officers, shall be 10 minutes and 20 seconds in metro and urban areas. The ERF shall be capable of: completing a size-up; establishing command; requesting additional resources; initiating life saving measures; staging and apparatus set up; providing technical expertise, knowledge, skills and abilities during technical rescue incidents; and providing first responder medical support.

The department's baseline statements reflect actual performance during 2008 to 2010. The department relies on the use of automatic aid from neighboring fire departments to provide its effective response force complement of personnel. The department's baseline service level objectives are as follows:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 3 firefighters, is 6 minutes and 30 seconds in metro and urban areas. The first due unit is capable of: completing a size-up; establishing command; requesting additional resources; and initiating life saving measures.

It was verified and validated by the peer assessment team that the Wilmette Fire Department had no technical rescue incidents that required an effective response force to be assembled, through the response of the MABAS Division 3 Technical Rescue Team, for 2008-2010. There are therefore no baseline service level objectives, inclusive of mutual and automatic aid resources, provided for the effective response force in this report.

It was verified and validated by the peer assessment team that the Wilmette Fire Department met all baseline service level objectives for 2008-2010.

Technical Rescue - 90th Percentile Times – Baseline Performance		2010	2009	2008
Alarm Handling	Pick-up to Dispatch	0:55	1:21	3:38
Turnout Time	Turnout Time 1st Unit	1:01	0:36	2:11
Travel Time	Travel Time 1st Unit Distribution	2:14	2:44	4:19
	Travel Time ERF Concentration	No responses required the arrival of the Effective Response Force		
Total Response Time	Total Response Time 1st Unit On Scene Distribution	4:21	4:56	8:14
	Total Response Time ERF Concentration	No responses required the arrival of the Effective Response Force		

Criterion 5F – Hazardous Materials

The Wilmette Fire Department has a comprehensive approach to hazardous materials emergencies wherein all first-due companies are trained to the operations level. The department is part of the Mutual Aid Box Alarm System (MABAS) Division 3 and through scheduled rotation, houses a well-equipped, dedicated hazardous materials unit with committed personnel trained to the level of technician and specialist level. The fire department manages, delegates and coordinates other civic emergency departments and industry resources, as the lead hazardous materials emergency response department in the village.

The department operates an adequate, effective, and efficient hazardous materials program directed toward protecting the community from the hazards associated with fires and uncontrolled releases of hazardous and toxic materials. The department equips all front-line engines, the quint and the squad with a small equipment cache to handle minor gas and fuel leaks. Larger hazardous materials responses are handled by the three scheduled on-duty technicians and personnel from the MABAS Division 3 hazmat team.

All personnel that are part of the hazardous materials program are required to complete competencies and training programs annually as part of the department procedures and as part of the MABAS Division 3 team. MABAS Division 3 command level personnel are also involved in the review and audit of the program.

The department regularly appraises the effectiveness of its hazardous material program. Duty chiefs monitor the response reports for their particular shift in the department's records management system. They identify trends and contributing factors in public and firefighter injuries and deaths as well as the related losses associated with properties and the environment. Recommendations resulting from those reviews are typically acted upon immediately and any necessary adjustments to

operations and practices are institutionalized through changes to the standard operating procedures and the standards of cover, as appropriate.

The department describes what is expected of its members during hazardous incidents through the use of department and regional standard operating guidelines (SOG). Department policy requires a complete review of SOGs every year; personnel assigned to the hazmat team complete the initial review and senior management reviews and approves any recommended changes. There is an emergency event type response plan, with a tactical worksheet, that is used for the deployment to hazmat events. This ensures the company officers consider all appropriate elements of hazmat response to keep responders safe while mitigating the incident.

The department uses multiple systems to capture data for analysis that collects information including apparatus event times, incident command benchmarks and sector accomplishments. Company officers enter information from the hazardous materials statistical data sheet into the department's Firehouse record management system (RMS).

The performance improvement section uses this information to perform annual appraisals of the hazmat program through the RMS hazardous material reports section. Hazmat post incident reviews and regular hazmat captains' meetings also provide ongoing and regular appraisals of the hazardous material response program.

