

# LINCOLNSHIRE RIVERWOODS FIRE PROTECTION DISTRICT

# 2021 - 2026 STRATEGIC PLAN



Facilitated by



Center for  
Public Safety  
Excellence

This page was intentionally left blank.

## Message from the Fire Chief / Executive Summary

---

After eighteen arduous months of planning and canceling our strategic planning due to the COVID 19 pandemic, we are honored to present our 2021-2026 strategic plan to our community and the members of our organization. This was truly a collaborative effort not only from our members (internal stakeholders) but many of our community members (community stakeholders) as well. We overcame many obstacles in providing you with the final product. From video conferencing, social distancing, planning, canceling, and replanning, we all came together as a team. This is our road map for the future of our organization.



Our community stakeholders consisted of business owners, police officers, village officials, concerned citizens, subdivision community leaders, and numerous other community-minded individuals and entities. Their feedback and perception of what our Fire District means to them was invaluable. This feedback was paramount in the development of our plan.

This plan was created by all different ranks and experience within our organization. From the 6-month probationary firefighter to our 44-year veteran. Twenty members (almost half of our entire workforce) participated in the three-day event. We are here for you to provide the best service possible and to always seek constant improvement. Our community is part of our fire district family, and as a family, we will grow together. Our community stakeholders are what drives our community.

As the Fire Chief, it was an emotional event to see the many members of our organization as well as our community members come together as one to produce our strategic plan. This seminal event will lead us into the future to guide our Fire District in not only better serving our community but our members as well.

I would like to thank everyone involved and also those who could not participate but provided valuable ideas and comments as we finalized our plan.

Respectfully,

*Tom Krueger*

Tom Krueger  
Fire Chief

## Introduction

---

The Lincolnshire-Riverwoods Fire Protection District (LRFD) provides an all-hazards approach in protecting the lives and property of the residents, businesses, and visitors of the Lincolnshire-Riverwoods Fire Protection District. LRFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written with a basis in the Commission on Fire Accreditation International's (CFAI) fire and emergency service accreditation model and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and plan execution.



**Department Stakeholders Work Sessions**

**LINCOLNSHIRE-RIVERWOODS FIRE PROTECTION DISTRICT**  
**STRATEGIC PLAN**  
Table of Contents

---

Organizational Background .....	1
Organizational Structure .....	2
Community-Driven Strategic Planning .....	2
Process and Acknowledgements .....	4
Community Group Findings .....	4
Community Priorities.....	5
Community Expectations .....	5
Areas of Community Concern.....	8
Positive Community Feedback .....	10
Other Thoughts and Comments .....	12
Department Stakeholder Group Findings .....	13
Mission .....	14
Values.....	15
Vision.....	15
Programs and Services .....	17
SWOT Analysis .....	17
Strengths.....	18
Weaknesses.....	19
Opportunities .....	20
Threats .....	21
Critical Issues and Service Gaps .....	22
Strategic Initiatives.....	24
Goals and Objectives .....	24
Performance Measurement .....	39
The Success of the Strategic Plan .....	40
Glossary of Terms, Acronyms, and Initialisms.....	41
Works Cited .....	43
Fire Stations .....	44
Apparatus .....	47
In Memoriam .....	48

## Organizational Background

Lincolnshire-Riverwoods Fire Protection District originated as the Vernon Fire Protection District and was established in 1940. Over the years, the evolution of the organization changed from its original all-volunteer form by merging and joining with other surrounding entities. On June 16, 1998, the Vernon Fire Protection District became the Lincolnshire-Riverwoods Fire Protection District. In 2020 a new training building was added to the Joint Training Center, which is shared with four other surrounding departments. The department has continued to be an ever-evolving organization focused on providing exceptional fire emergency services to the community.

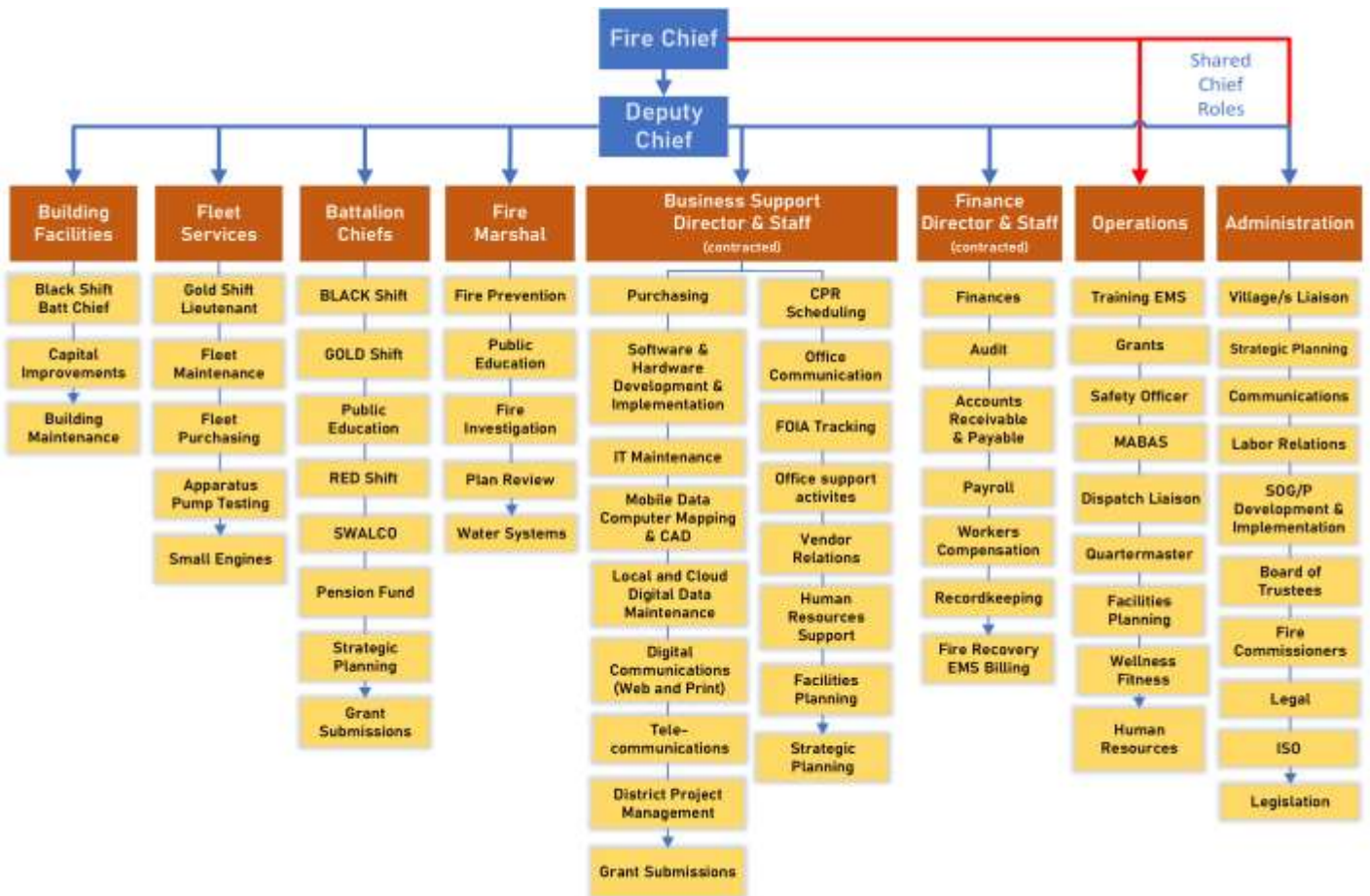


Lincolnshire-Riverwoods Fire Protection District serves an approximate population of 18,000 residents, plus thousands more that are employed within the community. Continued growth and increase in population present unique challenges that the LRFD continues to analyze and prepare for determining future deployment of resources.

