



LEMONT FIRE PROTECTION DISTRICT 2022-2027 **STRATEGIC PLAN**



Message from the Fire Chief



It is my honor to present the Lemont Fire Protection District Strategic Plan for 2022-2027. We have served our community since 1886, and this plan is just another example of our dedication and commitment to meeting the expectations of our community.

This strategic plan was created with input from internal and external stakeholders who graciously donated their time to review the services currently provided by district personnel to ensure that we are meeting the needs and expectations of our community. These groups met over several days and identified potential areas of improvement. Those recommendations are included in this document.

This strategic plan is the next step for the Lemont Fire Protection District as we work towards accreditation with the Commission on Fire Accreditation International (CFAI). This document will serve as a road map as we review, evaluate, and update our service model to improve our value to our community. The fire service has always been tasked with meeting new challenges to address public safety, and it is important to have a mechanism to review and evaluate ourselves on a continuing basis. This is a fluid and living document that will guide us through the process of self-evaluation.

I would like to thank the dedicated members of the district, our elected officials, and our stakeholders for their continued support. I look forward to working with everyone to continue our tradition of providing the highest level of professional service to all within our community with integrity, honor, and dedication.

Daniel J. Tasso
Fire Chief
Lemont Fire Protection District

Introduction

The Lemont Fire Protection District (LFPD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of the fire district. The district consists of the Village of Lemont, Woodridge, Darien, Unincorporated Cook, Will, and DuPage counties. LFPD 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 district'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 developing a document. It challenged the district'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 district with an opportunity to participate in developing its long-term direction and focus. Members of the community and district stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and plan execution.



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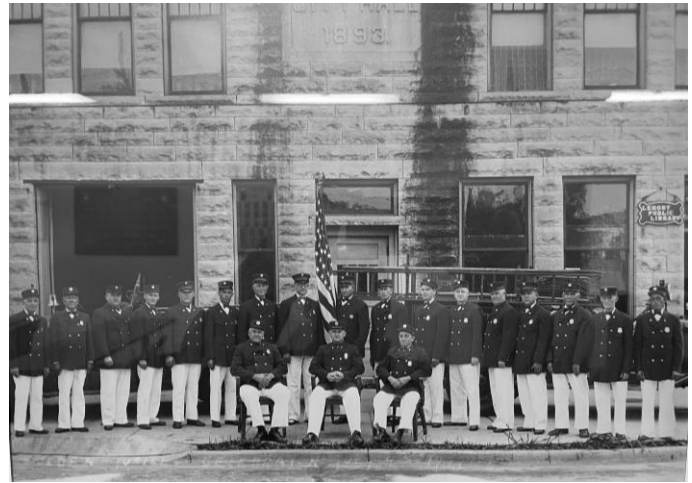
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History

The district was first organized in 1883 as a fire brigade for the Village of Lemont, Illinois. It was later designated as a Fire Department in 1886 as part of the Village of Lemont's municipal government, leading to its development as the Lemont Fire Protection District (LFPD) in 1962. Over the years, the organization evolved from its original all-volunteer form to the present all-hazards response team. The LFPD's personnel have been highly effective in providing services and community involvement.



The district serves an approximate population of 32,000 residents. In addition, the local area has thousands of visitors and many others employed within the community. Growth and increase in population have and will provide for specific risks for which the LFPD considers, prepares, and deploys its resources and personnel.



Today, the district reflects on its history and remains committed to providing all-hazards emergency services and education to its community with courage, leadership, and duty. The Lemont Fire Protection District continues to honor its community with the provision of quality services through its proactive focus on risks and deployment from four stations that are located strategically throughout the 26.4 square miles of coverage area. Staffed to support the community, LFPD embraces its future vision and excellence in service delivery.



