CHANNAHON FIRE PROTECTION DISTRICT MISSION STATEMENT

THE CHANNAHON FIRE PROTECTION DISTRICT AND ITS MEMBERS

PROVIDE A UNIQUE SERVICE IN THE AREAS OF EMERGENCY RESPONSE,

RISK REDUCTION EDUCATION AND AWARENESS WITH PROFESSIONALISM

CHANNAHON FIRE PROTECTION DISTRICT

CHANGE MANAGEMENT STRATEGY

2020-2025

1. **Background and Significance**

   - The Channahon Fire Protection District is a small career organization of approximately 27 members. The fire district provides an all-hazards human service model to approximately 12,000 people who reside in the village and fire protection areas. The first-due fire response area covers, about 35 square miles of urban and rural countryside of fire response from two firehouses. The fire district continues to adapt to new service demands and maintain traditional fire suppression and emergency medical service requests. The fire district has experienced considerable change since the adoption of the 2014-2019 Strategic Plan on January 1, 2014.

   - The purpose of this document is to detail the necessary guidance to maintain quality services, adapt to new administrative and operational service models, and management of change.

   - Unlike the original strategic plan, this document varies its emphasis on evolution and adaptation of specified change goals, focuses on the management of these factors. The "strategic plan" context refers to goals sets that have defined outcomes. Our experiences in management find that plans are important, however, managing the anticipated and unforeseen change is the most critical component within an organization's acclimatization to its environment. Goals are necessary but understanding the context or content of the goal may have to change is what reinforces outcomes that are appropriate and meaningful. Strategic planning can create a checklist of goals to accomplish but not offer alternatives or encourage the fluidity for adaptive outcomes. Planning for fluidity in goal obtainment provides an improved capability of change management.

2. **Introduction**

   - The Channahon Fire Protection District provides fire suppression, vehicular and machinery rescue, emergency medical services, dive and water rescue, technical rescue, rescue task force deployment, fire inspection, fire investigations, and public education to the service area established by the fire district. An all-hazards service delivery model is ever-evolving. While the establishment of goals over a three to five-year period demonstrates foresight and traditionally identifies strengths, weaknesses, opportunities, and threats, it does not account for the management of unforeseen internal and external change forces. The internal and external change forces may be identified in an opportunity or threat. The management of these factors is typically not specified because of the variants and ambiguity associated with the unknown.

3. **Document's Significance**

   - The fire service continues to operate in a very dynamic and evolutionary cycle. Public service demands continue to increase, while fiscal input becomes less or stabilizes. These trends continue to place increased pressure on the modern fire service administration, policymakers, and staff to develop ways to be more effective and more efficient. In many cases, the public continues to expect the accomplishment of specific goals, objectives, and services with fewer resources. Our organization approached the next cycle of goal setting with a managing change philosophy versus the establishment of substantial outcomes.

   - The change management process provides a more fluid approach to initiating change (goals, tasks) as it provides flexibility to manage the elements of the organization's vision.

   - This document is inspired by several change management activities and workshops lead by the fire district's chief officers and all staff members who participated, provided input, and shared their feedback regarding the management of the various anticipated change.