Today, LRFD reflects on its history and remains committed to providing all-hazards emergency services and education to its community with flexibility, integrity, and accountability. Lincolnshire-Riverwoods Fire Protection District continues to honor its community by providing quality services through its proactive focus on risks and deployment from three stations located strategically throughout the 16 square miles of coverage area. Staffed to support the community, LRFD embraces its future vision and excellence in service delivery.



## Organizational Structure



## Community-Driven Strategic Planning

For many successful organizations, the community’s voice drives their operations and charts the course for their future. A community-driven emergency service organization seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization’s direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”<sup>1</sup>

<sup>1</sup> See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)

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 defined 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. Most importantly, strategic planning can be an opportunity to unify 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 progression and success will be measured.

### **The Community–Driven Strategic Planning Process Outline**

1. Define the programs provided to the community.
2. Establish the community’s service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization’s membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization’s critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



## Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Tom Krueger and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan took place in February 2021, beginning with meetings hosted by a CPSE representative for community members (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the Lincolnshire-Riverwoods Fire Protection District’s coverage area and some who were recipients of LRFD’s service(s).

Lincolnshire-Riverwoods Fire Protection District Community Stakeholders				
Brad Burke	Elliot Cohen	Kim Covelli	Brian Dirsmith	Bob Irvin
Joanne Kopper	Pat Kreis	Chris Leinhart	Joe Leonas	Alan Nerad
Jamie Watson	Gene Weiss	Sharon Song	Scott Zingsheim	

## Community Group Findings

A key element of the Lincolnshire-Riverwoods Fire Protection District’s organizational philosophy is having a high level of commitment to the community and recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized) and positive and other comments about the organization.

The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders’ feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.

### Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Lincolnshire-Riverwoods Fire Protection District needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison.

The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	75
Fire Suppression	2	66
Technical Rescue	3	40
Fire Prevention	4	38
Emergency Management	5	37
Hazardous Materials Mitigation	6	33
Public Fire and Life Safety Education	7	24
Fire Investigation	8	23

### Community Expectations

Understanding what the community expects of its fire service 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’s needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the Lincolnshire-Riverwoods Fire Protection District. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent’s first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent’s fifth entry, it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process.

The following are the expectation responses of the community stakeholders:

**Community Expectations of the Lincolnshire-Riverwoods Fire Protection District  
(in priority order)**

1. Fast response times when we call 911, prompt; fast response; good response times to all emergencies; timely fire and medical response. (29)
2. Train and maintain personnel and equipment to the highest possible standard; develop core competencies in Fire/EMS abilities; training of staff; well-trained in life-saving measures and fire response efforts. (21)
3. Provide skilled care for medical emergencies; paramedic services; medical services; medical treatment. (18)
4. Community education and involvement; expand community engagement – be proactive whenever possible and seek new avenues and opportunities; public education programs; promote fire prevention services & public education. (15)
5. Professionalism; professional and skilled fire and medical emergency response; select and develop an accountable professional staff. (13)
6. Code enforcement; prevention; timely inspections. (9)
7. Firefighting; fire suppression. (8)
8. Use of up-to-date methods; use of up-to-date techniques and procedures. (8)
9. Understanding condominium components; communicate emergency issues within a condominium community. (7)
10. Leaders in handling non-violent mental health calls for service; mental health treatment. (7)
11. Well-maintained equipment; equipment is well maintained. (6)
12. Continually move the needle of progress forward; incrementally in many cases, but move it forward. (5)
13. Educated, education. (5)
14. Customer service. (4)
15. Ensuring construction and maintenance of fire-safe structures throughout the district. (4)
16. Rescue services (4)
17. Maintain strong partnerships with sister agencies. (4)
18. Proper upkeep of facilities/fire stations; facilities and building structures are maintained. (4)
19. Teamwork. (4)
20. Provide public services to the community, public safety. (4)
21. Listening to residents and officers at the scene. (3)
22. Fire investigation. (3)
23. Fiscal conservatism. (3)
24. Collaborating. (2)
25. Develop staff at all levels as part of succession planning. (2)

- 26. Close cooperation and work with inter-governmental partners. (2)
- 27. Mutual aid for expensive equipment to avoid duplication. (2)
- 28. Elimination of bureaucracy. (1)
- 29. Forward-thinking and progressive. (1)
- 30. Pre-planning for unique situations. (1)



### Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent’s first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent’s fifth entry, it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

**Areas of Community Concern about the  
Lincolnshire-Riverwoods Fire Protection District  
(verbatim, in priority order)**

1. Budget pressures versus support; adequate funding without too high of tax rates; funding. (13)
2. Training; proper training. (10)
3. Increasing burden to taxpayers. Local tax rate compared to other taxing entities; not being fiscally responsible. (9)
4. Delay in response times due to manpower; proximity of two of the fire stations for good response times. (8)
5. Public Information; providing updates to constituents on a routine basis; providing updates to other taxing bodies on a routine basis. (5)
6. Effective inter-operability capabilities amongst numerous jurisdictions and partner agencies. (5)
7. I suffered a fire suppression pipe burst in January 2014 (the PVC pipe over my ceiling cracked vertically during a Polar Vortex) and don’t always feel our vendor who maintains the system does a good job. I would like LRFD to be involved in regulating upkeep. (5)
8. Understanding our processes. (5)
9. Succession planning: it’s a young organization, so it is vital to train and retain this group to set the next 20 years of progress. (5)
10. Not enough communication with police department - too much segregation being separate taxing bodies. (5)
11. Patchwork of 911 centers and fire/police frequencies. (4)

12. I live in Village Green and feel some of the unit owners are prone to causing (non-medical) emergencies, e.g., leaving stoves on unattended, etc. Would like to know how we as a community can intervene and enhance the safety of our buildings. (4)
13. How the “unknown” like COVID affects response or support. (4)
14. Getting feedback if we are doing the correct steps and what can we improve to better serve the fire department. (4)
15. Morale. (4)
16. Equipment. (4)
17. Lack of understanding of fire department’s role in some matters. (4)
18. Understanding of impact on district decisions on greater community and other inter-governmental agencies. (4)
19. Transition of staffing plans. (4)
20. Do not train (or rarely train) with the police department. (3)
21. Operational decisions that drive costs but appear redundant, i.e., minimum call response versus what is true need. (3)
22. Do we have a great working relationship between both parties (police/fire)? (3)
23. Policies. (3)
24. Community/personal support. (2)
25. Competency. (2)
26. Need to be proactive in approach to delivery of service or work with community and other entities. (1)

### Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community’s view on the organization’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 overcome or offset some identified weaknesses.