The department's response and deployment standards are based upon the population density and hazardous materials response demands of the community. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the village council. The department's benchmark service level objectives are as follows:

For 90 percent of all hazardous material incidents, the total response time for the arrival of the first-due unit, staffed with 3 firefighters, shall be 6 minutes and 20 seconds in metro and urban areas. The first due unit shall be capable of: completing a size-up; establishing command; requesting additional resources; and initiating life saving measures.

For 90 percent of all hazardous incidents, the total response time for the arrival of the effective response force (ERF), staffed with 15 firefighters and officers shall be 10 minutes and 20 seconds in metro and urban areas. The ERF shall be capable of: completing a size-up; establishing command; requesting additional resources; initiating life saving measures; staging and apparatus set up; providing technical expertise, knowledge, skills and abilities during hazardous materials incidents; and providing first responder medical support.

The department's baseline statements reflect actual performance during 2008 to 2010. The department relies on the use of automatic aid from neighboring fire departments to provide its effective response force complement of personnel. The department's baseline service level objectives are as follows:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 3 firefighters, is 8 minutes and 27 seconds in metro and urban areas. The first due unit is capable of: completing a size-up; establishing command;

requesting additional resources; and initiating life saving measures.

It was verified and validated by the peer assessment team that the Wilmette Fire Department had no technical rescue incidents that required an effective response force to be assembled, through the response of the MABAS Division 3 Technical Rescue Team, for 2008-2010. There are therefore no baseline service level objectives, inclusive of mutual and automatic aid resources, provided for the effective response force in this report.

It was verified and validated by the peer assessment team that the Wilmette Fire Department met all baseline service level objectives for 2008-2010.

Hazardous Material - 90th Percentile Times – Baseline Performance		2010	2009	2008
Alarm Handling	Pick-up to Dispatch	1:44	1:41	2:01
Turnout Time	Turnout Time 1st Unit	3:04	1:22	2:31
Travel Time	Travel Time 1st Unit Distribution	6:25	4:23	6:23
	Travel Time ERF Concentration	No responses required the arrival of the Effective Response Force		
Total Response Time	Total Response Time 1st Unit On Scene Distribution	10:24	6:53	9:11
	Total Response Time ERF Concentration	No responses required the arrival of the Effective Response Force		

Criterion 5G – Emergency Medical Services

The Wilmette Fire Department delivers fire protection and advanced life support (ALS) emergency medical response in an integrated fashion. The department operates its EMS service under the guidelines of the St. Francis Hospital Emergency Medical System Region X Protocol and under the rules and regulations set forth by the Illinois Department of Public Health (IDPH). The department plans to continue to cross-train all personnel to firefighter-paramedic, firefighter III, and advanced life support (ALS) paramedic levels.

The department operates an emergency medical services (EMS) program that provides the community with a designated level of out-of-hospital emergency medical care. All fire department personnel are trained, at a minimum, to provide basic life support (BLS) with the majority of the response personnel trained to the level of paramedic. All personnel are able to provide ALS care off the engine, quint, squads and ambulances.

The department averages 11 providers on-duty, per 24-hour shift, spread out over 2 stations. The department currently staffs two front line ALS ambulances, one ALS engine and one ALS quint. Each ALS unit is staffed with a minimum of two paramedic level personnel. The department also

deploys one ALS engine or quint staffed with a minimum of three personnel to medical events. A recent inspection by the Illinois Department of Public Health documented the department's compliance with equipment and apparatus requirements.

The department has developed standard operating guidelines (SOG) and protocols in collaboration with St. Francis Hospital Emergency Medical System, Region X so that locally and regionally, responding personnel can effectively, efficiently and safely work together to provide the optimum level of service. Department policy requires a complete review of SOGs every year. The initial review is completed by representative firefighters and company officers. Any revisions and updates are reviewed and approved by senior management from the fire department and the St. Francis Hospital Emergency Medical System. The city's legal services branch is consulted on an as needed basis.

Patient care records receive an independent review through the St. Francis Hospital Emergency Medical System Region X medical director. St. Francis Hospital Emergency Medical System develops remedial and in-service training when necessary. Additionally, the department and St. Francis continues to research means to improve data analysis related to EMS response and treatment.