4. **Overview of the Change Management Process**

- The change management process is cyclic process that assists with the insertion and adaptation of change within the culture of an organization. The process it identified as:
    o Request for Change
    o Analyze the Impacts
    o Approve or Reject the Change
    o Implement Change
    o Review the Outcomes and Effects of Change – Report
- The process provides for the insertion of climatic changes and variability that may result from the internal and external factors that can be crippling to specific objectives.
- All change is influenced by varying internal and external stimuluses which may provoke foreseen, and in some cases, unplanned modifications to organizational goals and outcomes.
- The process affords the ability to identify factors necessary for consideration when introducing change and recognizing potential adaptations.
- While this document offers origins of ideas, visions, and outcomes, it cannot account for what we will experience as an organization in a specified time frame. It is clear that external and internal change factors will influence outcomes.
- The process is our map; we will choose the best routes based on our perceived needs but fully comprehend there are detours, possibly several, that will lead us to our chosen destination. As an organization, it is our diligence to select the best route but also remain aware when it is practical to select determine alternative methods to reach our destination goals.
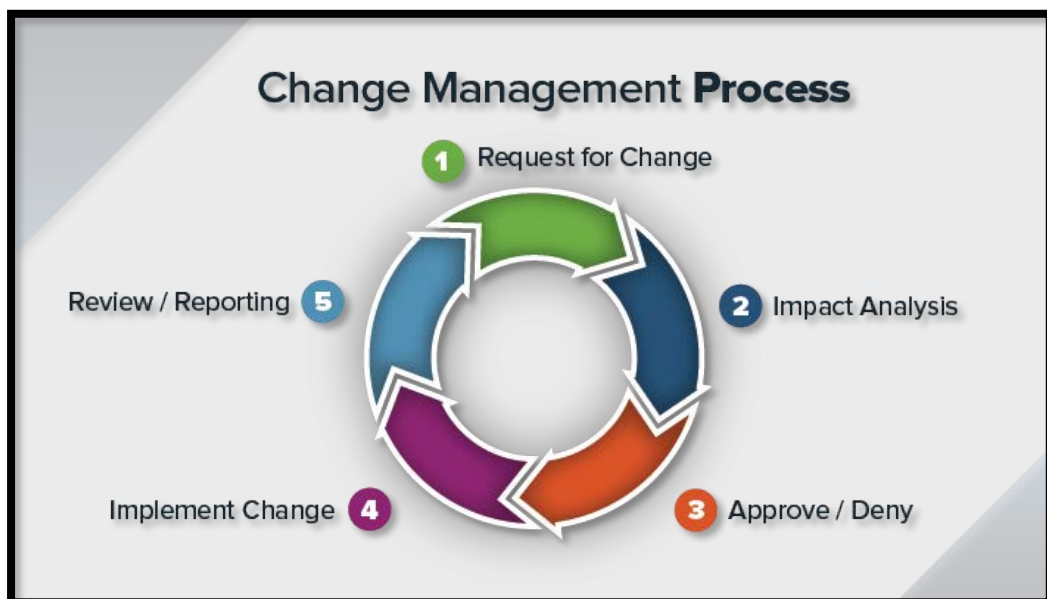
Image Credit: Smartsheet; 8 Elements of an Effective Change Management Process

5. **<u>Change Targets</u>**
   - In the previous plan, much focus was given to specific objectives, timelines, and critical tasks. Although the direct guidance was beneficial in some cases, there were other instances where the rigidity in time frames or task hindered outcomes or portrayed falling short of objectives.
   - The change targets provide a statement referencing an anticipated change outcome.
   - The change target is not held to a strict timeline or task. It is implemented as a functional element within the change management process. All of these targets have precedence but to which priority will be determined by the internal and external change opportunities that accept or reject it within the cycle. If it is accepted, the process continues until the target can be made part of our culture. If it is rejected, the target can be revisited or reintroduced when the internal or external factors are accommodating.

CHANGE TARGET #1

Request for Change	**Revitalize and sustain vibrant organizational morale**
Change Influence	Negative external and internal change impacting the organization
Analyze the Impacts	- Opportunity to develop improve or sustain morale - Provides avenues for staff to contribute perspectives that will foster methods to uplift organizational spirit and pride - Provides internal aptitudes the ability to generate a consistent eagerness to participate in the organization - Provides individuals or teams the ability to realize their talents through engagement
Reception of Change	- Communicate with individuals and groups the goal of the impacts - Discuss the anticipated affirmative outcomes that are associated with impacts - Develop buy-in to transition to implementation - Provide opportunity to clarify the perceived outcomes or suggestions that may improve the implementation
Implement Change	- Collectively work with individuals and groups to insert their suggestions into the organization - Implementation will vary depending on the type of target and how widespread the impact is expected to influence
Review the Outcomes and Effects of Change – Report	- Ongoing assessment of the organization's morale health to be measured by: - Formal discussions with officers - Informal discussions with officers - Formal discussions with operations staff - Informal discussions with operations staff - Note benchmarks indicating progressive recovery: - Efficiency and functionality on the street - Positive group/individual engagement - Constructive suggestive feedback - Strong team synergy - Group/individual initiative - Support network towards each other - Foster a learning organization mentality - Consistent enthusiasm