**Positive Community Comments about the  
Lincolnshire-Riverwoods Fire Protection District  
(verbatim, in no particular order)**

- Professional advancement. Keeping up on latest technologies and tactics.
- Personable, firefighters care about the community.
- Communication.
- Compassion for the residents.
- Effective service.
- Prompt response.
- Successful with primary responsibilities.
- Leadership change! The current administration is doing amazing work.
- Always helpful.
- Interested in community engagement.
- Highly skilled team of professionals.
- Good inspection program.
- Great customer services provided to the community.
- There is a strong willingness to work with Winthrop, our condo community.
- Fast response with capable and equipped personnel.
- The fire department is appropriately visible to Lincolnshire residents.
- Easy to work with.
- Fast response time on calls.
- Skilled paramedics.
- Responsive to public.
- Overall organization: A GREAT GROUP to work with; due in large part to a shift in culture.
- Very knowledgeable.
- Helpful with requests.

- Increased community involvement in recent years.
- Well-trained personnel.
- Good working relationship between governmental organizations.
- Chief Krueger and his team are open to suggestions and feedback.
- Quick response to problems.
- Forward-thinking and progressive.
- Quality trained personnel and updated equipment.
- Effective response to fire and medical needs.
- Willing to do this exercise now (i.e., the present meeting).
- Ability to adapt to new challenges.
- Great leadership.
- Well-trained.
- Excellent rapport between police and fire personnel.
- Committed to their profession.
- Staff seems well chosen for their roles.





## Other Thoughts and Comments

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

**Other Community Comments about the  
Lincolnshire-Riverwoods Fire Protection District  
(verbatim, in no particular order)**

- I'd like to see the FD take more of a priority role in first response to mental health calls for service.
- While strategic planning is great, I believe due to the nature of the support required, they are always in a react mode.
- Dispatching services for police and fire need to be centralized from one location.
- Do the taxpayers know all services provided?
- More public awareness of LRFPD.
- Having been around the organization for the last 24 years, I can say things have changed dramatically! The current administration has demonstrated a commitment to changing the culture and perception of the organization and it is important to note.
- County-wide fire service to replace individual fire districts.
- What are the rules for payment for services - if any?
- More public training for emergencies.
- The organization continues to impress with its commitment to its residents and its personnel.
- I think it would be good for FD to initiate community events and invite others.
- Identify the potentials hazards within a condo community.
- There is a level of humility; and this process illustrates that.

## Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, focusing on the department’s mission, values, core programs, and support services. Additionally, focus was given to the organization’s perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group representing a broad cross-section of the department, as named, and pictured below.

Lincolnshire-Riverwoods Fire Protection District Stakeholders				
Ben Blonsky Firefighter	Mike Brown Battalion Chief	Steve Burnell Firefighter	Tom Burrs Lieutenant	Craig Gilsinger Lieutenant
Keith Halfman Project Manager /IT	Kevin Haltman Firefighter	Joe Harper Firefighter	Scott Knesley Deputy Chief	Tom Krueger Fire Chief
Eric Levernier Lieutenant	Jason McKenna Battalion Chief	Eric Norlin Fire Marshal	Ben Pankiewicz Firefighter	Tyler Reynolds Firefighter
Steve Shetsky Lieutenant	Jason Stockton Firefighter	Mike Vitale Firefighter	Adam Walovitch Firefighter	Brian Washburn Lieutenant



Department Stakeholders

## Mission

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that they guide the individuals who make up the Lincolnshire-Riverwoods Fire Protection District to accomplish the goals, objectives, and day-to-day tasks.

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all department members. 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?



In 2014, all members of the organization we asked to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire organization, which still holds true today.

**Be Professional, Make a Difference, Proudly Serve Everyone**

## Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

**Integrity** – Providing honest and accountable actions.

**Family** – Committing to emphatic and compassionate service to our citizens and members.

**Leadership** – Fostering a culture of empowerment through open communications.

**Dedication** – Displaying a positive attitude through hard work and sacrifice.

**Professionalism** – Demonstrating a high standard of knowledge and dependability through exceptional performance.

## Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department’s global vision but rather to confirm the futurity of the work that the department stakeholders designed. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

**“Vision is knowing who you are, where you’re going, and what will guide your journey.”**

Ken Blanchard

### Lincolnshire-Riverwoods Fire Protection District's 2026 Vision

is to continue to fulfill our personal and organizational commitment of earning trust through transparent efforts that enhance the lives of those we serve. This vision, our true futurity, will become a reality by striving to accomplish our goals and objectives. We will transition into this future by:

**L**Leading the way through dedicated and professional service delivery programs. Serving with integrity, we will endeavor to provide exceptional fire and emergency services to our district. We will establish internal communication systems and processes designed to enhance the quality of life of those who serve within this organization.

**R**Realizing the importance of innovative processes, we will utilize a solid workforce and development program to ensure that we are appropriately staffed with the best-qualified workforce to meet the community's needs. By striving to invest in the health and wellness of all members, we will guarantee that their longevity provides a lasting return to our citizens. Investments in modern information technology and practices will help lead this organization well into the future.

**F**Fostering solid labor relations with collaborative leadership, we will fine-tune internal and external training processes to ensure our members remain well-qualified to face any challenges that may arise during emergency responses in the district. During this journey, our community will be a safer and better place to live and work.

**P**articipating in and serving as leaders in the community as we increase and enhance our family-oriented community outreach processes, we will illustrate our commitment to the compassionate protection of life and property. Integrity and solid leadership will be foundational principles of everything we do as we reinforce our physical assets to generate improved efficacies within our organization.

**D**isplaying and living excellence in all we do; our district will accurately represent the values and mission of the LRFD to validate the services and programs provided to the citizens and all whom we took an oath to protect. We will serve with courage and honor, and our perseverance and selfless actions will guarantee a safer place to live, work and play.

Together we will continuously do what is best for our community while honoring our history through the prism of the future. We commit to personify our passion for what we do as we hold each other accountable for living our values, accomplishing our goals, and making this vision a reality.

## Programs and Services

To ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the department. Supporting services are the internal and external programs and services that help the LRFD deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the department's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, it is important that the department stakeholders understand that many local, state, and national services support its delivery of identified core programs.

Through a facilitated brainstorming session, the department stakeholders agreed upon the core programs provided to the community and many of the supporting services that support the programs. This session provided an understanding of the differences and the important key elements of the delineation.

