

Woodstock Fire/Rescue District

2020-2024 STRATEGIC PLAN





WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Introduction

The Woodstock Fire/Rescue District (herein referred to as WFRD) provides fire suppression, emergency medical services, technical rescue, hazardous materials mitigation, fire prevention, public education, and fire investigation to 90 square miles of the territory encompassing the City of Woodstock, as well as portions of the Village of Bull Valley, Dorr, Seneca, Hartland, and Greenwood Township of Illinois. WFRD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus has followed the guidelines established by the Center for Public Safety Excellence (CPSE) to facilitate a method to document our agency's path into the future via a "Community-Driven Strategic Plan". Furthermore, in an effort to work towards self-improvement, our agency is taking steps to follow and implement standards established by the Commission on Fire Accreditation International (CFAI). The following document was written in accordance with guidelines set forth in the CFAI Fire & Emergency Service Self-Assessment Manual 9th Ed., and is intended to guide the organization within established parameters set forth by WFRD.

WFRD utilized a Community-Driven Strategic Planning process to go beyond just the development of a document. It challenged the membership to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team". Furthermore, it provided the membership with an opportunity to participate in the development of our organization's long-term direction and focus. Members of the agency's external and internal stakeholder's groups performed an outstanding job in committing to this important project.

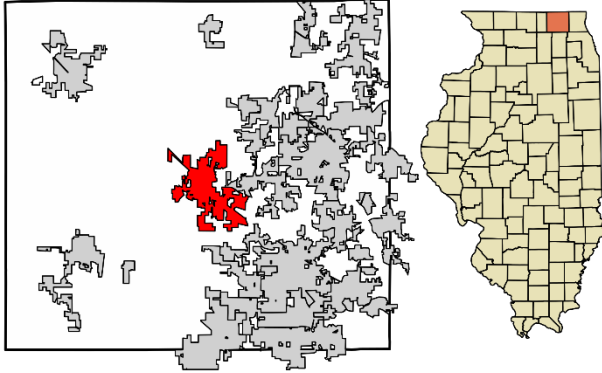
This strategic plan, with its foundation based in community and membership input, revisits our agency's pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future.



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Organization Background



The City of Woodstock is located in McHenry County, 55 miles northwest of downtown Chicago. Originally, the town was called Centerville to attract the seat of McHenry County Government in 1842. The Centerville site was chosen when Alvin Judd donated a two-acre public square for the county offices. The name was changed to Woodstock in 1845, named after the Vermont birthplace of early settler Joel Johnson.

Woodstock was incorporated as a City in 1852 and received City status in 1873.

In the mid-1800's, the Chicago and Northwestern Railroad provided farmers with easy access to Chicago, and Woodstock became home to one of the world's largest dairy processing plants operated by the Borden Company. The early 1900's brought the Emerson and Oliver Typewriter Companies to the city and by 1922, nearly half of the world's typewriters were made in Woodstock. After World War II, industrial activity declined, but residential construction boomed as Woodstock became a destination for those looking to escape the congestion of Chicago.



WFRD currently has 35 full-time and 18 part-time members. The District is staffed with a Chief, an administrative assistant, a mechanic, three Captains, twelve Lieutenants, and 38 Firefighter/ (Paramedic or EMT's). The District is under the direction of a 5-member elected Board of Trustees. There are three fire stations serving the District: the headquarters on Judd Street in the center of the City of Woodstock, Station 2 on Dean Street in the southern portion of the District, and Station 3 on Raffel Road in the northern portion of the District. The District also has

a maintenance facility adjacent to Station 1 on Judd Street.



