

WOODSTOCK FIRE/RESCUE DISTRICT

2025-2029

STRATEGIC PLAN

WOODSTOCK FIRE/RESCUE DISTRICT

Introduction to WFRD

The Woodstock Fire/Rescue District (WFRD) provides comprehensive fire suppression, emergency medical services, technical rescue, hazardous materials mitigation, fire prevention, public education, and fire investigation across a 82.5-square-mile area. This territory includes the City of Woodstock and portions of the Village of Bull Valley, as well as Dorr, Seneca, Hartland, and Greenwood Townships in Illinois. WFRD is committed to maintaining the highest levels of professionalism and efficiency for those it serves. To support this mission, the district has adhered to the guidelines established by the Center for Public Safety Excellence (CPSE) to document its strategic vision through the creation of a “Strategic Plan.” Additionally, WFRD is taking proactive steps to align with the standards set by the Commission on Fire Accreditation International (CFAI) as part of its continuous improvement efforts.

This document has been developed in accordance with the guidelines outlined in the CFAI Fire & Emergency Service Self-Assessment Manual, 9th Edition. It serves as a framework to guide the organization’s growth and progress within the parameters established by WFRD. The Strategic Planning process extended beyond producing a document; it encouraged members to critically assess paradigms, values, philosophies, and aspirations while fostering teamwork and collaboration. This process also provided stakeholders with a meaningful opportunity to shape the long-term direction and focus of the organization.

The strategic plan revisits WFRD’s foundational pillars, Mission, Vision, and Values, and sets forth a continuous improvement framework. This roadmap is designed to ensure a justifiable and sustainable future for the district, reflecting the collective dedication and efforts of all involved.



WOODSTOCK FIRE/RESCUE DISTRICT

Letter From the Chief

It is with great pride that I present the Woodstock Fire/Rescue District's Strategic Plan for 2025-2029. This document represents months of dedication, collaboration, and vision from our members and stakeholders. It serves as a roadmap for our continued commitment to delivering exceptional emergency services while adapting to the evolving needs of the residents we proudly serve.

Our mission has always been to safeguard lives and property through preparedness, response, and prevention, but the challenges of today demand innovation and strategic foresight. Whether addressing the increasing complexity of emergency calls, implementing new technology, or fostering partnerships that enhance community resilience, this plan outlines the strategies we will use to ensure we remain at the forefront of public safety.

This Strategic Plan is not just a document, it is a guideline for our agency. It reflects the dedication of the men and women of the Woodstock Fire/Rescue District, who serve with courage, compassion, and professionalism every day. It is also a testament to the trust and partnership we share with the community. Together, we will continue to build a safe and thriving community, prepared for the challenges and opportunities of the future.

Thank you for your continued support and trust. On behalf of the Woodstock Fire/Rescue District, I look forward to working together to achieve the goals outlined in this plan and to ensure a resilient and prosperous future for all.