## SWOT Analysis

An organization candidly identifies its positive and negative attributes through a SWOT analysis (strengths, weaknesses, opportunities, and threats). The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize and those that pose a danger. Department stakeholders participated in this activity to record LRFD's strengths and weaknesses and the possible opportunities and potential threats. Information gathered through this analysis guides the larger issues and gaps that exist within the agency. The information gathered will assist the agency in finding its broader critical issues and service gaps.

### Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identifying 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 organization’s primary function should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department’s strengths as follows:

Strengths of the Lincolnshire-Riverwoods Fire Protection District		
Progressive EMS system	Skilled paramedics	
Labor/Management relationship	Service delivery	
Fleet services	Quality equipment	
High expectations of department personnel	Well-trained personnel	
Fiscally responsible	Inclusion and participation at all levels	
Strong tax base	Education reimbursement	
Relationships with external stakeholders	Special response teams and equipment	
Open mind to new ideas	Benevolent fund	
Pride and tradition	Officer development	
Strategic planning	Committed firefighters	
Not afraid to remove problems	Respected by outside agencies	
Career advancement	Department member relationships	
Commitment to health and well being	Cancer prevention	Officers



## Weaknesses

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

Weaknesses of the Lincolnshire-Riverwoods Fire Protection District	
Location of stations	Station staffing based on budget
Outdated air packs	Outdated radios
Lack of community engagement	Response times
Getting along with other shifts	Difference in shift expectations
Use of jump companies	Not addressing problems face to face
Delegation of responsibilities	Succession plan
Pre-plan program	Completion of LEXIPOL policy program
Fire prevention inspection program	Honor guard program
Communication of department news	Fire prevention software/contact information
Special response team training	Field operations guideline (FOG)
Loss of internal positions	Career development/paths
Lack of career development program	Driver/engineer program
Personal accountability	Public relations
Administrative communication	Team/division position filling
Department expectations	Comprehensive health and wellness program
Large scale incident preparedness, i.e., active shooter	HR support
Additional administrative chief staffing	



### 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 department stakeholders identified the following potential opportunities:

Opportunities for the Lincolnshire-Riverwoods Fire Protection District	
Attend village board meetings	Alternate funding and grants
Mutual aid with neighboring departments	Associated Fire Fighters of IAFF/IAFC resources
IAFC resources	NFA education
Stevenson/College of Lee County relationship	Social media use
Bulk mail for public education	Townhall meetings for community outreach
Open house	Station dedication
Police interaction/mutual training	Training for mental health issues
Fitness and wellness program initiative	Public knowledge of K9 and drone team
Local rotary/condo associations/chamber of commerce	Improved media relations
Functional consolidation	Officer development program
Outside training opportunities	MABAS K9/Drone team awareness involvement
Fire department college tuition reimbursement	Meet with community organizations (i.e., PTA)
CAFT opportunities and resources	Regional consolidation
POC/Cadet program	Lake County Dispatch
Squad 51 department/regional	Division 4 investigators
Active company training	Re-branding our department name



**Threats**

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any 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 department stakeholders were as follows:

Potential Threats to the Lincolnshire-Riverwoods Fire Protection District	
Loss of revenue from loss of land/area	River flooding
Lack of interest in fire service hiring	Pensions and negative public perception
Domestic threats	Lack of economic recovery from COVID 19
Privatization of services	Turnover/change government/elected officials
Landlocked for additional revenue	Possible change in tax revenue
Litigation/ one bad call	Unfunded liabilities/mandates
Office of State Fire Marshal training mandates	Bad perspective by the public
Communities’ perception on lack of engagement	Construction of Deerfield Road disrupting response times
Cyber terrorism	Property tax extension limitations/consumer price index
Volatile market	Service decreases/manning shortages due to injury/illness
New or potential pandemic/ outbreaks	Infrastructure (rig/building) failure



## Critical Issues and Service Gaps

Following the department’s SWOT identification and review, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps. These provide further guidance toward identifying the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.

The following information is the raw data from the deliberation of the two workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the department should pursue for change and continuous improvement.

### Critical and Service Gap Issues Identified by the Department Stakeholders

Initiative Link	Group 1	Group 2
<b>Community Outreach</b>	Community Outreach <ul style="list-style-type: none"> <li>○ Social media</li> <li>○ Open house</li> <li>○ Attend village board meetings</li> <li>○ Town hall meeting</li> <li>○ Newsletter</li> <li>○ Condo associations</li> <li>○ Website</li> <li>○ Lack of community engagement</li> </ul>	External Communications <ul style="list-style-type: none"> <li>○ Public relations</li> <li>○ Government relations</li> <li>○ Public transparencies                             <ul style="list-style-type: none"> <li>▪ Fiscal responsibilities</li> <li>▪ Training standards</li> <li>▪ Code enforcement/standards</li> </ul> </li> <li>▪ Public relations</li> </ul>

Initiative Link	Group 1	Group 2
<b>Internal Communications</b>	Internal Communications <ul style="list-style-type: none"> <li>○ Accountability/who is responsible for passing on the information</li> <li>○ Delegation of responsibility</li> <li>○ Difference in shift expectations</li> <li>○ Conflict resolution</li> <li>○ Communication from administration</li> <li>○ Chain of command barriers</li> <li>○ Clarity of chain of command</li> <li>○ Afraid to ask questions or afraid to hear the answer</li> </ul>	Internal Communications <ul style="list-style-type: none"> <li>○ Not addressing issues face to face</li> <li>○ Delegation of responsibilities</li> <li>○ Personal accountability</li> <li>○ Delegation of additional responsibilities and tasks</li> <li>○ FOG’s</li> <li>○ Driver/engineer positions and programs</li> <li>○ Differences between shifts</li> </ul>

Initiative Link	Group 1	Group 2
<b>Health and Wellness</b>	Health and Wellness <ul style="list-style-type: none"> <li>○ Identify needs of the department</li> <li>○ Explore opportunities to engage and encourage member participation</li> <li>○ Nutritional program</li> <li>○ Comprehensive health and wellness program</li> <li>○ Evaluate department physician services</li> <li>○ Employee behavioral health wellness</li> <li>○ Firefighter peer support network</li> </ul>	N/A

Initiative Link	Group 1	Group 2
<b>Training</b>	Training <ul style="list-style-type: none"> <li>○ Driver/engineer training</li> <li>○ Funding/grants/tuition reimbursement</li> <li>○ Staffing and resources</li> <li>○ Lack of FOG's dealing with patient behavioral health issues</li> <li>○ Pandemic</li> <li>○ Lack of large-scale incident planning</li> <li>○ Individual career development</li> <li>○ Inter-agency training opportunities</li> <li>○ Special teams training</li> </ul>	N/A

Initiative Link	Group 1	Group 2
<b>Physical Assets</b>	N/A	Physical Assets <ul style="list-style-type: none"> <li>○ Timing of replacement for radios</li> <li>○ Timing or replacement for air packs</li> <li>○ Station location utilization</li> <li>○ Apparatus</li> </ul>