CHANGE TARGET #2

Request for Change	**Training, educating, and developing our people; Desired pathways and coaching models**
Change Influence	Prepare for the anticipated vacancies within the administrative and operational leadership within the 3-5 years
Analyze the Impacts	• Promotes opportunities for staff to seek new task and roles within the organization to develop new skills and foster confidence in intermediate and advanced decision making roles, critical thinking, planning, and management • Prepares individuals to seek new paths and challenge their abilities • Prepares the organization's evolution and insertion of people into unfamiliar roles
Reception of Change	• Collaborate with staff and determine how they perceive their abilities, both current and developed, to be applied within the organization • Encourage staff to participate in formal and informal activities which may enhance training and education
Implement Change	• Develop a directorial pathway for staff to evaluate their current roles and responsibilities in the organization and provide defined pathways they may pursue • Provide planned monetary resources for individuals to access and apply towards their education and development
Review the Outcomes and Effects of Change – Report	• Evaluate completed training and development opportunities • Utilize and direct people to function in their roles and support their needs through administrative functions and support as required and appropriate

CHANGE TARGET #3

Request for Change	**Maintenance of balanced income over anticipated expenditures with a changing tax base profile**
Change Influence	• External changes such as unfunded mandates, increased costs of professional and contractual services causing increased expenses • Internal changes such as personnel changes, insurance statuses, backfill, illness, and injury that contributes to increased expenses
Analyze the Impacts	• Review and monitor the anticipated incomes source amounts • Review and monitor the tax base development and diversity • Review anticipated expenditures and direct changes or alterations in services, contractual agreements, and goods among preferred vendors to ensure fair pricing • Review the planned expenses for each budget year with the probability unforeseen circumstances may occur and possess the flexibility to maintain positive income over revenues
Reception of Change	• Collaborate with the Board of Trustees and ensure clear and defined fiscal expectations exist • Communicate the fiscal health of the organization on a monthly basis through financial reports • Communicate the fiscal health of the organization on annual basis through financial audits • Keep the Board of Trustees apprised of expenditures or scenarios that may lead to alterations of anticipated budgetary commitment • Collaborate with the organization's staff and empower them to seek the most responsible pricing that meets the need of service or goods to carry out administrative and operational functions
Implement Change	• Implementation of change may only be warranted during times of shifting financial priorities due to impacts resulting from internal or external change forces manipulating the anticipated budget plan. • Changes among expenditures or ceasing expenditures must be communicated at all levels of the organization.
Review the Outcomes and Effects of Change – Report	• Evaluate the fiscal health of the organization on a monthly basis through financial reports • Evaluate the fiscal health of the organization on annual basis through financial audits

CHANGE TARGET #4

Request for Change	**Adapting to risk reduction and operational response demands and managing efficiency with resource allocations provided by financial resources**
Change Influence	- Risk Reduction - External changes including but not limited to new industrial/commercial buildings (size, occupant load, advanced fire protection systems), increased residential construction, evolving lifestyle needs and activities of residents, aging populations, local activities/events sponsored or hosted by local organizations, demographic and generational transitions - Operations - External changes including but not limited to increased traffic counts associated with area growth, new residential construction, new industrial/commercial buildings (size, access, fire protection feature access), local activities/events sponsored or hosted by local organizations
Analyze the Impacts	- Increased service requests: - Ambulance requests - Hazard control - Vehicular accident - Fire prevention administration (initial and ongoing) - Safety education administration (initial and ongoing) - Low Incidence/High Risk Preparation - Dive incidents - Swiftwater incidents - Trench rescues - High angle rescue - Machinery entanglement - Structural fires
Reception of Change	- Collaborate with the Board of Trustees, continue education regarding administrative and operational service demands, and ensure clear and defined fiscal expectations exist - Maintain fiscal planning to capture and plan for expenditures directly related to increase service demand - Keep the Board of Trustees apprised of expenditures and their relation to service demand increases - Collaborate with the organization's staff and obtain intelligence from their experiences and observations
Implement Change	- Collaborate with risk reduction staff as necessary and support modifications in within their scopes to ensure adaptations - Collaborate with operations staff as necessary and support modifications in within their scopes to ensure adaptations - Institute new practice through written operations or procedural documents - Refine practice through written operations or procedural documents - Support adaptations with training and development
Review the Outcomes and Effects of Change – Report	- Evaluate adaptation through statistical and performance data - Utilize standardized documents, such as the National Fire Protection Association, to ensure adaptations correlate with national suggested practices