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Table of Contents

Organizational Background.....	2
The Community-Driven Strategic Planning Process.....	5
Process and Acknowledgements.....	9
Community Group Findings.....	10
Community Priorities	10
Community Expectations	11
Areas of Community Concern.....	12
Positive Community Feedback.....	13
Other thoughts and Comments.....	14
Internal Stakeholder Group Findings.....	15
Mission.....	16
Values.....	17
Program and Services.....	18
S.W.O.T Analysis.....	19
Strengths.....	19
Weaknesses	20
Opportunities.....	21
Threats.....	21
Critical Issues and Service Gaps.....	22
Strategic Initiatives	22
Goals and Objectives.....	23
Vision.....	30
Performance Measurement.....	31
The Success of the Strategic Plan.....	32
Glossary of Terms, Acronyms, Initialisms.....	33
Works Cited.....	34



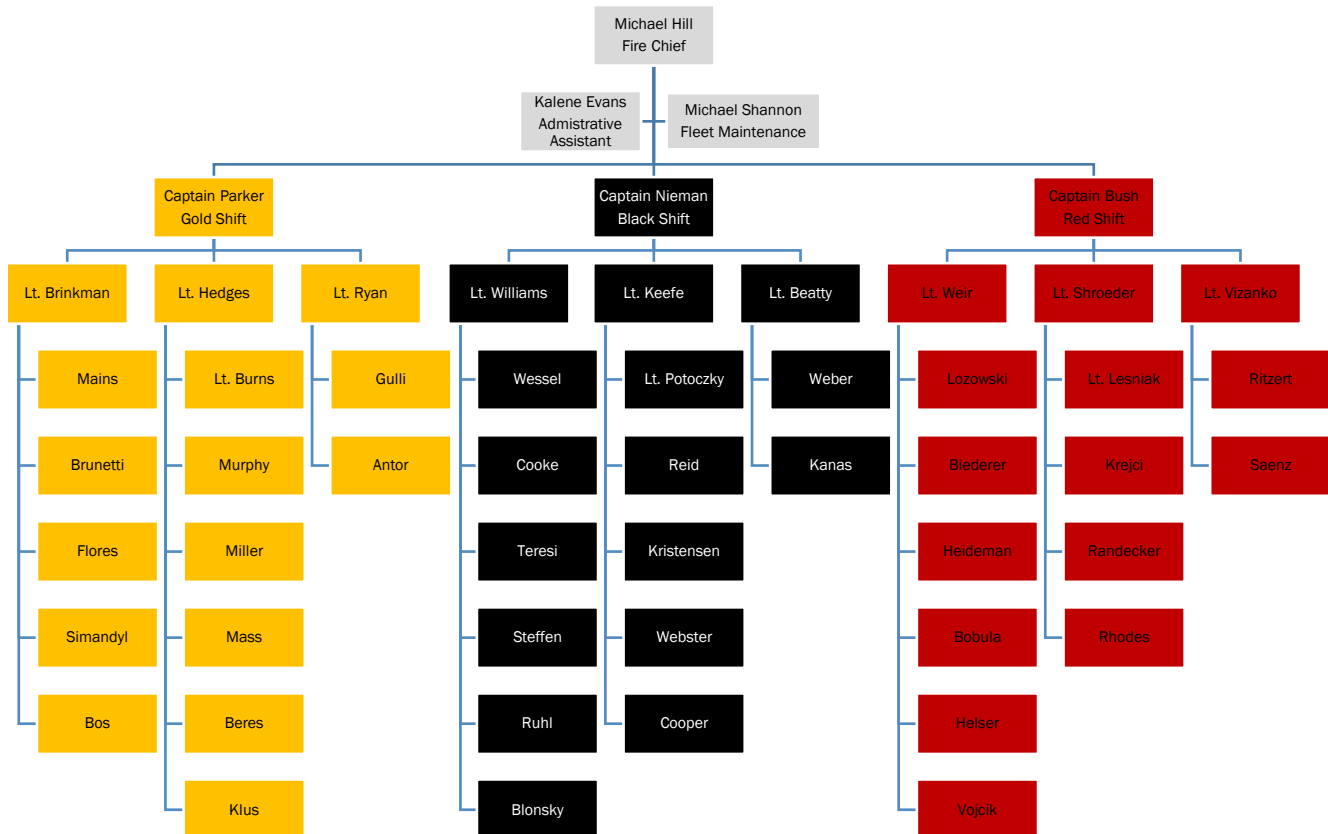
WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Organizational Structure

Board of Trustees:

Fred Spitzer, Robert Kristensen, Scott Sankey, Kenneth Marunde, and Noel Baldwin



Board of Fire Commissioners:

Dennis Leard, Steven Zimmerman, and Brian Lopprino



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

The Community-Driven Strategic Planning Process

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policymakers, and staff to develop ways to be more effective and more efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer resources. To work more efficiently with available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not serve the community.