Initiative Link	Group 1	Group 2
<b>Information Technology</b>	N/A	Information Technology <ul style="list-style-type: none"> <li>○ Consolidation of electronic data</li> <li>○ Faster computers</li> <li>○ Pre-plans</li> <li>○ Data entry</li> </ul>

Initiative Link	Group 1	Group 2
<b>Workforce Planning and Development</b>	Workforce Planning and Development <ul style="list-style-type: none"> <li>○ Shift staffing</li> <li>○ Chief staffing</li> <li>○ Funding</li> <li>○ Succession planning</li> <li>○ Career Development Program</li> <li>○ Recruitment and retention</li> <li>○ Delegation of responsibilities</li> <li>○ Lexipol</li> </ul>	Workforce Utilization <ul style="list-style-type: none"> <li>○ Staffing</li> <li>○ Succession planning</li> <li>○ Retention</li> <li>○ Loss of internal positions</li> <li>○ Driver/engineer program and positions</li> <li>○ CDP program</li> <li>○ Leadership training</li> <li>○ EMS training/competencies                             <ul style="list-style-type: none"> <li>▪ Additional operations for mental health</li> <li>▪ Large scale incidents</li> </ul> </li> </ul>

### Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Lincolnshire-Riverwoods Fire Protection District’s Strategic Initiatives				
Community Outreach		Internal Communications		Health and Wellness
Training	Physical Assets	Information Technology	Workforce Planning and Development	

### Goals and Objectives

To continuously achieve the mission of the Lincolnshire-Riverwoods Fire Protection District, realistic goals and objectives with timelines for completion must be established. These will enhance strengths, address identified weaknesses, provide a clear direction, and address the community’s concerns. These should become a focus of the department’s efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the LRFD’s leadership.

<b>Goal 1</b>	<b>Improve and maintain community outreach through transparency of our actions to ensure a consistent message to our stakeholders.</b>	
<b>Objective 1A</b>	<b>Improve the online presence and revamp the newsletter to disseminate up-to-date fire department information and activities within the district.</b>	
<b>Timeframe</b>	1-2 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a media team consisting of members from each rank from Administration and Union Local in the organization.</li> <li>• Determine the need for a PIO (Public Information Officer) within the organization.</li> <li>• Determine the need for an external marketing company to develop and manage social media platforms.</li> <li>• Evaluate the cost-effectiveness of an external marketing company.</li> <li>• Have social media team evaluate the efficacy of current platforms, including website, social media platforms, and newsletter.</li> <li>• Create a new Facebook account linked to an Instagram account for streamlined content delivery across multiple platforms.</li> <li>• Research other agencies' platforms and content.</li> <li>• Draft and generate content relevant to daily activities and current events.</li> <li>• Monitor and update as we receive data analytics and feedback.</li> <li>• Adapt as necessary with new and upcoming technologies.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1B</b>	<b>Build and enrich relationships with community organizations to enhance fire department presence and support.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Designate village and community liaisons from the fire district.</li> <li>• Identify and prioritize organizations that necessitate fire district presence.</li> <li>• Create documentation to disseminate information to these organizations.</li> <li>• Attend community meetings as determined above.</li> <li>• Meet with federal, state, and local legislative representatives to assist with community needs.</li> <li>• Generate a department memo highlighting information obtained from community organizations and disseminate it to the department.</li> <li>• Hold a town hall-style meeting to answer and address the questions and concerns of our customers.</li> <li>• Review questions and comments from town hall meetings.</li> <li>• Continue to build, foster, and re-evaluate community organization relations annually.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 1C</b>	<b>Expand our partnerships with local governmental agencies to improve response, planning, and training.</b>	
<b>Timeframe</b>	2-3 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a governmental planning and relations committee.</li> <li>• Identify areas of improvement internally in response, planning, and training with partner police agencies.</li> <li>• Create a survey instrument and disseminate it to police agencies to determine their needs and expectations of the fire department specific to response, planning, and training.</li> <li>• Recommend organizational and training changes based on a committee review of the police survey.</li> <li>• Create a survey instrument and disseminate it to mutual aid and automatic aid partner fire departments to determine their needs and expectations of LRFD specific to response, planning, and training.</li> <li>• Recommend organizational and training changes based on a committee review of partner fire agencies' surveys.</li> <li>• Create a survey instrument and disseminate it to partner communications agencies to determine their needs and expectations of LRFD specific to response, planning, and training.</li> <li>• Recommend organizational and training changes based on a committee review of partner communication agencies' surveys.</li> <li>• Recommend changes to the organization and mutual aid/automatic aid training and responses based on consultant firm findings.</li> <li>• Evaluate the organizational plan of the CAFT (Combined Area Fire Training) facility to better utilize its facility, capabilities, and members.</li> <li>• Develop improved CAFT member automatic response structure based on the organizational evaluation.</li> <li>• Annually review governmental partnerships to modify as necessary.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1D</b>	<b>Showcase fire department equipment, capabilities, and responsibilities to our community through public events and spontaneous interaction.</b>	
<b>Timeframe</b>	1-2 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create public events committee.</li> <li>• Review current public education program.</li> <li>• Evaluate additional costs associated with public demonstrations and events.</li> <li>• Identify public event opportunities to exhibit fire department apparatus, skills, and personnel.</li> <li>• Develop and design additional promotional materials for distribution at events and while on duty.</li> <li>• Bi-annually review public education and events division.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Goal 2**      **Develop an action plan to ensure effective and efficient internal communications for all members of LRFPD.**

**Objective 2A**      **Identify and analyze pertinent issues impeding effective and efficient internal communications for all members of LRFPD.**

<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish an Internal Communications Committee (ICC) chaired by the appropriate Administrative Chief or designee to develop and implement the goal as stated.</li> <li>• Develop a survey for members to identify areas they feel are lacking or could be improved.</li> <li>• Send the survey to members to identify areas they feel are lacking or could be improved.</li> <li>• Review surveys and analyze issues or trends that are common complaints.</li> <li>• Implement findings and suggestions into an action plan.</li> <li>• Review annually, revise internal communications plan as needed.</li> </ul>	

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
-------------------------	------------------------------------	-----------------------------------------------

**Objective 2B**      **Update and disseminate the current organizational flowchart for roles and responsibilities within the department to clearly identify accountability and distribution of information for all members.**

<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• ICC to update and disseminate an organizational flowchart/chain of command document.</li> <li>• ICC to update and disseminate the division/team flowchart document.</li> <li>• ICC to develop and implement a proper procedure for the distribution of information.</li> <li>• Review annually, revise flowcharts and procedures as needed.</li> </ul>	

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
-------------------------	------------------------------------	-----------------------------------------------