Respectfully,

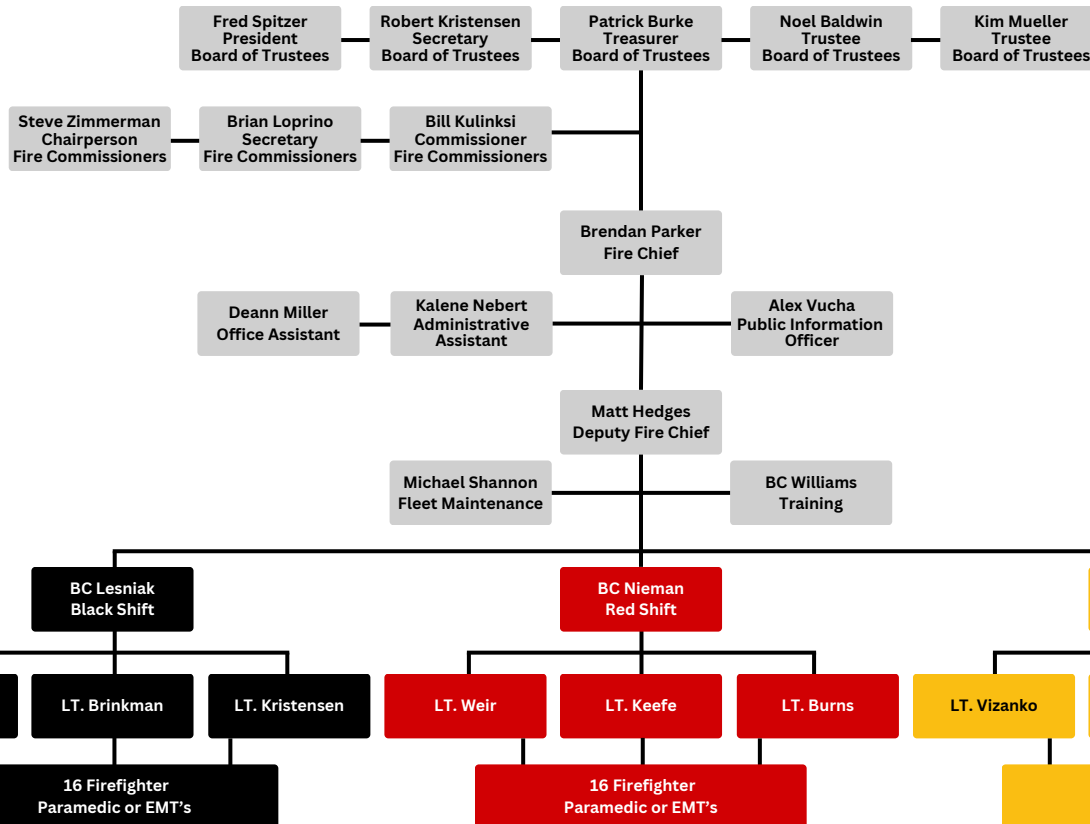


Brendan Parker
Fire Chief



WOODSTOCK FIRE/RESCUE DISTRICT

Organizational Structure



Introduction to the Strategic Planning Process

In today's dynamic and ever-changing environment, fire and emergency service organizations must evolve to meet the growing needs of their communities while staying aligned with industry best practices. The Woodstock Fire/Rescue District (WFRD) recognizes that success lies not only in responding to emergencies but also in planning effectively for the future. To achieve this, WFRD has embraced a comprehensive Strategic Planning Process designed to ensure the district remains innovative, efficient, and responsive to the needs of the people it serves.

The Strategic Planning Process is more than a procedural exercise, it is a foundational approach that sets the tone for continuous improvement and organizational excellence. At its core, this process fosters collaboration, challenges conventional thinking, and aligns WFRD's goals with its mission, vision, and values. By adopting this proactive approach, WFRD not only identifies current priorities but also anticipates future challenges and opportunities, ensuring its capacity to deliver exceptional service in the years ahead.

Collaboration and Commitment

The success of the Strategic Planning Process hinges on the commitment and collaboration of everyone involved. WFRD has engaged a broad spectrum of stakeholders, including district leadership, firefighters, paramedics, and administrative staff. By fostering a collaborative environment, the process ensures that diverse voices are heard, and collective efforts are channeled toward shared goals.



Purpose and Goals of Strategic Planning

WFRD's Strategic Planning Process is structured to ensure inclusivity, transparency, and thorough analysis at every stage. The process begins with a comprehensive evaluation of the district's current state, including an assessment of strengths, weaknesses, opportunities, and threats (SWOT). This assessment is followed by robust engagement with stakeholders to gather input and insights that reflect the needs and expectations of the community, as well as the expertise and experience of district personnel.

Key steps in the Strategic Planning Process include:

1. Establishing Foundational Pillars: Revisiting and refining the district's mission, vision, and values to serve as the cornerstone of the plan.
2. Goal Setting and Prioritization: Identifying strategic goals and objectives that address current needs while planning for the future.
3. Developing Action Plans: Crafting actionable steps and assigning responsibilities to achieve defined objectives.
4. Implementation and Monitoring: Rolling out initiatives and establishing mechanisms to monitor progress and measure success.
5. Evaluation and Adaptation: Regularly reviewing and adjusting the plan to ensure continued relevance and effectiveness.

A Roadmap for the Future

The Strategic Planning Process is not a one-time endeavor but a living, evolving framework designed to guide WFRD into the future. It reflects the district's unwavering commitment to excellence, innovation, and community service. With this plan, WFRD is poised to navigate challenges, embrace opportunities, and deliver exceptional fire and emergency services that meet the highest standards of safety and professionalism.

By embedding the principles of strategic planning into its operations, WFRD reinforces its role as a trusted and resilient organization, dedicated to safeguarding the lives and property of those it serves.