CHANGE TARGET #5

Request for Change	**Adaptation of operational response demands and maintaining efficiencies with current resource capabilities**
Change Influence	• Development and construction of new single residential homes, multi-family residential homes, and mega-warehouse occupancies
Analyze the Impacts	• Review types and quantities of occupancies • Review effects to fire code and anticipated enforcement • Review operational challenges associated with anticipated developments their fire hazards, fire suppression and detection systems, task math for anticipated incidents • Review response capabilities and institute adaptations to internal practices and guidelines • Review staffing capabilities and determine best applications of personnel alongside anticipated incident priorities • Review response orders and prepare to manage response voids with automatic or mutual aid resources • Review specialized training or additional training requirements to ensure emergency staff are prepared to respond to these types of incident
Reception of Change	• Collaboration between the Deputy Chief and fire officers to review the impacts • Recommend changes through review of the changing district response profile and implement needed changes
Implement Change	• Implementation of response alterations within training sessions • Incorporate training and development which meets the needs of emergency responders • Incorporate response changes that are necessary to manage recognized response challenges
Review the Outcomes and Effects of Change – Report	• Evaluate response practice changes and confirm internal capabilities have adapted to response demands • Evaluate response scenarios and confirm actions meet the needs of anticipated tasks associated with response types

CHANGE TARGET #6

Request for Change	**Anticipate the needs for succession planning and replacing critical roles within the organizational chart**
Change Influence	- Vacancies created by expected and non-expected departures of administrative and operations staff within the next 5 years: - Fire Chief - Deputy Fire Chief - Fire Inspector - Life Safety Educator - Fire Lieutenant
Analyze the Impacts	- Review the effects of existing training and experience within each of the positions and ensuring their successor holds equal or greater - Review the necessary qualifications, traits, and experience for each position to determine what will be best for the district in the next 5-10 years - Review what short term gaps in responsibilities that will be required to maintain during any lapse between persons assigned to a specific position - Review the impacts a transition will have on community partners who rely on these positions for interoperability, partnerships, and cooperation
Reception of Change	- Collaboration between the Board of Trustees and Fire Chief in addition to those individuals currently assigned to the roles with anticipated vacancies to determine who and what type of requirements would best fulfill the needs of the district - Communication with staff members to prepare them for the transition that will be evident with each change in position - Communication with community partners who rely on these positions for interoperability, partnerships, cooperation, etc. and ensure they receive what they require during the transition
Implement Change	- Execute hiring/promotional procedures to fulfill the vacancies - Remain transparent with the organization's staff, within personnel policies of the district, and communicate the progress and eventual fulfillment of each position - Transition each individual into their positions with clear expectations, orientation to job description, and their integration with internal and external groups
Review the Outcomes and Effects of Change – Report	Not Applicable

CHANGE TARGET #7

Request for Change	**Execute the specification, bidding, and purchase of 1 engine company and 1 ambulance**
Change Influence	• Aging fire and emergency medical service apparatus • Exceeding current replacement schedule • Increased maintenance costs associated with maintaining advanced age apparatus
Analyze the Impacts	• Review the required specifications to meet local operational needs • Review the budgetary commitments and funding needed to purchase apparatus • Review maintenance requirements associated with contemporary apparatus • Review anticipated training needs associated with apparatus features (fire pumps, weight classifications, vehicle dynamics, etc.)
Reception of Change	• Collaborate with the Board of Trustees and determine most responsible funding options to purchase new fire and emergency medical service apparatus • Collaborate with the Fire Chief, Deputy Fire Chief, and Vehicle Specification Committee to determine necessary specifications to ensure vehicle can perform on various types of scenes
Implement Change	• Allocate the funding within the fire district budget to sustain the specified amount to execute the purchase of the apparatus • Adjust the vehicle replacement matrix to reflect the introduction of the new apparatus into the fleet • Execute the necessary training and orientation to safely operate the apparatus • Adjust the apparatus preventative maintenance schedule and other service elements to promote safe operation and vehicle life
Review the Outcomes and Effects of Change – Report	• Annually review the vehicles' impacts to the fire district's operational budgets and ensure their needs are met through preventative maintenance and repairs • Annually review the training completions to ensure all operators are adequately trained to drive and function specific components of the apparatus • Monitor the vehicles' age within the replacement matrix's recommended service and its dedicated front line and reserve service roles

CHANGE TARGET #8

Request for Change	**Improve daily staffing levels to incorporate more opportunities for improved task functions and deployment efficiency of first due fire and emergency medical companies**