<b>Objective 2C</b>	<b>Develop and implement a formal process for the dissemination of administrative communications to ensure members are provided essential information.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a survey for members to identify areas they feel are lacking or could be improved regarding administrative communications.</li> <li>• Send the survey to members to identify areas they feel are lacking or could be improved.</li> <li>• Review surveys and analyze issues or trends that are common complaints.</li> <li>• Implement findings and suggestions into an administrative communications plan.</li> <li>• Disseminate officer meetings notes to all officers, and it will be the responsibility of the company officer and battalion chief to ensure each member receives and has their questions answered.</li> <li>• Firefighters should share any questions or concerns with their company officer that need to be addressed at the officer’s meeting.</li> <li>• Continue the “Chief Talks” on a monthly basis.</li> <li>• Review annually, revise administrative communications plan as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2D</b>	<b>Develop and implement a process to resolve conflicts and address issues at the appropriate level; be it individual personnel, shift disputes, or larger scale items.</b>	
<b>Timeframe</b>	5-6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a survey for members to identify specific examples of common issues they feel need additional assistance with.</li> <li>• Send the survey to members to identify specific examples of common issues they feel need additional assistance with.</li> <li>• Review survey and analyze for common issues or trends.</li> <li>• Disseminate findings of common issues and trends and provide examples of appropriate resolutions.</li> <li>• Encourage members/staff to utilize informal conflict resolution techniques such as simple discussion to explain/inform the existence of an issue.</li> <li>• If an issue cannot be resolved at the informal level or procedure, encourage members to speak with their immediate supervisor, such as a senior blue shirt or company officer.</li> <li>• If the issue remains unresolved after the company officer level, the member is encouraged to speak with their shift commander along with their company officer to see if a resolution can be reached.</li> <li>• If the issue has yet to be resolved, the member, along with their shift commander, will present the issue to administration/chief staff/HR and a deputy chief to find an appropriate resolution.</li> <li>• Review annually, revise examples and procedures for conflict resolution as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Goal 3** Enhance and promote the health and wellness program to improve the behavioral and physical performance and longevity of all members of the organization.

**Objective 3A** Assess and enhance the current fitness and wellness program to improve desired outcomes.

<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Assign fitness division coordinators to analyze and identify the current and future needs of the health and wellness program.</li> <li>Research pertinent job-related successful programs and options for implementation.</li> <li>Through the direction of a third-party certified nutritionist, develop a nutritional program based upon the individual needs of all members to sustain longevity.</li> <li>Analyze and improve the current fitness program to meet the individual needs of the members.</li> <li>Review current fitness budget and determine cost impact of current and future programs.</li> <li>Review, analyze and revise current tobacco use policy for the promotion of cessation.</li> <li>Prepare and present a report of all findings to the chief staff for consideration, direction, and approval.</li> <li>Upon approval, the fitness division leader will implement, review annually, and revise as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Objective 3B** Evaluate and prioritize resources for use by all organizational members to promote behavioral health management.

<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Assign the health and safety officer to analyze and identify the current and future needs of the health and wellness program as it pertains to behavioral health.</li> <li>Research available local, state, and federal firefighter behavioral health resources for implementation.</li> <li>Conduct behavioral health training sessions through the auspices of a certified behavioral health specialist, specializing in firefighter behavioral health for our members and their spouses or significant others.</li> <li>Develop a behavioral health program based upon the individual needs of all members to sustain behavioral health management.</li> <li>Review current health and safety budget and determine cost impact of future programs.</li> <li>Prepare and present a report of all findings to the chief staff for consideration, direction, and approval.</li> <li>Upon approval, the health and safety officer will implement, review annually, and revise as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 3C</b>	<b>Evaluate current cancer prevention policies and procedures to reduce the risk of occupational cancer, exposure, and related illnesses to all organizational members.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assign the health and safety officer and the fitness division leader to analyze and identify the current and future needs of the health and wellness program as it pertains to occupational cancer and related illnesses.</li> <li>• Research available local, state, and federal resources for implementation.</li> <li>• Enhance the current cancer awareness and prevention program based upon research to augment the education, awareness, and practices of all members.</li> <li>• Review current health and safety and training budgets to determine the cost impact of future programs.</li> <li>• Prepare and present a report of all findings to the fire chief for consideration, direction, and approval.</li> <li>• Upon approval, the health and safety officer will implement, review annually, and revise as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Goal 4</b>	Enhance and encourage the training and development of all LRFPD employees to promote the highest standards of professionalism.	
<b>Objective 4A</b>	Identify and develop the career path components for employees to progress through their professional development.	
<b>Timeframe</b>	9 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Assemble a committee consisting of employees across all ranks, as well as the training division.</li> <li>Re-evaluate the current career path progression flow chart.</li> <li>Research additional development options at other departments that may be included in the current progression.</li> <li>Based on the research, revise the flow chart of the educational opportunities for the progression through career development.</li> <li>Develop a report with recommendations to expand on current career path progression.</li> <li>Determine funding impact of recommendations.</li> <li>Committee to present the draft to the officers for review and adjust as needed.</li> <li>Committee to recommend to the fire chief, classes deemed necessary for reimbursement.</li> <li>Chief to provide to the union board for review.</li> <li>Chief to present to board of trustees for review.</li> <li>Chief to finalize and disseminate via <i>VectorSolutions</i>, <i>SharePoint</i>, and/or <i>Lexipol</i>.</li> <li>Committee to review flow charts annually.</li> <li>Annually, officers and the training division will review each member's progression.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 4B</b>	<b>Identify and develop the career path components for employees to progress through Special Teams or interdepartmental divisions.</b>	
<b>Timeframe</b>	9 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Working with the Training Division and other organizational division leaders, assemble a committee consisting of employees across all ranks to develop career paths based upon individual goals.</li> <li>Re-evaluate current career path progression flow chart.</li> <li>Research additional development options at other departments to insert into current progression.</li> <li>Based on the research, revise the flow chart of the educational opportunities for the progression through career development.</li> <li>Develop a report with recommendations to expand on current career path progression.</li> <li>Determine funding impact of recommendations.</li> <li>Committee will present the draft to the officers for review and adjust as needed.</li> <li>Committee will recommend to the fire chief, classes deemed necessary for reimbursement.</li> <li>Chief to submit to the union board for review.</li> <li>Chief to present to board of trustees for review.</li> <li>Chief to finalize and disseminate via <i>Vector Solutions, SharePoint, Lexipol</i>.</li> <li>Committee to review flow charts annually.</li> <li>The training department will participate in sub-section of annual review during which training-specific items are discussed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4C</b>	<b>Design and maintain interagency training programs for multi-jurisdiction incidents to ensure interoperability.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify situations requiring training that involves outside agencies, including public works, teachers, police, etc.</li> <li>Identify key members of all other agencies to determine their points of contact.</li> <li>Determine the expectation and roles of each agency for each situation.</li> <li>Create a plan outlining each agency's role to ensure the best outcome.</li> <li>Seek funding and availability of agencies to participate.</li> <li>Coordinate training events which involve all agencies and document areas of concern.</li> <li>Host after-action review to address concerns and revise expectations.</li> <li>Distribute plan to agency heads for final review.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 4D</b>	<b>Implement and update field operation guidelines for responding units to achieve consistently high standards.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assign an officer to work as the project lead.</li> <li>• Review template form from current established carbon monoxide FOG.</li> <li>• Create a blank template for distribution.</li> <li>• Assign specific FOGs to each subject area expert.</li> <li>• Establish timelines for all draft versions of FOG subjects.</li> <li>• Upon completion of the draft, forward to division chief for review.</li> <li>• Review with all officers.</li> <li>• Forward to the fire chief for final approval.</li> <li>• Forward to the training division for dissemination to members.</li> <li>• Publish to <i>Lexipol</i>, <i>SharePoint</i>, and/or <i>Vector Solutions</i>.</li> <li>• Review annually and revise as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 4E</b>	<b>Conduct additional department education regarding incidents of a behavioral health nature to better serve all communities.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assign an EMS division member as the primary lead for training development.</li> <li>• Research subject matter experts to determine the appropriate source for training delivery.</li> <li>• Schedule additional training with behavioral health experts to better our skills and abilities in dealing with individuals with behavioral illness.</li> <li>• Invite police to attend training and provide their perspective.</li> <li>• Review calls annually, which include behavioral illness for quality improvement.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Goal 5** Evaluate, update, and continuously review physical assets in conjunction with utilizing the appropriate division or committee to determine current and future needs.