To ensure that community needs were incorporated, The Community-Driven Strategic Planning process was used to develop this Strategic Plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort.

What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

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

Peter F. Drucker,
Professor of Social Science
and Management

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic, with new information from the community members, like-providers, and life changes factored in appropriately.

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining community focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality products and services to the public through better, more efficient and less expensive programs.



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Once their strategic goals are established, agency leaders must establish performance measures for which they are fully accountable, to assess and ensure that their departments and agencies are, indeed, delivering on the promises made in their strategic plans. Goodstein, Nolan, & Pfeiffer define Strategic Planning as

A continuous and systematic process

where guiding members of an organization make decisions about its future,

develop the necessary procedures and operations to achieve that future, and

determine how success is to be measured.¹

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

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

Most importantly, strategic planning can be an opportunity to unite the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A “community-driven organization” is defined as one that

Maintains a focus on the needs and expectations, both spoken and unspoken,
of customers, both present and future,
in the creation and/or improvement of the product or service provided.²

Again, it will be helpful to use the U.S. Federal Consortium Benchmarking Study Team’s definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers’ preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently “about” customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

Performance Assessment

Implied with every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a “To Do List”, or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization’s business.



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

The Community-Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

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



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Process and Acknowledgements

WFRD acknowledges our external and internal stakeholders for their participation and input into the development of this strategic plan. Development of the WFRD strategic plan began in June of 2018, during which time representatives held an open meeting where members of the public, or external stakeholders, were invited. Input received from the meeting revolved around community expectations, concerns, and other comments about the agency. WFRD would like to express a special ‘thank you’ to community members at this meeting.

Table 1: Woodstock Fire/Rescue District External Stakeholders

<i>Doug Andrews</i>	<i>Emily Berendt</i>	<i>Kristin Coltrin</i>	<i>Denise Graff-Poinstein</i>
<i>Melissa Lenzi</i>	<i>Laurie Lewandowski</i>	<i>John Lieb</i>	<i>Larry Lough</i>
<i>Dan Regna</i>	<i>Steve Reich</i>	<i>Brian Sager</i>	<i>Roscoe Stelford</i>
<i>Jolene White</i>	<i>Amy Wilson</i>	<i>Jim Wormley</i>	<i>Thank You!</i>



Figure 1: Day 1 and Day 2 - External Stakeholder Participants



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Community Group Findings

A key element of the WFRD's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Therefore, the agency asked representatives from our community to participate in a meeting which would focus on their needs and expectations of our agency. Discussion centered not only on the present service programs provided but also on priorities for the future.

Community Priorities

In order to dedicate time, energy, and resources to services most desired by its community, the WFRD needed to understand what the customers consider to be their priorities. The external stakeholders were asked to prioritize the programs offered by our agency through a process of direct comparison.

Table 2: Community Service Programs Priorities of the Woodstock Fire/Rescue District

PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	17
Fire Suppression	2	28
Fire Inspection and Plan Review	3	62
Technical Rescue	4	67
Public Education	5	78
Hazardous Materials	6	79
Public Service	7	86
Water and Dive Rescue	8	90



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed. The following are the expectations of the community's external stakeholders:

Table 3: Community Expectations of the Woodstock Fire/Rescue District (verbatim, in no particular order)

My general expectations are that they are fully equip to serve the community with <u>all</u> the needed equipment. All equipment running and functional.
To respond quickly, competent/professional, educate
I expect response times to be timely and that all responders be appropriately trained. Equipment should be in good working order and an assets to personnel and not a hindrance.
Prompt and professional service
To respond in a timely manner to all 911 calls, providing adequate resources of manpower and equipment. Being fiscally responsible of budget to include (moving forward from 2018) a reserve account for replacement of fleet and routine maintenance/repair.
Swift response time, and arrive with highly competent personnel
To assist in emergency situations. To educate the public on best safety practices.
To be there when we need you.
Current and well-trained staff with an excellent response time. The ability to provide high quality emergency services and fire prevention inspections in a fiscally responsible manner.
Answers calls promptly, efficiently. Stress the priorities of emergency response. Put money where the need is.
Fire, rescue, the basics. But how do you determine basics when lives are in danger? All comes down to funding i.e. taxes but we are so overtaxed in this county already.
To provide emergency services such as medical and fire suppression. Public education and support as well as fire inspections are important.
Save lives/medical assistance. Save property. Fiscal responsibility. In that order.
Serve Woodstock with prompt, highly trained personnel.