WOODSTOCK FIRE/RESCUE DISTRICT

Group Findings

The group findings work sessions were conducted over the course of three days. These sessions served to discuss the District's approach to strategic plan development, with a focus on the WFRD's Mission, Values, Core Programs, and Support Services, as well as the District's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions generated a high level of interest and participation, which was reflected by the membership representation in attendance and as named and pictured below.

Greg Antor
Kyle Beres
Jake Biederer
Matt Hedges
Eric Kristensen
Jeff Lesniak
Scott Nieman

Hayden Norris
John Potoczky
Mike Shannon
Brandon Teresi
Alex Vucha
Chad Williams



WOODSTOCK FIRE/RESCUE DISTRICT

Mission

The Mission of an organization serves as its guiding purpose, answering fundamental questions that define its identity and purpose:

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

Recognizing the importance of these questions, a workgroup of the Woodstock Fire/Rescue District convened to review and evaluate the existing Mission statement. Through thoughtful discussion and collaboration, they collectively reaffirmed and refined the district's Mission to ensure it accurately reflects WFRD's core purpose and dedication to serving the community.

The mission of the Woodstock Fire/Rescue District is to save lives, property, and the environment by providing aggressive, rapid, and skillful emergency response to all.

Vision

On the first day of the Strategic Planning Process, members of the Woodstock Fire/Rescue District (WFRD) collaborated to revise the district's Vision Statement. This statement reflects WFRD's aspirations for the future and defines its intentions moving forward.

The Vision serves as a target of excellence, guiding the district's efforts and setting the foundation for its goals and objectives. By articulating a clear and compelling Vision, WFRD ensures that all members remain aligned and motivated to achieve the organization's long-term mission of serving the community with distinction.

Ensuring dedication to achieving excellence through preparation and innovation.



WOODSTOCK FIRE/RESCUE DISTRICT

Values

Defining and embracing values with clear, supporting statements is vital to the identity and culture of any organization. These values represent the principles and attributes that shape the “personality” of the Woodstock Fire/Rescue District. By agreeing on these core values, the WFRD have established a shared understanding and commitment to the ideals that guide their service to the community.

The following table highlights WFRD’s core values and the associated statements that reflect their meaning:

Value	Supporting Statement
FAMILY	No one fights or stands alone.
INTEGRITY	Our everyday actions and decisions reflect the highest standards of honesty and trustworthiness.
TEAMWORK	We work together, to commit to a common purpose and are mutually accountable.
DIGNITY	We hold the community we serve, each other, and our profession in the highest regard.
PROFESSIONALISM	Through our attitude, actions, and appearance, we will demonstrate competence and strive for excellence.
RESILIENCY	We value dedication and will work through any challenge to meet our community’s needs.

The Mission and Values of WFRD are the foundation upon which the district operates. These principles serve as a compass, guiding every member in their daily tasks and decisions, as well as in the accomplishment of the district’s broader goals and objectives.

By prioritizing these values, WFRD fosters a cohesive and purpose-driven culture that supports its vision for the future and its unwavering dedication to excellence.



WOODSTOCK FIRE/RESCUE DISTRICT

Programs and Services

The Woodstock Fire/Rescue District identified the key programs that the District provides to the community. Additionally, they recognized the essential services that enable the organization to deliver these programs effectively. These core programs and supporting services reflect WFRD's commitment to meeting the diverse needs of the community with professionalism and excellence.

Core Programs

- Emergency Medical Services
- Fire Suppression
- Community Risk Reduction
- Specialized Response Teams
- Public Service

Support Services

- | | | |
|------------------------------------|-------------------------------|-------------------------------------|
| • City of Woodstock | • Tow/Excavating Companies | • ESO Software |
| • McHenry County Sheriff's Office | • McHenry County Fair grounds | • Macqueen |
| • Northwestern Medicine | • Board up Companies | • Jean Ross Company |
| • Senior Services | • Government Accounting Inc. | • Uniform Apparel Solutions |
| • Office of the State Fire Marshal | • MCMRMA | • Vector Solutions |
| • American Community Bank | • FEMA | • First Arriving |
| • IDOT | • Image trend Software | • Contracted Services |
| • IEMA/EMA | • Employee Assistance Program | • Air One |
| • Community School District's | • NERCOM | • Dinges |
| • GIS/Planning Department | • Air Methods | • Log Rx |
| • American Heart Association | • Woodstock Police Dept. | • Mercy Health System |
| • Fire Recovery Services | • DCFS | • 100 Club of Illinois |
| • Local 4813 | • IAFF/AFFI | • Bull Valley Ford |
| • IAFF Trust | • EPA | • Department of Aging |
| • ETSB | • Illinois State Police | • Illinois Firefighter Peer Support |
| • Firemanger Software | • Foster Coach | • Pierce |
| • Fire Service Inc. | • Union Pacific | • Knox Connect Software |
| • MABAS | • PACE Bus | |
| • Nearby Villages in the District | • Paramedic Billing Services | |
| • McHenry County Crisis | • Local Politicians | |
| • McHenry County College | • The Compliance Engine | |
| • OSHA | • Residents | |