**Objective 5A** Identify and analyze current and future needs of equipment to ensure effective and efficient service is provided to the community.

<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify the appropriate division/committee responsible for the respective equipment.</li> <li>Analyze/review the status and needs of the respective equipment.</li> <li>Research and evaluate the required/desired equipment to be purchased.</li> <li>Analyze/review the future needs of the respective equipment.</li> <li>Develop a replacement and service schedule for all current equipment.</li> <li>Seek funding and approval for the purchase of recommended equipment.</li> <li>Identify appropriate vendors/RFP to complete the purchase.</li> <li>Provide training on new equipment prior to going in service.</li> <li>Place new equipment in service.</li> <li>Review annually and/or at the discretion of the division/committee.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Objective 5B** Identify and analyze current and future needs of apparatus to ensure effective and efficient service is provided to the community.

<b>Timeframe</b>	18-24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify the appropriate division/committee responsible for the respective apparatus.</li> <li>Analyze/review the status and needs of the respective apparatus.</li> <li>Research and evaluate the required/desired apparatus to be purchased.</li> <li>Analyze/review the future needs of the respective apparatus.</li> <li>Update the replacement schedule for all current apparatus.</li> <li>Update the maintenance schedule for all current apparatus.</li> <li>Seek funding and approval for the purchase of recommended apparatus.</li> <li>Identify appropriate vendors/RFP to complete the purchase.</li> <li>Provide training on new apparatus prior to going in service.</li> <li>Place new apparatus in service.</li> <li>Review annually and/or at the discretion of the division/committee as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 5C</b>	<b>Identify and analyze current and future needs of stations to ensure effective and efficient service is provided to the community.</b>	
<b>Timeframe</b>	3-5 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify the appropriate division/committee responsible for the respective station need.</li> <li>• Analyze/review the status and needs of the respective station necessity.</li> <li>• Research and evaluate the required/desired station needs to be purchased.</li> <li>• Analyze/review the future needs of the respective station aspect.</li> <li>• Update the replacement schedule for all current station needs.</li> <li>• Update the maintenance schedule for all current station needs.</li> <li>• Identify any additional logistical requirements such as land acquisition or other large capital purchases.</li> <li>• Seek funding and approval for the purchase of recommended station need.</li> <li>• Identify appropriate vendors/RFP to complete the purchase.</li> <li>• Authorize and complete the construction or purchase of station or need.</li> <li>• Place new station in service.</li> <li>• Review annually and/or at the discretion of the division/committee as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Goal 6** Improve information technology systems to better support LRFPD front line and administrative functions.

<b>Objective 6A</b>	<b>Evaluate multiple data sources and reduce the number of locations where data resides to speed end-user access.</b>	
<b>Timeframe</b>	9 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify data sources that have the opportunity for consolidation.</li> <li>• Determine the fastest data options for storage or access.</li> <li>• Evaluate cost to reduce bottlenecks or time needed to move critical data to alternate sources.</li> <li>• Prioritize project and timing with the chief staff.</li> <li>• Backup data prior to movement.</li> <li>• Coordinate data migration with vendors.</li> <li>• Move data and test for completeness of the data set.</li> <li>• Test data access speeds to determine the extent of improvements.</li> <li>• Evaluate on an annual basis.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



<b>Objective 6B</b>	<b>Reduce the number of steps needed to access a pre-plan when a call is dispatched to increase efficiency while in the vehicles.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Research programming vendor options.</li> <li>• Determine the programming needs and delivery method, which would auto-populate the pre-plans in our maps.</li> <li>• Review with shift personnel to determine front-line needs.</li> <li>• Seek quotes for services.</li> <li>• Obtain approval for development from chiefs.</li> <li>• Complete programming and test with live calls.</li> <li>• Adjust programming as needed.</li> <li>• Obtain approval of officers on final solution.</li> <li>• Review and revise as systems change.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6C</b>	<b>Improve systems to enhance speed and reliability for members and civilian staff members.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Meet with the committee to prioritize common performance issues faced by staff.</li> <li>• Prioritize issues based on the greatest impact first.</li> <li>• Research options for purchase, contract, RFP, or future budget line items.</li> <li>• Get budget approval from chiefs.</li> <li>• Create a timeline for implementation.</li> <li>• Implement a project plan for deployment.</li> <li>• Install new systems to targeted areas.</li> <li>• Review implementation for desired reliability or speed enhancements.</li> <li>• Adjust the hardware replacement plan based on new equipment profile.</li> <li>• Review annually during the budget preparation process.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Goal 7** Conduct a workforce analysis to ensure appropriate staffing to support the mission and values of the Lincolnshire-Riverwoods Fire Protection District.

**Objective 7A** Identify and determine adequate shift staffing and how they relate to service demands to ensure safe and effective emergency services.

<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Form committee consisting of deputy chief, labor representative, and project manager.</li> <li>Conduct an apparatus usage analysis.</li> <li>Review how often in the last 36 months cross-staffing was used.</li> <li>Create a cross-staffing usage report.</li> <li>Conduct cross-staffing comparison analysis with similar departments.</li> <li>Based on the analysis, determine if existing staffing resources are adequate.</li> <li>Determine the funding impact of options being considered.</li> <li>Prepare recommendations for presentation to the fire chief.</li> <li>Fire chief presentation to seek approval from the board of trustees.</li> <li>Implement the approved staffing plan.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Objective 7B** Identify and determine adequate chief staffing and how they relate to administrative responsibilities for effective staffing and organizational management.