LEMONT FIRE PROTECTION DISTRICT **2022-2027 STRATEGIC PLAN**

Organizational Structure



LEMONT FIRE DISTRICT

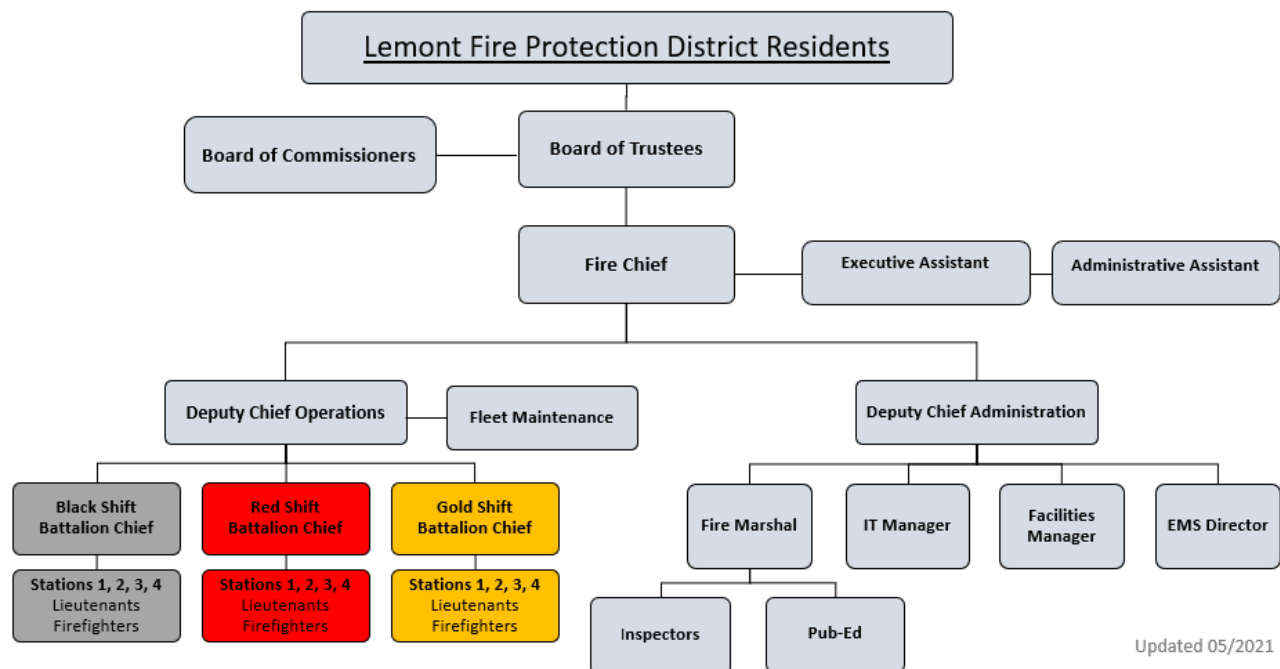
INTEGRITY - HONOR - DEDICATION

15900 New Avenue, Lemont IL 60439

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ORGANIZATIONAL CHART



Updated 05/2021

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 is one that 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, 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. Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process with no clear beginning and no defined end. While plans can be developed regularly, 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 shared understanding of where the organization is going, how everyone involved can work toward 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 and 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.

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Community Stakeholders Work Session

Process and Acknowledgements

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

Development of this strategic plan took place in November 2022, beginning with meetings hosted by a representative from the CPSE for community members (named in the following table). The district identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the Lemont Fire Protection District's coverage area, and some who were recipients of LFPD's service(s).

Lemont Fire Protection District Community Stakeholders

Tyler Barnacle	Joe Falese	Phil Kizzee	George Rimbo
John Bernacchi	Joanne Goszczycki	Sigmond Markowski	Don Rimbo
Victoria Cobbett	Brad Grcevic	Dr. Anthony McConnell	George Schafer
Susan Donahue	Linas Gylys	Jay Nickleski	Heather Shlah
Daniel Dykshorn	Paul Heatherington	Bob Porter	Mary Ticknor
John Egofske	Scott Hugo	Jeff Rath	Shirley Tkachuk
Louise Egofske			

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Community Group Findings

A key element of the Lemont Fire Protection District's organizational philosophy is demonstrating a commitment to the community and recognizing the importance of community satisfaction. Thus, the district invited community representatives to provide feedback on services provided by the district. Respondents were asked to provide a prioritized perspective of district programs and services, community expectations and concerns, and positive and other comments. The district stakeholders utilized the full feedback from the community stakeholders to understand 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 Stakeholders Work Session

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Lemont 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 district through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services Program	1	170
Fire Suppression Program	2	116
Emergency Management Program	3	101
Technical Rescue Program	4	99
Hazardous Materials Mitigation Program	5	93
Fire Prevention Program	6	86
Fire Investigation, Origin, and Cause Program	7	55
Public Education Program	8	54
Water Rescue and Recovery Program	8	54

See *Appendix 1* for a complete list of the community findings, including expectations, areas of concern, positive feedback, and other thoughts and comments.

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District Stakeholder Group Findings

The district stakeholder work sessions were conducted over three days. These sessions served to discuss the organization's approach to community-driven strategic planning, focusing on the district'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 district, as named and pictured below.