WOODSTOCK FIRE/RESCUE DISTRICT

S.W.O.T. Analysis

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

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time. Through a consensus process, the following strengths of the WFRD were identified as follows:

Personnel	Chaplain
Recruit Program	IAFF/AFFI
Training	EMS Care
Willingness To Do What It Takes	In-house Mechanic/Fleet
Community Support/Interactions	Ownership of Responsibilities
Equipment	Diversity
Succession Plan	Adaptive
Hospital In-District	Organizational Foundation
Strategic Plan	Working with Other Fire Departments
Station Environment	Community Interactions
Fiscal Responsibility	Aggressive Fire & EMS Tactics
Health, Wellness, Peer Support	Workout Facility
Local 4813	Positive Attitude



WOODSTOCK FIRE/RESCUE DISTRICT

Public Education	Alternative Revenue Generation
Innovation	District-Tax Body
Insurance	Collective Bargaining Agreement
Part-Time Benefit Schedule	Retainment
Capital Improvement Plan	Training Time Off
Progression of Experience	Leadership
Morale	Communication Specialist/PIO
Professional Development	Networking with partners
Continue Decreasing Workload Pushing Back Up the Rank	Labor/Management Communication & Relationship

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

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

Consistency	Building & Grounds (Aging Stations & Layout)
Reduced services @ NWH - Woodstock	New Member Time Commitment
Lack of Proper Maintenance Facility	Lack of Training Site
Lack of Administrative Staff	Staffing
Over-Reliance on Tax Revenue	Time Strain on Day
Upholding District Priorities	Aging Fleet
Reliance of Mutual Aid	Reliance of Technology