<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Form a committee consisting of chief staff, labor representative, and a project manager.</li> <li>Conduct an operational flow chart review to determine job assignments and overall effectiveness.</li> <li>Identify areas of deficiency and opportunity to determine a division of labor and areas of responsibility.</li> <li>Based on the operational flow chart review, determine if the existing chief staffing positions are adequate.</li> <li>Determine funding impact of options being considered.</li> <li>Fire chief presentation to seek approval from the board of trustees.</li> <li>Implement approved chief staffing plan.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 7C</b>	<b>Identify and determine adequate civilian staffing to ensure equitable distribution of the workload.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Form a committee consisting of chief staff and a project manager.</li> <li>• Conduct an operational flow chart review to determine job assignments and overall effectiveness.</li> <li>• Identify areas of deficiency and opportunity to determine a division of labor and areas of responsibility.</li> <li>• Based on operational flow chart review, determine civilian staffing priorities.</li> <li>• Determine funding impact of options being considered.</li> <li>• Fire chief presentation to seek approval from the board of trustees.</li> <li>• Implement the approved civilian staffing plan.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7D</b>	<b>Design and implement an effective and efficient succession plan for all organizational divisions to prepare the next generation to succeed in organizational roles.</b>	
<b>Timeframe</b>	18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Form a committee consisting of chief staff and division leaders.</li> <li>• Identify the need for a succession plan due to attrition and future growth.</li> <li>• Analyze the current leadership roles and responsibilities within the organization.</li> <li>• Develop an organizational succession chart to identify all divisions within the organization to plan for future transitions.</li> <li>• Complete a funding analysis to ensure support of the succession plan.</li> <li>• Present the succession plan to organizational members and solicit feedback.</li> <li>• Revise and finalize the succession plan.</li> <li>• Implement the succession plan.</li> <li>• Continuously review the succession plan through quality assurance, evaluate the effectiveness of the succession plan, and revise as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

## Performance Measurement

To assess and ensure that an organization delivers on the promises made in its strategic plan, the organization’s leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on assessing progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that the department’s strategic plan is achieving results, performance measurement data will be implemented and integrated into the plan. An integrated process, known as “Managing for Results,” will be utilized, which is based upon:

- 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.

A “family of measures” typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable units produced which are activity-oriented 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 service is provided.
- **Outcome** - Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Focused on the “why” of providing a service.

- 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

## The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and organization members during the development stage of the planning process. To assist in developing this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of the goals and related objectives but on support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

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 department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.



## Glossary of Terms, Acronyms, and Initialisms

<b>Accreditation</b>	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 received from an agency.
<b>CAFT</b>	Combined Area Fire Training
<b>CFAI</b>	Commission on Fire Accreditation International
<b>CPSE</b>	Center for Public Safety Excellence
<b>Customer(s)</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>EMS</b>	Emergency Medical Services
<b>Environment</b>	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
<b>Input</b>	A performance indication where the value of resources is used to produce an output.
<b>FOG</b>	Field Operation Guidelines
<b>MABAS</b>	Mutual Aid Box Alarm System
<b>Mission</b>	An enduring statement of purpose; the organization’s reason for existence. Describes what the organization does, for whom it does it, and how it does it.
<b>OSFM</b>	Office of the State Fire Marshall
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
<b>Output</b>	A performance indication where quality or number of units produced is identified.
<b>RFP</b>	Request for Proposal
<b>SOP</b>	Standard Operating Procedure

<b>Stakeholder</b>	Any person, group, or organization that can place a claim on, or influences the organization’s resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency in moving forward.
<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategic Plan</b>	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
<b>Strategic Planning</b>	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
<b>Strategy</b>	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, and Threats
<b>Vision</b>	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

## Works Cited

Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. Hoboken, New Jersey: John Wiley & Sons, Inc, 2018.



## Fire Stations

The LRPD currently operates three fire stations. Fire Station 53, which opened in Vernon Hills in 2009, is the newest facility, while Station 52 in Riverwoods was occupied in 2001. Fire Station 51 is our headquarters station (Lincolnshire Corporate Center) and was occupied in 1994.

Fire Station 51



115 Schelter Road  
Lincolnshire  
60069  
Constructed in  
1994



Fire Station 52



855 Suanders Road  
Riverwoods 60015  
Constructed in  
2001



**Fire Station 53**



671 Woodlands Parkway  
Vernon Hills 60061  
Constructed 2009



## Apparatus



The department currently owns two advanced life support (ALS) Engines, one Heavy Rescue Squad, one ALS Truck (Combination 105' aerial Ladder with water pump), three ALS Ambulances, one Investigation/Salvage unit, three pickup trucks, a Dive/Rehab Bus, multiple pool vehicles (for Chief Officers, Fire Prevention Bureau, Public Education, etc.) and a reserve fire engine.

Our two **ALS Engines** are located at Station 52 and Station 53. Each is equipped identically with both firefighting and Paramedic equipment.

Our three **ALS Ambulances** are located at Station 51 (Staffed and reserve if needed) and Station 52. These vehicles are equipped with state-of-the-art emergency medical equipment. Ambulance 51 and 52 and are minimally staffed with two Firefighter Paramedics. The **Reserve Ambulance** (located at Station 51) is used to replace one of our front-line ambulances when they need extended service or if multiple ambulance calls require the use of a third ambulance.

The **ALS Truck** is located at Station 51 and is capable of utilization as a firefighting apparatus or for elevated rescue or master streams. This vehicle is typically staffed with two or three personnel and is equipped with extrication and Paramedic equipment.

The **ALS Heavy Rescue Squad** is housed at Station 51 and is a state-of-the-art rescue vehicle for heavy extrication, trench rescue, collapse rescue, high angle rescue, and all other forms of Specialized Rescue (SRT).

**Battalion 51** is the Shift Commander's vehicle.

**Dive/Rehab 51** is a shuttle bus that has been modified to accommodate two purposes. It is outfitted to not only transport LRFPD divers and their equipment to open water rescue incidents, but it has also been fully equipped to respond on any incident requiring physical rehab for first responders.

### *In Memoriam*



In December of 2017, the Lincolnshire-Riverwoods Fire Protection District and the fire service lost a beloved member of our firefighting family. After a more than a three-year valiant and arduous fight, Lieutenant James “Jimmy” Carney lost his courageous battle with cancer. Jimmy was diagnosed with occupational duty-related cancer in 2013 which resulted from the frequent exposure to the carcinogenic effects of firefighting and his career as a firefighter.

Jim started his career with our family in 2000. He quickly earned the respect as a firefighter, company officer, friend, and colleague. Jim had the demeanor of lamb, but the work ethic of a lion. Jimmy was always positive and calm despite facing many gruesome and horrific emergency scenes. He was truly a mentor from the newest to the most seasoned member of our organization. Jim is survived by his wife and two young children.

Assistant Chief John Polimeni died in the line of duty on June 21, 1971. While responding to a reported structure fire, Assistant Chief Polimeni was killed when the fire engine he was responding on rolled over and crashed. The Lincolnshire-Riverwoods FPD was formerly known as the Vernon Fire Protection District until 1999, when the Fire District’s name changed.





**2021-2026 STRATEGIC PLAN**