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Areas of Community Concern

This process would be incomplete without an expression from the community regarding concerns about our agency. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

Table 4: Areas of Community Concern of the Woodstock Fire/Rescue District
(Verbatim, in no particular order)

The financial issue and locations on the 2 closest full functioning hospitals..... The unknowing of the growth and use of the closest hospital.
Location of hospitals. Age of equipment.
Level of service has the potential to be impacted by inadequate staff levels.
Calls that are really non-emergency (more public education). Having to send out a truck or engine when paramedics could be transported in a much less expensive vehicle. Funding of vehicles vs. daily services
Aging fleet. Response call time from has grown with closing of Woodstock Centegra location. Site planning to accommodate residential growth specifically within Station 2 district zone. Extra wear and tear on fleet to respond to 911 calls (and possibly misuse of resource time) for calls in the downtown district specifically to the homeless shelter. How many calls are treatment of repeat offenders? What entity truly burdens the cost from this program?
Having to make cuts based off of shrinking budget resources during an era of increasing calls for service.
Fewer staff in key roles puts a burden on staff in field roles.
This is not a criticism, but public outreach can be improved. (ex: "Knock Box" program)
Aging equipment/apparatus combined with high cost of replacement. Revenue generating capacity is limited.
Expense control, especially in pension obligations. Some concern about aging of equipment. Extremely large geography to cover.
Lack of funding in the face of increasing need. Increased transport since Woodstock closed hospital.
Deficit funding levels. Increasing demands for services. Pension cost increases. Lack of diversity in revenue.
Age of the equipment and understaffing which is driven by finances.
Inability to have all career personnel. Pension liability. Deficit/unbalanced budget.



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Positive Community Feedback

WFRD promotes the belief that, for a strategic plan to be valid, the community's view on the District's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization to overcome or offset some of the identified weaknesses.

**Table 5: Positive Community Comments about the Woodstock Fire/Rescue District
(Verbatim, in no particular order)**

Strengths and positives are their willingness to breakdown all the numbers (good and bad) to see how they can help us. Seems they are ready to make changes as the community changes around us.
Competency of staff, location of fire stations
Experience of personnel is a huge asset. In addition, the commitment the district is showing to maximize the impact shows the district cares about the residents.
Three stations which can reduce response times and provide backup services. 24/7 staffing
Adopting a strategic planning session, engaging community members. Eliminating duplication of effort with roles/responsibilities of department staff to make department run more efficiently. A young staff to grow into the coming years.
The personnel composition of WFRD. The stations seem to be appropriately located
That, despite the limited resources, the district has maintained highly trained staff and excellent response times. And, district staff is still looking for ways to improve.
Response times appear to be extraordinary. Doing more with less.
Strong professionals with passionate dedication. High degree of integrity at all levels from the Board thru administration to the lines. Well-positioned stations.
Good organizational structure. Logical location of stations. Good emphasis on ongoing training.
From attending this session I come away with an appreciation for the juggling of priorities and resources and the skill involved in allocating both.
The districts staff and leadership. The strong partnership with the city. The overall commitment to service and our community.
Great personnel who are highly professional on duty and involved in community in their personal lives.
Personnel, community involvement, cadet program, 3 stations.