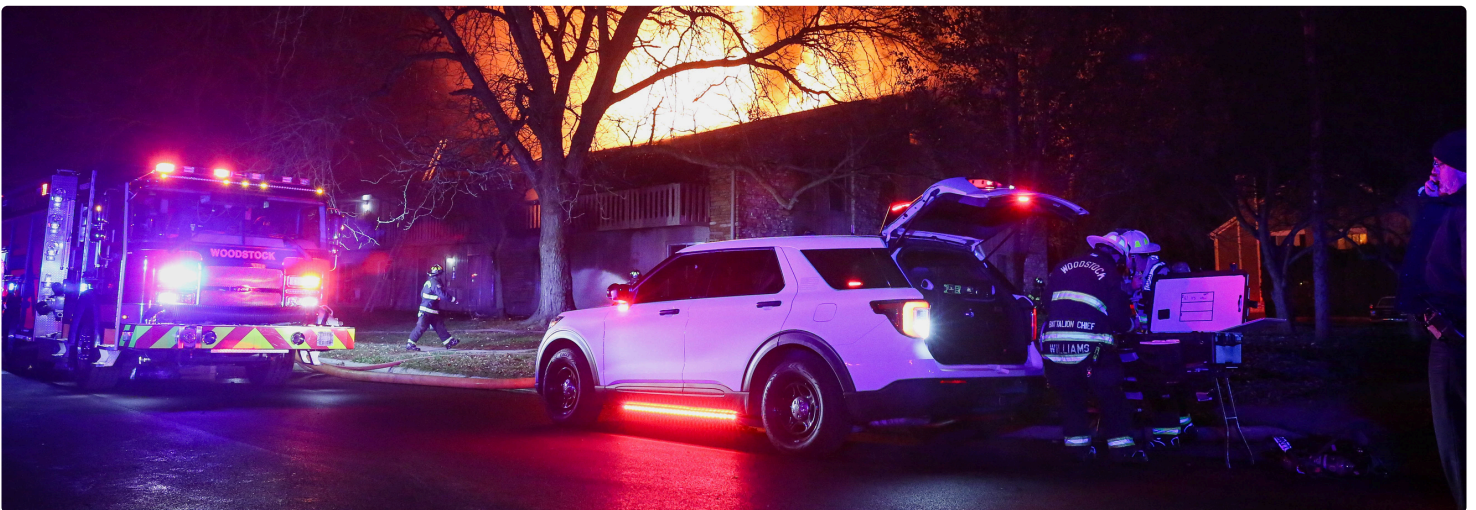


WOODSTOCK FIRE/RESCUE DISTRICT

Opportunities

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

Recruitment	Interagency Training
Trustee Awareness	Officer Development
Leadership	Disaster Planning
Identify Future Fire Station Locations	Grants
Intergovernmental Agreements	Media Platforms
Working with the City of Woodstock	TIF 2
Fundraising	Collaborate with EMS System
Outsourcing Programs	Training Site
Retirement Commitment (Transitional Staff)	Admin Staff
Vehicle Fuel Resource Opportunity	Increase Minimum Staffing
Outside Training	Health and Wellness
Community Paramedic Program	Language Classes/Resources
Data Analysis	Cadet Program
Intergenerational Cooperation	Succession Planning



WOODSTOCK FIRE/RESCUE DISTRICT



Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in this process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of the strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats were as follows:

Inflation/Economy	Ego
Lack of New Community Development	Uncertainty of EMS System
Mental Health	Unknown Status of Northwestern Medicine
Injuries/Illnesses	Grants
Intergovernmental Agreements	Labor Management Relationship
Finances	Increasing Workload/Call Volume
Route 47 Construction	Unfunded Mandates
Overtime	Staffing
TIF Districts	Manufacturing Delays
Changing Labor Market	Political Uncertainty



WOODSTOCK FIRE/RESCUE DISTRICT

Critical Issues and Service Gaps

Following a thorough review of WFRD's core programs and support services, the district's internal strengths and weaknesses were assessed, as well as external opportunities and threats. Through this analysis, they identified the primary critical issues and service gaps that must be addressed.

These findings serve as the foundation for the district's strategic initiatives, guiding the development of organizational goals and objectives. By addressing these critical areas, WFRD is positioned to effectively meet its future vision and continue providing exceptional service to the community.

Staffing	Training
Health & Wellness	Community Risk Reduction
Service Demand	Financial Sustainability
Station 1 Deployment	

Strategic Initiatives

After a comprehensive review of the district's critical issues and service gaps, the following strategic initiatives were identified. These initiatives will serve as a framework to guide the Woodstock Fire/Rescue District in establishing its goals and objectives, ensuring alignment with the district's mission, vision, and commitment to continuous improvement.

Staffing	Training
Service Demand	Financial Sustainability
Facilities	Culture



Goals & Objectives

Goal 1 Ensure sufficient staffing that will support core fire district programs

Objective 1A - Identify staffing levels that will meet the demand for service

Critical Tasks

- Identify, review, and recommend staffing enhancements that will improve overall service through data gathering and staffing analytics.
- Use department data to identify trends.
- Analyze the certification levels needed to maintain staffing levels.

Objective 1B - Identify additional non-line staff

Critical Tasks

- Analyze and identify line staff workload to determine what is outside of those roles.
- Determine workload that will move from line staff to administrative positions.
- Prioritize administrative positions based on workload to be accomplished.
- Develop organizational chart with new positions and job descriptions.
- Define expectations and parameters.
- Identify opportunities for supplemental support staff.

Objective 1C - Create a career pathway from cadet through full-time

Critical Tasks

- Identify and define each role cadet through full-time.
- Determine financing that supports the programs.
- Analyze the application process.
- Identify ways to maximize the advertisement of opportunities.
- Research hiring and/or retention incentives.
- Identify steps to qualify for and advance to each role.
- Develop experience and educational opportunities that reduce time spent on training new employees.



WOODSTOCK FIRE/RESCUE DISTRICT

Objective 1D - Construct and implement a succession plan to sustain operations

Critical Tasks

- Identify critical roles within the organization.
- Identify career pathways from full-time firefighter through fire chief.
- Create mentorship opportunities for each role.
- Provide opportunities and encourage leadership.
- Identify possible vacancies due to retirements/ promotions.
- Determine financing that supports the program.

Goal 2 Train to enable aggressive, rapid and skillful emergency response

Objective 2A - Establish district standards for mandatory training

Critical Tasks

- Analyze response data to identify optimal training times.
- Identify key organizations and the requirements for re-certification.
- Determine the training that is not currently being met.
- Develop a plan to bridge the training gaps that have been identified.
- Maintain 100% compliance to meet current certifications for active members.
- Identify locations to conduct facility trainings

Objective 2B - Expand training opportunities outside the boundaries of the district

Critical Tasks

- Identify and determine additional training opportunities with partner agencies.
- Place value on external perspectives and industry best practices.
- Encourage outside training opportunities.