It is recommended that the department continue its efforts to improve the analysis of data. The analysis should provide information to allow the health care system and associated agencies to collaboratively identify means to improve the delivery of service, improve the protocol and provide advanced analysis of patient care. The department should explore alternate effective and efficient methods of deploying resources that will reduce the operational and maintenance costs of capital equipment.

The department has a Health Insurance Portability and Accountability Act (HIPPA) compliance program in place. All personnel received training to this act. Members of the department are responsible for maintaining privacy and confidentiality of an individual's personal information in accordance to local, state and federal protocols. The department trains each new employee on these procedures during initial EMT training and for all members during continuing education training.

The St. Francis Hospital Emergency Medical System conducts an appraisal annually to determine the effectiveness of the EMS program. Specific EMS information is gathered to evaluate the effectiveness of the EMS program and to develop necessary improvements.

The department's response and deployment standards are based upon the population density and medical support demand of the community. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the village council. The department's benchmark service level objectives are as follows:

For 90 percent of all emergency medical services (EMS) responses, the total response time for the arrival of the first-due unit, staffed with 2 firefighters, shall be 6 minutes and 20 seconds in metro and urban areas. The first due unit shall be capable of: assessing scene safety and establishing command; sizing-up the situation; conducting initial patient assessment; and defibrillation.

For 90 percent of all EMS responses, the total response time for the arrival of the effective

response force (ERF), staffed with 5 firefighters and officers, shall be 10 minutes in metro and urban areas. The ERF shall be capable of: sizing-up the situation; establishing command; establishing the number of patients; initiating triage; requesting additional resources; initiating life saving measures; staging and apparatus set up; providing technical expertise, knowledge, skills and abilities during emergency medical incidents; and providing first responder medical support.

The department's baseline statements reflect actual performance during 2008 to 2010. The department relies on the use of automatic aid from neighboring fire departments to provide its effective response force complement of personnel. The department's baseline service level objectives are as follows:

For 90 percent of all emergency medical services (EMS) responses, the total response time for the arrival of the first-due unit, staffed with 2 firefighters, is 6 minutes and 22 seconds in metro and urban areas. The first due unit is capable of: assessing scene safety and establishing command; sizing-up the situation; conducting initial patient assessment; and defibrillation.

For 90 percent of all emergency medical services (EMS) responses, the total response time for the arrival of the ERF, staffed with 5 firefighters is 7 minutes and 24 seconds in metro and urban areas. The ERF is capable of: sizing-up the situation; establishing command; establishing the number of patients; initiating triage; requesting additional resources; initiating life saving measures; staging and apparatus set up; providing technical expertise, knowledge, skills and abilities during emergency medical incidents; and providing first responder medical support.

It was verified and validated by the peer assessment team that the Wilmette Fire Department met all baseline service level objectives for 2008-2010.

Emergency Medical Services - 90th Percentile Times – Baseline Performance		2010	2009	2008
Alarm Handling	Pick-up to Dispatch	1:22	1:40	1:23
Turnout Time	Turnout Time 1st Unit	1:05	1:29	1:31
Travel Time	Travel Time 1st Unit Distribution	4:12	4:18	4:15
	Travel Time ERF Concentration	4:40	4:51	4:57
Total Response Time	Total Response Time 1st Unit On Scene Distribution	5:56	6:38	6:26
	Total Response Time ERF Concentration	6:51	7:44	7:35

Criterion 5H – Domestic Preparedness Planning and Response

The village of Wilmette maintains an emergency management plan that is written based on the authority provided by the Robert T. Stafford Disaster Relief Act, Public Law 93-288: the State of Illinois Emergency Management Department Act,; and the Village of Wilmette Emergency Management Ordinance. The Wilmette Police Department is responsible for the coordination of emergency management; however, Wilmette Fire Department has been extremely involved and cooperatively works in providing direction.

The village is a member of the Mutual Aid Box Alarm System (MABAS) Division 3. MABAS, in partnership with the Illinois Emergency Management Department, has established a statewide, non-discriminatory mutual aid response system for fire, EMS and specialized incident operational teams. Sharing the effort are representatives from the Office of the State Fire Marshal, the Department of Public Health - EMS Division and the Illinois Fire Chiefs Association. The system defines a resource response plan to any location within the state when the governor orders a declaration of disaster. A memorandum of understanding was signed on January 16, 2001, a first in Illinois history.