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Other Thoughts and Comments

The Community was asked to share any other comments they had about WFRD or its services. The following written comments were received:

Table 6: Other Community Comments about Woodstock Fire/Rescue District
(Verbatim, in no particular order)

Glad you are doing this planning. Did not indicate how you maintain operations with a "funding" deficit? (The public is entitled to know this.)
No, this has been very thorough. Thank you.
Appreciate the incredibly strong, mutually supportive partnership currently enjoyed between the City of Woodstock and the District. Thank you.
I always suggest reaching out to peers to look at creative solutions they have used or are adopting. Overall, public safety is likely to experience a number of major changes in the next ten years due to costs. Consolidations are being currently analyzed for municipal services by CMAP on a countywide basis. Fire/rescue districts may also benefit in these discussions.
Enjoyed the presentation. Learned a lot. How can the story/statistics be shared to a wider audience? Regular reports to public could help let people know what your doing, what your challenges are.



Figure 2: External Stakeholder Work Session



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Internal Stakeholder Group Findings

The internal stakeholder 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 broad membership representation in attendance and as named and pictured below.

Table 7: Woodstock Fire/Rescue District Internal Stakeholders

<i>Greg Antor</i>	<i>Noel Baldwin</i>	<i>Zac Beatty</i>	<i>Jake Biederer</i>	<i>Erik Bobula</i>
<i>Joe Brunetti</i>	<i>Karen Bush</i>	<i>DeAngelo Cooke</i>	<i>Kalene Evans</i>	<i>Matt Gulli</i>
<i>Matt Hedges</i>	<i>Paul Heideman</i>	<i>Mike Hill</i>	<i>Brian Lopprino</i>	<i>Bill Mulikens</i>
<i>Scott Nieman</i>	<i>Brendan Parker</i>	<i>Scott Ritzert</i>	<i>Tim Schroeder</i>	<i>Mike Shannon</i>
<i>Eric Vizanko</i>	<i>Nick Weir</i>	<i>Scott Wessel</i>		



Figure 3: Internal Stakeholder Group



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Mission

The purpose of the Mission is to answer the questions:

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

A work group of the WFRD's internal stakeholders met to review the existing Mission and collectively agreed to the following.

Table 8: Woodstock Fire/Rescue District Mission

The mission of the Woodstock Fire/Rescue District is to protect life and property through efficient and professional service to our community.



Figure 4: Internal Stakeholders Conducting a Work Session



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Values

Establishing values and associated statements embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. WFRD internal stakeholders agreed to the following values, terms, and supporting statements.

Table 9: Woodstock Fire/Rescue District Value Statements

FAMILY
<i>No one fights or stands alone.</i>
INTEGRITY
<i>Our everyday actions and decisions reflect the highest standards of honesty and trustworthiness.</i>
TEAMWORK
<i>We support each member's achievement toward providing excellent service to our community.</i>
DIGNITY
<i>We hold the community we serve, each other, and our profession in the highest regard.</i>
PROFESSIONALISM
<i>Through our attitude, actions, and appearance, we will demonstrate competence and strive for excellence.</i>
RESILIENCY
<i>We value dedication and will work through any challenge to meet our community's needs.</i>

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



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Programs and Services

The WFRD internal stakeholders identified the following core programs provided to the community, as well as the services that enable the agency to deliver those programs:

Table 11: Core Programs

Emergency Medical Services	Public Service
Fire Suppression	Hazardous Materials
Public Education	Technical Rescue
Inspection and Pre-Plans	Dive Rescue

Table 12: Support Services

City of Woodstock	MABAS	NERCOM
McHenry County Sheriff's Office	Nearby Village's in District	Flight for Life
Northwestern Medicine	McHenry County Crisis	Woodstock Police Dept.
Senior Services	McHenry County College	DCFS
Office of the State Fire Marshall	OSHA	IAFF/AFFI
American Community Bank	Tow/Excavation Companies	EPA
IDOT	IDPH	Illinois State Police
IEMA	Red Cross	Foster Coach
Community School Districts	Utility Companies	Union Pacific
GIS / Planning Department	McHenry County Fairgrounds	PACE Bus
American Heart Association	Board up Companies	Paramedic Billing Services
Fire Recovery Services	Government Accounting Inc.	Local Politicians
IAFF Local 4813	MCMERMA	IROL
Corkill Insurance	FEMA	Residents
ETSB	Imagetrend Software	Firehouse Software
Firemanager Software	Stateline Technologies	Global
Fire Service Inc.	Employee Assistance Program	Jean Ross Company



Figure 5: Internal Stakeholders Conducting Work Sessions



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

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 internal stakeholders identified the strengths of the WFRD as follows:

Table 13: Strengths of the Woodstock Fire/Rescue District

Personnel	Adaptive
Chaplain	Hospital in district
Cadet program	Organizational foundation
Youth	Strategic plan
IAFF/AFFI support	Working with other FD's
Training	Station environment
EMS care	Community interactions
Station locations	Fiscally responsible
Willingness to do what it takes	Aggressive tactics
In house mechanic/Fleet maintenance	Workout facility
Community support	Local 4813
Survivability	Positive attitude
Ownership of areas of responsibilities	Pre-K public education
Equipment	Ambulance billing receipts



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

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 by the internal stakeholders as weaknesses:

Table 14: Weaknesses of the Woodstock Fire/Rescue District

Narrow sighted	Opportunity to attend trainings
Ego	Unwillingness to accept advice
Programs that are not maintained	Lack of administrative staff
Too many responsibilities	Unfunded special teams
Lack of replacement plans	Reduced service at Northwestern Medicine Woodstock
Reduced staffing	Youth of department
Consistency	Budget
Fire prevention	Unable to flow water for training
Pace of change	Close supervision of new members
Officer development	Daily staff workload
Leadership	Trustee awareness
Building and grounds	Radios and communications
Morale	Lack of employee development program



Figure 6: Internal Stakeholders Conducting Work Sessions



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Opportunities

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

Table 15: Opportunities for the Woodstock Fire/Rescue District

Grants	Consolidation with other FD's
Cornerstone classes	Working with the City of Woodstock
Foreign Fire Tax Board	Interagency training
Employee recruitment	TIF 2
Employee development program	Fundraising
Intergovernmental agreements	Business manager
Risk management	Become non-smoker to reduce insurance costs
Incentives to become a paramedic and stay	Collaborate with EMS system
Social media	Outsourcing programs

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 identified by the internal stakeholders were as follows:

Table 16: Threats to the Woodstock Fire/Rescue District

Aging apparatus	Filling part-time paramedic positions
Mental health	Finances
Unfunded mandates – training	Sick time payouts
Overtime due to lack of part-time employees	Lack of replacement programs
Unknown status of Northwestern Woodstock	Increasing Unit Hour Utilization
NERCOM costs	TIF 2
Increased number of injuries	Pension costs
Budget constraints	Mass retirements
Labor/Management relations	Demographic changes



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Critical Issues and Service Gaps

After reviewing WFRD's core programs and support services, and identifying the internal strengths and weakness along with external opportunities and threats, the internal stakeholders identified their primary critical issues and service gaps. These provide the foundation for the strategic initiatives, which will drive organizational goals and objectives to meet the future vision of the WFRD.

Table 17: Critical Issues and Service Gap Topics Identified

Staffing	Training	Deployment/Response
Health & Wellness	Community Risk Reduction	Capital Improvement Plan
Financial Sustainability		

Strategic Initiatives

Having reviewed the Districts critical issues and service gaps, the following strategic initiatives were identified to guide the District in establishing the goals and objectives.

Table 18: Strategic Initiatives

Staffing	Training	Deployment/Response
Health & Wellness	Community Risk Reduction	Financial Sustainability



Figure 7: Internal Stakeholders Conducting Work Sessions



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Goals and Objectives

The process, to this point, has dealt with establishing the Mission, Values, S.W.O.T, Critical Issues, and Service Gaps of WFRD. In order to achieve the mission of WFRD, realistic goals and objectives must be established to enhance strengths, address identified weaknesses, provide individual members with clear direction, and address the concerns of the community. The internal stakeholders met for several hours to complete this critical phase of the planning process.

The internal stakeholders set timelines for completion of objectives supporting the goals. Leadership of WFRD should establish work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change. Once the work groups are established and have had an opportunity to meet and review the goals and objectives, they should report to WFRD leadership with a plan on how the goals are to be achieved.

**"If you don't keep score,
you're only practicing."**

Vince Lombardi,
American Football Coach and Motivator

As goals and objectives are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now become the focus of the efforts of the District. By following these goals and objectives carefully, the District can be directed into its desired future while having reduced the obstacles and distractions along the way.