Change Influence	• Operating with up to 7 personnel each day
	• Current
	    o Station 1 Engine Company (3 Fully Staffed / 2 Minimum Staffed)
	    o Station 1 Ambulance (2 Fully Staffed)
	    o Station 2 Ambulance (2 Fully Staffed)
	    o Station 2 Engine – Staffed for Structure Fires and Hazardous Incidents
	• Target
	    o Station 1 Engine Company (3 Fully Staffed / 2 Minimum Staffed)
	    o Station 1 Ambulance (2 Fully Staffed)
	    o Station 2 – Jump Company Engine/Ambulance

Analyze the Impacts	• Review current response deployments • Review the assignment of dedicated initial companies and the efficiencies associated with dedicated fire and emergency medical incident assignments • Determine what staffing levels would achieve functional deployment in conjunction with what the budget will adequately accommodate
Reception of Change	• Collaborate with the Board of Trustees, continue education regarding operational service demands as they pertain to growing service demands • Collaborate between the Fire Chief, Deputy Fire Chief, an IAFF Local #4681 to determine what staffing levels would provide more opportunities for improved task functions and deployment efficiency • Incorporate planning that prepares the organization to implement staffing levels that achieve efficiency but are not harmful to the budget's health over extended fiscal years
Implement Change	• Secure funding within the budget expenditures to introduce and sustain the hiring of personnel to sustain dedicated fire and emergency medical service at each station • Execute hiring procedures to fulfill the vacancies • Adjust internal response procedures and orders to reflect the efficiency within staffing
Review the Outcomes and Effects of Change – Report	• Monitor staffing levels, resource deployment, and interventions at the scenes of various types of incidents to ensure actions and resources provided are able to provide rapid deployment of mitigation tactics correlated with a primary strategy

CHANGE TARGET #9

Request for Change	**Develop site engineering plans and building architectural design for Station #2**
Change Influence	- Aging fire station, its infrastructure, and contents - Position to provide adequate standard of cover in an evolving response still district
Analyze the Impacts	- Review the collective impacts to the financial security of the fire district - Evaluate the feasibility of constructing a fire station if dedicated fire and emergency medical service companies can be assigned to Fire Station #2 - Review the necessary management associated with a new station on moderate acreage - Landscape - Snow removal - Generator maintenance/replacement - Appliance maintenance/replacement - General service maintenance and repair of building and its components - Utility costs
Reception of Change	- Collaborate with the Board of Trustees, to determine an absolute building expenditure amount (inclusive of all phases of development) - Collaborate between the Fire Chief, Deputy Fire Chief, and staff to determine a functional design that will meet the immediate and long term needs of the firefighters and fire apparatus assigned to this station - Incorporate a notification to the taxing district to share the intentions of the fire district to build a fire station, its costs, service advantages, and its relevant position to serve the residents on the east side of the fire district
Implement Change	- Secure funding within the budget expenditures to introduce and sustain the building's design, construction, and maintenance - Evaluate the disposition of the McClintock location
Review the Outcomes and Effects of Change – Report	Develop and integrate the projected long-term fiscal maintenance commitments to sustain building payments, routine operations, and anticipated corporate and capital expenditures associated with the facility

CHANGE TARGET #10

Request for Change	**Anticipate the needs for succession planning and replacing critical roles within the Board of Trustee arrangement**
Change Influence	• Vacancies created by expected and non-expected departures of administrative and operations staff within the next 5 years
Analyze the Impacts	• Review the necessary qualifications, traits, and experience that would be desirable of a new candidate • Review what short term gaps in responsibilities that will be required to maintain during any lapse between persons assigned to a specific position • Review critical education points that would be necessary to ensure a successor has adequate information and functional understanding of how the fire district is administered, governed, and its function mission
Reception of Change	• Collaboration between the Board of Trustees and Fire Chief in addition to those individuals currently assigned to the roles with anticipated vacancies to determine who and what type of requirements would best fulfill the needs of the district • Communication with staff members to prepare them for the transition that will be evident with each change in position
Implement Change	• Develop selection criteria • Execute selection procedures • Remain transparent with the organization's staff, within personnel policies of the district, and communicate the progress and eventual fulfillment of each position • Transition each individual into their positions with clear expectations, orientation to job description, and their integration with internal and external groups
Review the Outcomes and Effects of Change – Report	• Not Applicable