The department operates an all-hazards preparedness program that includes a coordinated multi-department response plan, designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area. The responsibility for the overall development and maintenance of the emergency operations plan for the village is assigned to the chief of police who functions as the emergency management coordinator. Emergency plan maintenance includes an annual review and periodic update of the plan and its annexes. The chief of police is also responsible for document control, including the distribution of the plan and its updated chapters. Department heads are responsible for updating the plan. The fire department participates in the emergency management programs by participating in emergency operating center (EOC) exercises, as requested, and prepares the fire and rescue branch checklist for the emergency operations plan.

The Village of Wilmette Emergency Operations Plan is tested at least annually with a table top or an EOC exercise. The fire department has also participated in federal sponsored disaster drills. Recently the MABAS Divisions in Illinois demonstrated their mobilization capabilities by assembling 270 fire companies in 3 separate locations in 90 minutes. The all-hazards plan conforms to the standards reflected in the National Response Framework. In 2010, the village updated the emergency operations plan field book, which was distributed to all senior staff.

The EOC has been regularly activated during large-scale emergencies. To facilitate interoperability, the EOC operates under the National Incident Management System (NIMS) during these activations. The Regional Emergency Dispatch Center features the capability to cross patch radio frequencies utilized by field units from the various responding agencies. The MABAS Division 3 command bus is available to assist with the planning, coordination and implementation of incident action plans.

Criterion 5I – Aviation Rescue and Fire Fighting Services

The Wilmette Fire Department does not have an airport or a recognized airstrip within its jurisdiction. The department conducted an assessment and risk hazard analysis as part of its standards of cover development. Its assessment did not identify a hazard that would warrant the need to provide aviation rescue and firefighting services. As a result of this, the department does not have

responsibility for providing aviation rescue and fire fighting services.

Criterion 5J – Marine and Shipboard Rescue and Fire Fighting Services

The Wilmette Fire Department does not have responsibility for providing marine and shipboard rescue and fire fighting services. The department conducted an assessment and risk hazard analysis as part of its standards of cover development. United States Coast Guard (USCG) Wilmette Harbor is responsible for marine and shipboard rescue and fire fighting for USCG vessels and for the saving of lives. The department does provide underwater rescue and recovery services, which is covered under Criterion 5E of this report. As a result of this, the department does not have responsibility for providing marine and shipboard rescue and fire fighting services.

Category VI — Physical Resources

The Wilmette Fire Department maintains two fire stations that are distributed across the village to meet the service level objectives. The fire stations have been updated and remodeled within the past seven years and remain in excellent condition.

The department takes a proactive approach to maintaining its physical resources. The village's capital improvement plan, the budget process, and the department's strategic plan assist the members of the department in identifying those physical resources that may need replacement or maintenance. The department utilizes several mechanisms to address the development, construction, and purchase of its physical resources. The fire department uses its strategic plan to identify the physical resources needed to accomplish its goals.

Capital expenditures exceeding \$10,000 are budgeted for purchase and or replacement ten years in advance through the capital improvement plan. As a result of the economy, the village has had to delay some of the fire department capital purchases. It is recommended that the department work closely with village administration to create a plan that will ensure apparatus and equipment are replaced according to the needs of the community.

The fire department and other village departments submit their proposed budget justifications annually. During this process, funds are allocated for all approved projects and repairs to the physical facilities. The completed budget is submitted to the Village Board of Trustees for approval.

The department ensures the development and use of physical resources is consistent with its established plans. A systematic and planned approach to the future development of facilities is in place. All appropriate parties, including the governing body, administration and staff are involved in the development of the major plans and proposals.

The department's fixed facility resources are designed, maintained, managed, and adequate to meet its goals and objectives. The stations are concentrated and distributed throughout the village to provide the coverage as outlined in the standards of cover. The renovation of both fire stations have been completed within the past seven years. The department continues to assess and plan for maintenance needs of the facilities. The peer assessment team observed a strong commitment by the department to ensuring that all facilities meet and exceed the minimum requirements for all applicable codes and regulations.

The department's apparatus resources are designed and purchased to be adequate to meet its goals

and objectives. The department pays close attention to maintaining the appropriate distribution and concentration of the apparatus so as to ensure a continuous capability to meet its standards of cover objectives. As a result of its assessments, the department recently modified response criteria to make improvements in response times for the effective response force.