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

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

Objective 1A	Identify staffing levels that will meet the demand for service.
Timeframe	
Critical Tasks	<ul style="list-style-type: none"> Identify, review, and recommend staffing enhancements that will improve overall service through data gathering and staffing analytics. Contact local municipal fire departments to inquire about their staffing methodologies and related statistics. Review authoritative sources for staffing models, best practices, and standards for guidance. Use department data to identify trends. Analyze the certification levels needed to maintain staffing levels.

Objective 1B	Develop a staffing model that supports an equitable distribution of workload.
Timeframe	
Critical Tasks	<ul style="list-style-type: none"> Analyze and identify line staff workload to determine what is outside of those roles. Examine moving some workload to part-time employees. 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.

Objective 1C	Improve part-time recruitment and retention.
Timeframe	
Critical Tasks	<ul style="list-style-type: none"> Survey the current part-time employees to determine pertinent positive and negatives of the position. Contact local municipal fire departments and private ambulance companies to inquire about their part-time program and benefits. Analyze the application process. Identify ways to maximize the advertisement of part-time positions. Research hiring and/or retention incentives. Determine the ratio for paramedics versus EMT's based upon staffing needs.

Objective 1D	Determine optimal ratio of FT to PT for the most efficient staffing model.
Timeframe	
Critical Tasks	<ul style="list-style-type: none"> Determine the cost of hiring and training part-time vs full-time employees. Determine paid time off, leave for paramedic school, and sick time for part-time employees. Calculate turnover rate for a part-time employee.



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Goal 2 Make improvements to the training program.

Objective 2A	Meet mandatory training requirements
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• 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.• Work with the City of Woodstock to improve the ability to or finding alternative means of flowing water for training purposes.• Maintain 100% compliance to meet current certifications for active members.

Objective 2B	Create a culture that places a priority on training
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• Create a schedule that prioritizes training over other responsibilities.• Identify ways to incentivize members to train more frequently.• Identify ways to document training more accurately.• Identify multi-company training opportunities to be implemented into the yearly training schedule.• Identity outside training opportunities to be implemented into the yearly training schedule.

Objective 2C	Implement training that includes specific risks to our community
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• Identify the risks specific to the District.• Develop training to meet identified risks.• Incorporate training into the yearly training schedule.



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Goal 3 Effectively and efficiently improve the deployment and response of apparatus.

Objective 3A	Improve overall response times to meet NFPA response standards 90% of the time.
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• Analyze current response times for call handling, turnout, 1st unit arrival, and ERF.• Develop a cultural change that places emphasis on rapid response.• Evaluate and implement modern technology that will improve response times.• Prioritize district familiarization.• Publish response times.

Objective 3B	Analyze current deployment model to ensure efficient allocation of resources
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• Develop a response plan in the event that the in-district hospital closes or has further service changes.• Analyze incident locations and response times to make necessary deployment /AVL changes.• Identify all possible response types and ensure there is an associated response guideline that matches WFRD operations.• Evaluate the current response guidelines for effectiveness.• Plan for future staff and deployment models.• Identify and then monitor UHU time by vehicle type to ensure operational efficiencies.

Objective 3C	Improve internal and external communications
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• Evaluate communication equipment/applications that can be available for all employees to improve deployment.• Evaluate and improve interoperability communication with the Woodstock Police Department along with other fire departments within MABAS Division 5.



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Goal 4 Improve the health and wellness of the membership.

Objective 4A	Decrease the number of workplace injuries
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• Evaluate workout parameters and types of injuries that are occurring.• Implement means to reduce the workplace injuries based upon type of injuries or workouts performed.• Identify ways to incentivize working out more frequently.• Ensure ways to protect the time afforded for workouts.• Identify and implement ways to increase healthy behaviors.• Realign principles of health and wellness within the department.

Objective 4B	Support mental health initiatives
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• Establish list of resources to aid the membership with mental health issues.• Identify ways in which the membership can recognize risky behaviors and then how to handle the recognition.• Identify the common triggers of mental health problems and implement ways to reduce those triggers.



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Goal 5 Provide programs that reduces the risk to our community.

Objective 5A	Perform a community risk assessment of the District
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• Create a community risk committee.• Identity the risks of the district.