CHANGE TARGET #11

Request for Change	**Unplanned internal and external change factors that will alter various elements of the organization that may include but not be limited to:**
	    Service provisions
	    Finances
	    Organizational deployment
	    Morale
	    Participation
	    Relationships

Change Influence	• All staff are encouraged to remain vigilant and aware of change factors that may linger or suddenly arise which may cause change
Analyze the Impacts	• Analyzation of any impact should be methodical but not complex • During any review of change impacts, it will be important to embrace perspectives but remain objective for the greater of the good and ensure practical outcomes
Reception of Change	• Unplanned change is typically not well received by any level of the organization as it was not anticipated, the impact or seen impact created disruption • Communication of the change early will be critical to alleviate sudden impact to the organization, its dynamics, finances, or other specific elements which may be affected

Implement Change	• Only after careful assessment of the unforeseen change forces should the organization's Board of Trustees and administrative leadership embrace the best outcome; having full awareness of known impacts and reception within our district culture:
	    o Change due to reactivity
	    o Change due to proactivity
	    o Change is anticipated not appropriate in the given time of the organization
	    o Change will not be permitted because it will have short and long term impacts that would be detrimental to the organization
	    o Change is not necessary

Review the Outcomes and Effects of Change – Report	• Transparent communications within the organizational chart at all levels of the organization will be important to monitor how change it received and deployed • Formal communications will provide perception as to how change is received • Informal communications will provide insight as to how change is received • The chain of command must be adhered to ensure the impacts of change can be heard • Discussions are expected to occur within the sub-groups and cultures within the organization; however, whatever is said should be shared to especially when content of those discussions raises concern or flags foreseen detriment

6. **Foundational Targets**

- Fundamental targets of the fire district will continue to be used and guide the routine operations of the organization. These statements will always remain reference points to all operations and services within the fire district as they are the core of our mission and vision statements' purpose. The targets are crucial to the organization's ability to deploy the services of the mission and vision statement, regardless of a planning cycle.

- The Fire District will continue to:

    - capitalize on the identified strengths and foster those characteristics to ensure each characteristic remains resilient.

    - strengthen the distinguished weaknesses and incorporate change methods to ensure improvement.

    - take full advantage of the related opportunities to encourage the operational and professional expansion of emergency service delivery.

    - limit the risk of isolated threats to make certain those organizational issues do not jeopardize the dynamics of the organization and its mission.

    - provide well-trained and professional staff that will enable it to deliver services to citizens in an effective, efficient, and safe manner.

    - identify areas of need and develop training programs to assist its members to become more proficient in personnel management and supervisory leadership, emergency service delivery, customer service, emergency incident management, safety, fire prevention and public safety education.

    - deliver emergency services in a safe and efficient manner but maintain response times that meet the needs of our community.

    - protect the health and safety of personnel through effective, training, education, programs, and management.

    - save lives and reduce further threats to a person's well-being from injury and illness by delivering advance life support (ALS) pre-hospital care medical services throughout the community.

    - ensure that appropriate steps are taken to prevent disasters from occurring, minimizing the impact of those that do occur, and prepare the fire district in the management of response and recovery operations for large-scale emergencies.

    - prevent loss of life, injury, and property loss to fire through the creation, implementation, and management of comprehensive and effective education and prevention programs.

    - provide safe and effective fire apparatus and equipment through a comprehensive preventive maintenance, repair, and replacement program.

7. **Executive Summary**

The Channahon Fire Protection District will continue to strive towards continued innovative and unique service delivery. However, much of what we set out to achieve is planned to ensure resources and financial needs are evaluated prior to deploying new change. From time to time, change will come as unplanned problems or outcomes. Our organization will continue to proactively approach the challenges and trends that currently and have the potential to influence our service ability. Regardless of what lies in the future, it is our approach to embrace the challenges and harness the opportunities that may be presented. Our continued progression is founded on serving the community to the best of our ability. Our lasting objective is to expound on our visions and commit ourselves to continuous improvements resulting in operating standards that better serve our community.

On behalf of the Channahon Fire Protection District Board of Trustees, Executive Fire Leadership, Administrative Support, and Operations Staff, thank you for allowing us the privilege to serve you, the Channahon Community.

Sincerely,

John Petrakis

Fire Chief
MSEFSL, CFO, MiFireE