The inspection, testing, preventive maintenance, replacement schedule and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability needs. The vehicle maintenance division is modern and well managed with clean work areas and a robust records management system capable of tracking every vehicle in the fleet. Maintenance is conducted by a firefighter who is certified as an emergency vehicle technician (EVT). Department personnel perform routine maintenance and checks. There is a well stocked parts supply area that ensures minimum down-time due. The firefighter working in this capacity is expected to retire in the near future. The department is working with the village to ensure the continuity of the program. It is recommended that the department expand and develop a succession plan that would also address non-promoted positions, including emergency vehicle technicians, to maintain the continuity of the operation.

The department has established maintenance policies, standards and procedures for the apparatus maintenance program. This maintenance program is based upon the manufacturers' recommendations, *National Fire Protection Association (NFPA) 1911: Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus* and the maintenance division's appraisal of the service load on each vehicle.

The tools and small equipment resources are adequate and designed and maintained to meet the department's goals and objectives. Fire department personnel conduct daily and weekly inspections of all tools and equipment. Equipment found to be in need of repair is directed to the EVT for repairs or replacement. If maintenance or repairs cannot be made by qualified department personnel, the EVT will contact a certified vendor and coordinate the necessary repairs. The fire department budget has accounts established for the maintenance of equipment. These accounts provide funding for repairs preformed by certified outside vendors. Annual maintenance of heavy rescue equipment is performed by a certified technician.

Safety equipment is adequate and designed to meet the department goals and objectives. The department has a comprehensive safety program and provides a high quality supply of safety equipment for its personnel. All equipment determined necessary for the safety of personnel is purchased, stocked and maintained by the department. The distribution of all safety equipment is based on specific needs of each item. The department makes every attempt to follow applicable and adopted guidelines from the National Fire Protection Association (NFPA), the Occupational Safety and Health Administration (OSHA) and the Illinois Department of Labor (IDOL) standards. The departments approach to personal protective equipment (PPE) is to provide the highest level of safety through the latest innovative and technological advances in equipment.

Category VII — Human Resources

The human resources functions for the Wilmette Fire Department that are provided through the village manager's office are consistent with local, state and federal statutory and regulatory requirements. It is headed by the assistant village manager who is responsible for overseeing the provision of human resource services for all departments in the village. The assistant village manager

is certified as a professional in human resources by the Society for Human Resource Management.

General human resources administration practices are in place and are consistent with local, state and federal statutory and regulatory requirements. The assistant village manager administers the necessary village policies, procedures and directives to ensure compliance with all of the related demands.

Systems are established to attract, select, retain and promote qualified personnel in accordance with applicable local, state and federal statutory requirements. The village conducts testing for the recruitment of new firefighter-paramedics jointly with the villages of Morton Grove and Niles. The testing procedures are in compliance with local state and federal requirements of equal employment opportunity laws and the Americans with Disabilities Act. Chapter 3 of the Village of Wilmette Fire and Police Commissioners Rules and Regulations outlines the process for original appointment. It is recommended that department consider ways to make its workforce more reflective of area demographics.

The department has a defined, supervised probationary process to evaluate new members. Probationary firefighters are required to complete a training packet and receive written evaluations every six months. The probationary report includes an assessment of job performance, job knowledge, personal relationships, personal traits and a general and composite evaluation. This is completed by the employee's officer and is signed by the probationary employee after the form has been reviewed with the employee. Promotions through the ranks are based on village and department defined competitive processes for both unionized personnel and management staff.

Personnel policies and procedures are in place, documented and used to guide both administrative and personnel behavior. Policies defining and prohibiting discrimination, or related harassment, are outlined in the village and department policies and procedures; the related documents are available to all staff on the department's intranet site. Department and village policies exceed state and federal requirements.

Human resources development and utilization is consistent with the department's established mission, goals and objectives. The department has a process whereby, on an on-going basis, assessments of job functions and job descriptions are accomplished. Employees of the management team work with the assistant village manager to make sure existing practices meet the needs of the department.