Objective 2C - Ensure the officer development program meets the needs of the employee

Critical Tasks

- Identify the leadership needs of the district.
- Analyze and evaluate current program.
- Create mentorship opportunities for each officer role.
- Develop a plan to bridge the gaps that have been identified.



WOODSTOCK FIRE/RESCUE DISTRICT

Goal 3 Ensure district resources are sufficient to meet service demand

Objective 3A - Improve overall data collection and analysis to support decision making

Critical Tasks

- Evaluate and implement modern technology that will improve data collection.
- Assess current resources (personnel, facilities, equipment)
- Project future demand based on population growth, development, and other factors.

Objective 3B - Determine benchmarks to evaluate district operations

Critical Tasks

- Develop metrics to understand service demand.
- Develop metrics to understand resource availability including vehicles, facilities, and staffing.
- Identify any shortfalls in personnel, facilities, or equipment (i.e. utilization of mutual aid, hospital facility changes, etc.).

Objective 3C - Analyze current deployment model to ensure efficient allocation of resources

Critical Tasks

- Develop a response plan in the event that a local hospital closes or has further service changes.
- Analyze incident locations and response times to make necessary deployment/AVL changes.
- Monitor the current response guidelines for effectiveness.
- Plan for future staff and deployment models.
- Monitor infrastructure and development projects that will impact operational efficiency.



WOODSTOCK FIRE/RESCUE DISTRICT

Objective 3D - Improve disaster management planning and response

Critical Tasks

- Evaluate and update current disaster plan.
- Re-evaluate risk assessment and planning to mitigate those risks.
- Develop relationship with McHenry County Emergency Management Agency and local police agencies.
- Coordinate with local police, EMA, hospitals and other local government agencies.
- Develop interoperability with partner agencies.

Goal 4 Ensure that the District achieves financial sustainability

Objective 4A - Explore grant funding and other revenue sources

Critical Tasks

- Utilize available resources for grant writing.
- Explore alternative revenue sources (legislative grants, donors, 501c3).
- Keep alternative revenue sources up to date (GEMT, ambulance fee, service fee).

Objective 4B - Align program budgets to ensure district financial sustainability

Critical Tasks

- Provide instruction on budget process to managers
- Identify critical equipment needs.
- Identify critical facility needs.
- Prioritize equipment and facility needs.
- Monitor manufacturer lead times.
- Determine monetary allocation for equipment.

Objective 4C - Develop a financial reserve

Critical Tasks

- Create line item in the budget for a reserve fund.
- Research and determine adequate funding levels for a reserve fund.
- Create usage guidelines for funds to draw upon the reserve fund.



WOODSTOCK FIRE/RESCUE DISTRICT



Goal 5 Cultivate consistency within the culture of the district

Objective 5A - Establish consistency with SOG implementation

Critical Tasks

- Review SOGs to reduce overlap and redundancy
- Incorporate SOG review into After Action Review
- Communicate SOG deviations in the post-incident analysis
- Identify ways to communicate changes in the SOG with the membership

Objective 5B - Uphold established district priorities (firefighter, fire engine, firehouse)

Critical Tasks

- Determine ways to embrace the district priorities.

Objective 5C - Ensure best communication processes are being followed

Critical Tasks

- Review current communication methods and their effectiveness.
- Identify gaps in communication processes.
- Implement communication gap solutions.



Glossary of Terms and Acronyms

For the purposes of the Strategic Planning, the following terms and acronyms have the meanings set forth below:

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services from an agency.
IDOT	Illinois Department of Transportation
IEMA	Illinois Emergency Management Agency
GIS	Geographic Information System
ETSB	Emergency Telephone System Board
MABAS	Mutual Aid Box Alarm System
MCMRMA	McHenry County Municipal Risk Management Agency
OSHA	Occupational Safety and Health Administration
IDPH	Illinois Department of Public Health
FEMA	Federal Emergency Management Agency
NERCOM	Northeast Regional Communications Center
DCFS	Department of Children and Family Services
IAFF	International Association of Firefighters
AFFI	Associated Firefighters of Illinois
EPA	Environmental Protection Agency





WOODSTOCK FIRE/RESCUE DISTRICT
2025-2029
STRATEGIC PLAN