Objective 5B	Develop a relationship with key stakeholders
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• City of Woodstock.• State, local, federal, and EMA agencies.• Non-profit organizations.

Objective 5C	Improve the CPR program
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• Identify personnel needs to staff the program effectively.• Identify the financial and equipment needs to effectively run the program.• Secure funding from key partners/stakeholders to support program.

Objective 5D	Educate WFRD personnel and community on the value of CRR
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• Identify and provide education to WFRD in prevention.• Identity, develop, and enhance current or new public education programs to meet the risks identified by the risk assessment.



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Goal 6 Ensure that the District achieves financial sustainability.

Objective 6A	Develop a financial reserve
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• 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.

Objective 6B	Explore grant funding and other revenue sources
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• Form a committee.• Identify personnel for cooperative training/education.• Explore other fundraising options available to the District.

Objective 6C	Implement program budgets
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• Create a standardized budget.• Perform accurate audit of current programs• Provide instruction on budget process to managers.

Objective 6D	Implement a replacement program for critical equipment
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• Identify critical equipment.• Prioritize equipment needs.• Determine monetary allocation for equipment.

Objective 6E	Create a Capital Improvement Plan
Timeframe	
Critical Tasks	<ul style="list-style-type: none">• Create a committee.• Create a standardize submission form.• Standardize the documentation.• Formalize a process to determine needs that will be addressed.



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Vision

On day one of the process, WFRD members revised the vision statement to state what the District's intentions will be in the future. This vision provides a target of excellence that the organization will strive toward and provides a basis for its goals and objectives.

Table 19: Woodstock Fire/Rescue Vision Statement

"Dedicated to excellence through preparation and innovation."



Figure 8: Internal Stakeholders Conducting Work Sessions



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Performance Measurement

“Managing for Results”

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Collins states, “What matters is not finding the perfect indicator, but settling upon a consistent and intelligent method of assessing your output results, and then tracking your trajectory with rigor.”³ We must further be prepared to revisit and revise our goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

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

Why Measure Performance?

It has been said that:

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

Reinventing Government
David Osborn and Ted Gaebler

In order to establish that the WFRD’s strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results”, will be utilized, which is based upon the follow:

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



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

A “family of measures” that is typically utilized to indicate and measure performance includes the following:

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

The Success of the Strategic Plan

WFRD has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the agency during the “development” stage of the planning process. The District utilized internal guidance and the community-driven strategic planning process to compile this document. The success of the WFRD strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the Board of Trustees, membership of the District, and the community at-large.

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

Good to Great and the Social Sectors
Jim Collins

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



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Glossary of Terms and Acronyms

For the purposes of the Community-Driven 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
IROL	Inspection Reports On-Line
EPA	Environmental Protection Agency



WOODSTOCK FIRE/RESCUE DISTRICT

2020-2024 STRATEGIC PLAN

Works Cited

- Bryson, J.M. (2004). *Strategic Planning for Public and Nonprofit Organizations* (3rd Ed.). San Francisco: Joss-Bass.
- Collins, J. (2009). *Good to Great and the Social Sectors*. Boulder: Jim Collins. (3)
- Commission on Fire Accreditation International. (2009). *Fire & Emergency Service Self-Assessment Manual*. (8th Ed.)
- Culver City Fire Department. (2014). *2014-2018 Strategic Plan*.
- Federal Benchmarking Consortium. (1997, February). *Service the American Public: Best Practices in Customer-Driven Strategic Planning*. Retrieved April 25, 2009, from GovInfo: <http://govinfo.library.unt.edu/npr.library/papers/benchmark/customer.html> (1 & 2)
- Griffin, R.W. (2008). *Fundamental of Management* (Fifth Ed.) Boston, MA: Houghton Mifflin Company.
- Matthews (2005). *Strategic Planning and Management for Library Managers*. (5)
- Sorkin, Ferris, & Hudak. (1984). *Strategies for Cities and Counties*. Public Technology. (4)
- Wheeland, C.M. (2014). *Empowering the Vision – Community-Wide Strategic Planning in Rock Hill, South Carolina*. Lanham, MD: University Press of America.