A system and practices for providing employee compensation is in place. All unionized staff wages are as a result of collective bargaining; all personnel are provided with documentation of the salaries and benefits derived from that process. The compensation for department staff outside of the collective bargaining agreement is aligned with comparable employees in other village departments and based on a uniform pay scale.

Occupational health and safety and risk management programs are established and designed to protect the organization and personnel from unnecessary injuries or losses from accidents or liability. Upon initial employment the members of the department are provided a loss control manual detailing the village's safety policies. Additionally, the department, as part of its administrative manual, issues standard operating guidelines (SOGs) that outline safe work practices. To reinforce safe work practices and to remain compliant with regulatory mandates, each month the department's members review a different safety topic. Topics include all training required by the Occupational Safety and

Health Administration (OSHA) regarding electrical safety, hazardous materials training, review of material safety data sheets (MSDS) and reviews of universal safety precautions. Training logs are completed for each type of training; this training is considered mandatory for all personnel. All personnel complete an annual comprehensive medical exam that includes OSHA requirements for personnel who operate self-contained breathing apparatus (SCBA).

The department has a wellness and fitness program for recruit and incumbent personnel and provisions for non-compliance by employees and members are written and communicated. The department takes a proactive approach to physical fitness standards and all members have access to physical fitness equipment. Prospective employees must pass a candidate physical ability test (CPAT) prior to being tendered a job offer.

The village manager's office coordinates new hire medical evaluations and any workers' compensation claims involving rehabilitative sessions. The fitness and wellness program manager coordinates all in-service medicals and physical fitness evaluations. The department contracts with an independent physician for annual medical and fitness testing. There are two types of physical evaluations: a complete physical, which is a full stress test as well as full complement of other components; and a maintenance physical, which is everything except the stress test. If medical problems are identified during medical monitoring or fitness testing, personnel are referred to their physician. Individuals referred must submit a department release of liability form releasing the individual to full or light duty.

The department has a formal fitness policy and program in place that is mandatory for all on duty personnel. This program was agreed to in the bargaining unit contract and time during the work day is set aside specifically for exercise. The village funds the fitness program as part of the annual budget. It is recommended that department consider methods to measure or quantify employee fitness trends. In 2010, the village implemented a village-wide wellness screening in which all employees may participate.

Category VIII — Training and Competency

The Wilmette Fire Department is one of the 14 agencies participating in a regional training center known as the Northeast Illinois Public Safety Training Academy (NIPTSA). The academy is used to: conduct basic training courses for the in-service training of all companies and officers; deliver officer development programs; provide specialty training courses; and addresses certification program requirements. The facility contains all of the resources and structures expected to be found in modern training facilities. The academy is operated by three full-time personnel and large number of subject matter experts that are contract employees.

A training and education program is established to support the department's needs. Program areas and required training needs are identified based upon federal, state and local laws, as well as administrative requirements. The job descriptions have identified and include a position summary, essential job functions, working conditions, knowledge, skills, and abilities needed to perform anticipated emergency functions. The strategic plan outlines department goals and objectives as it relates to operations and training. The training bureau utilizes a process of monthly training, annual core competencies and compliance with the Illinois Fire Protection Training Act.

The medical officer works with the emergency medical services (EMS) system and implements the monthly scheduling of continuing education to maintain cardio-pulmonary resuscitation (CPR) and

paramedic certification. The St. Francis EMS System has annual written and practical exams to identify system wide training needs. Information gathered is used to establish the monthly EMS training schedule. The paramedics are required to perform practical skills with a minimum passing grade of 80 percent.

The department also participates in all of the Mutual Aid Box Alarm System (MABAS) Division 3 special rescue teams. All teams have annual minimum training that is required in order to stay on that team. Each team has its own annual training audit.

Training and education programs are provided to support the department's needs. The training program is well organized and meets the needs of the department and its members. The department's programs exceed the state certification requirements. All members of the department meet the *National Fire Protection Association (NFPA) 1001: Standard for Fire Fighter Professional Qualifications* - Firefighter Level II requirements prior to the end of initial recruit training. The department has developed a five year plan for all new personnel who are required to complete the advanced firefighter program that exceeds the requirement of firefighter level III. One of the main strengths of the department's training program is its comprehensive set of technical competencies and formal education. The department does an excellent job in tracking the training status and capabilities of all personnel. Supplemental training programs are also ongoing with mandatory recertification of various disciplines, specialized training and fire suppression training concentrating on the needs of the department. Mandatory training and certification levels for personnel in all divisions are monitored and updates are provided to identify the training needs for department personnel.

The department utilizes a performance based evaluations to ensure the members and companies are competent and confident to perform the job. The department utilizes a combination of written and skill-based testing to evaluate individual performance through company in-service, officer in-service, post incident analysis and annual departmental proficiency training.

Training and education resources, printed and non-printed library materials, media equipment, facilities and staff are available in sufficient quantity, relevancy, diversity and they are current. The department maintains inventories of its training materials. The deputy chief, duty chiefs and the training program manager continually evaluate training materials to ensure they meet department goals and are current. The materials are evaluated based on current applicable NFPA and Office of the State Fire Marshal (OSFM) standards. The majority of lesson plans are provided by the OSFM, which meet or exceed current standards. The duty chiefs, program manager and shift instructors evaluate all materials as part of the annual budget process. The training bureau takes inventory of all department texts, videotapes, software and lesson plans and updates them, as needed. The fire chief and the training program manager are part of the NIPSTA Fire Training Committee that plans the purchase of future training props and materials. The fire chief is also the chair of the MABAS Division 3 training committee that plans and conducts training, based on local needs.

Category IX — Essential Resources

Criterion 9A – Water Supply

The village of Wilmette maintains a highly efficient water distribution system for all phases of water usage. The water distribution system in the village is capable of providing adequate volumes of water and pressures to all areas of the village, based on continuous review by water department personnel.

The village owns and operates its own water plant that has the ability to provide an uninterrupted water supply, even in the event of a power outage. The public work's water and sewer division handles the maintenance of the water distribution system. The village has 100 percent fire hydrant coverage. Flow tests and inspections of all fire hydrants are completed by fire department personnel annually.

The water supply resources available to the department are reliable and capable of distributing adequate volumes of water and pressures to all areas of department responsibility. All areas meet fire flow requirements for emergencies. The fire department calculates minimum fire flow requirements for each response grid on an annual basis. This calculation is done on the largest significant hazard structure in each fire department response grid. The standards of cover identifies fire flows for other moderate and significant structures using an occupancy value assessment program (OVAP) score. In addition, flow tests are calculated and conducted in conjunction with sprinkler contractors to ensure adequate water supply for proposed sprinkler system installations. Guidelines for the fire department's use of water supplies are defined in its standard operating guidelines (SOG).

In the event of a failure of the water system, water can be supplied in three ways. Each front-line apparatus carries a minimum of 500 gallons of water and a minimum of 600 feet of five inch supply hose. Automatic and mutual aid agreements are in place with surrounding communities for water delivery by tanker. Water main cross connections with Kenilworth, Winnetka and Evanston can provide approximately seven million gallons daily. Static water supplies have also been identified for use in emergencies.

Criterion 9B – Communication Systems

The Wilmette Fire Department receives its communication services from the Regional Emergency Dispatch (RED) Center. The Wilmette Police Dispatch Center is the public safety answering point (PSAP) for the entire village. All emergency calls are received by the PSAP and transferred to RED Center; it then dispatches the fire department units.

RED Center is part of an integrated, multi-jurisdictional organization that provides closest station response regardless of municipal boundary through a coordinated, central dispatch office. This closest station response, regardless of jurisdictional boundaries, has brought the greatest benefit to participating agencies by cutting response time by 25 percent on average.

The public and the department have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire and rescue services during emergency operations, and meets the needs of other public safety agencies having a need for the distribution of information. RED Center personnel receive initial and ongoing training to improve their operations. Policies and procedures are regularly updated.

RED Center has a computer aided dispatch (CAD) system. The CAD provides tracking functions, automatic time stamps and also automatically time tracks every incident relative to call received time, dispatch time, en-route time and arrival time. This information is then used to critically analyze response performance and can be used to recommend changes in the type and the number of responding apparatus that is necessary to meet the recommended standards of cover. Special information can be flagged in the CAD for commercial and residential occupancies. This information can then be given to responding fire units, while enroute to a call, to make them aware of any special

circumstances that may exist.

Each fire department vehicle, including staff vehicles, is equipped with a multi-channel, mobile two-way fire radio. In addition to the mobile radios, portable multi-channel radios are provided for each firefighting position. Firefighters can communicate on any of a multitude of frequencies including command, fire scene and the Mutual Aid Box Alarm System (MABAS) Division 3. Channels are also assigned for communicating with neighboring communities that are not on the Wilmette frequency (RED Center). Base station equipment is also located at the police station and additional transceivers are located at both the fire stations. The department is making final preparations for the new narrow banding requirements.

Major incidents that occur in the village are coordinated through the RED Center to the MABAS Division 3 designated frequency. The MABAS Division 3 frequency is used by the RED Center to dispatch resources assigned to the emergency. The RED Center staff was recently recognized for excellence in the field by the state of Illinois. It was chosen to serve as the single dispatch center for the coordination of any statewide response for fire, emergency medical services (EMS), hazardous materials and special rescue teams. At the direction of the State of Illinois Governor's Office, RED Center will coordinate the response of these units to any natural or human-induced disaster and any incident of domestic terrorism. It is recommended that the department consider utilizing the RED Center for the receipt of all automatic emergency reporting signals.

Criterion 9C – Administrative Support Services and Office Systems

The Wilmette Fire Department internally provides most the office systems support to meet its needs. The department has five employees whose functions are purely administrative in nature. The fire chief, the deputy fire chief and the assistant to the fire chief perform research, planning, coordination and control of the administrative functions of the department. The purchasing of department materials is completed by all employees, with the approval of the fire chief, in compliance with the village's policies. The department's officers also perform the daily administrative functions related to the department operation including staffing of apparatus and completing the necessary incident reports.

The village's wide area network (WAN) and the department's local area network (LAN) provide an adequate network to communicate. The village utilizes the Microsoft suite of products and Firehouse software for its record management system. The department provides an adequate supply of office equipment to operate.

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the department's administrative functions, such as organizational planning and assessment, resource coordination, data analysis, research, records keeping, reporting, business communications, public interaction and purchasing. The administrative support services of the department are appropriate for its size, function, complexity and mission and are adequately staffed and managed. Program managers are responsible for their respective assignments and the relation to the mission of the organization.

The administrative staff meets regularly to review progress on projects and basic responsibilities. Periodically, the reorganization of responsibilities is necessary. In addition to the administrative staff meetings, there are morning shift meetings with the duty chief, weekly shift meetings with the fire chief and monthly officers' meetings. The idea of these meetings is to review what is going on with

the department. These meetings allow an open flow of information throughout the department.

Category X — External Systems Relationships

The Wilmette Fire Department has long-standing written mutual aid agreements through the Mutual Aid Box Alarm System (MABAS) and has developed relationships with other supporting agencies. The relationships have a direct, positive impact on the department's operations and ability to provide cost-effective services to the residents of the village. The department's technical rescue team, hazardous materials and dive teams are all part on the MABAS Division 3 program.

The department's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations or cost effectiveness. The department understands and supports the need to integrate resources across jurisdictional boundaries and provides response capabilities for other jurisdictions in the area. The department has also partnered with a number of response agencies to increase its effectiveness and efficiency. These agencies include: the St. Francis Hospital Emergency Medical System; the Northeastern Illinois Public Safety Training Academy; the Northwest Municipal Conference ;the Intergovernmental Risk Management Association; the Office of the Illinois State Fire Marshal; the Regional Emergency Dispatch Center; and Oakton Community College.

The department has well-developed and functioning external department agreements. The system is synergistic and is taking advantage of all operational and cost effective benefits that may be derived from external department agreements. The department reviews all agreements on an annual basis to ensure they continue to identify the current expected practices by all parties during a simultaneous response to a common emergency.

The department develops and maintains outside relationships with both internal and external agencies that directly support the department's mission, operations and cost effectiveness. Strong internal and external relationships and agreements exist between the fire department and many village departments and outside agencies to meet its operational standards, as stated in the standards of cover and strategic plan. These relationships are cost effective in that they allow the department to provide services that would be normally be to expensive for a single fire department to deliver both in terms of personnel cost and physical resources. By village policy, all new or revised agreements must be reviewed and approved by the village legal branch.

Wilmette Fire Department
Structure 2011