Lemont Fire Protection District Stakeholders

William Anderson	Sandy Dominik	Keith Jager	Dan Tasso
Matt Baetz	Rami Elshareif	Rich Moses	Eric Windmoeller
Brendan Bandyk	Todd Fischer	Jennifer Murray	Matt Wingfield
David Bettenhausen	David Gubbins	John Palcu	Tyler Yost
Mike Brown	Matt Hipke	John Rauch	



District Stakeholders

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Mission

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

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

**The mission of the Lemont Fire Protection District
is to provide the highest level of professional service to all within our community.**

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 through Professionalism
Honor with Compassion
Dedication to Community**

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Lemont Fire Protection District are guided by them in accomplishing the goals, objectives, and day-to-day tasks.

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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 district. Supporting services are all internal and external programs and services that help the LFPD 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 district'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 district stakeholders understand that many local, state, and national services support its delivery of the identified core programs.

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

SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. 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. District stakeholders participated in this activity to record LFPD's strengths and weaknesses and the possible opportunities and potential threats. Information gathered through this analysis guides the larger issues and gaps within the organization. The information gleaned will assist the district in finding its broader critical issues and service gaps. *Appendix 2* consists of the SWOT data and analysis collected by the district stakeholders.



District Stakeholders Work Session

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Critical Issues and Service Gaps

Following the identification and review of the district's SWOT, two separate groups of district stakeholders met to identify themes as primary critical issues and service gaps (found in *Appendix 3*). The critical issues and service gaps identified by the stakeholders provide further guidance toward identifying the strategic initiatives, which will ultimately lend direction for developing goals, objectives, critical tasks, and timelines.

Strategic Initiatives

Based on 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.

Internal Communications	External Communications	Human Resources
Training	Physical Resources	Accreditation

Goals and Objectives

To continuously achieve the mission of the Lemont 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 district's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established work groups 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 LFPD's leadership.

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Goal 1

Develop, implement, and maintain an effective model to improve and enhance communication between all personnel within the district.

Objective 1A	Enhance daily communications between shifts, stations, and divisions to increase transparency and operational readiness.	
Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Establish a committee consisting of one member of each rank and division leaders. <input type="checkbox"/> Committee shall create a survey/questionnaire to identify opportunities for improved communications. <input type="checkbox"/> Disseminate survey/questionnaire to all fire district employees. <input type="checkbox"/> Analyze results from the survey/questionnaire. <input type="checkbox"/> Create a report of findings and recommendations based on the survey/questionnaire. <input type="checkbox"/> Based on the report, develop an effective communication model. <input type="checkbox"/> The committee shall develop an internal communication guideline. <input type="checkbox"/> Train and implement personnel on communication guideline. <input type="checkbox"/> The committee shall review/revise the communication guideline quarterly.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 1B	Improve the use of the chain of command to increase efficiency within the fire district.	
Timeframe	3 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Utilize the communication committee to review the current organizational chart. <input type="checkbox"/> Identify any problem within the organizational chart. <input type="checkbox"/> Revise the organizational chart if changes are needed. <input type="checkbox"/> Implement the organizational chart with district personnel. <input type="checkbox"/> Enforce proper use of the organizational chart. <input type="checkbox"/> The committee shall review the organizational chart annually and revise as necessary.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 1C	Identify and balance the assignments of the areas of responsibility to improve workplace production and institutional knowledge.	
Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Utilize the communication committee to review the areas of responsibility within the fire district. <input type="checkbox"/> Committee shall create a survey/questionnaire to establish an area of responsibility program. <input type="checkbox"/> Disseminate survey/questionnaire of areas of responsibility to all fire district employees. <input type="checkbox"/> Analyze results from the survey/questionnaire. <input type="checkbox"/> Create a report of findings and recommendations based on the survey/questionnaire. <input type="checkbox"/> Based on the report, develop an effective area of responsibility program. <input type="checkbox"/> Implement the areas of responsibility program. <input type="checkbox"/> Distribute those areas of responsibility to chief officers. <input type="checkbox"/> Chief officers assign program leaders to their areas of responsibility. <input type="checkbox"/> Chief officers shall determine that their areas of responsibility are balanced. <input type="checkbox"/> Program leaders shall determine additional support needs for effective operation. <input type="checkbox"/> Program leaders report back to their respective chief officers as needed. <input type="checkbox"/> Committee shall review the areas of responsibility annually and revise as necessary. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Goal 2

Improve external communications and relations to educate the community on fire prevention, preparedness, and awareness.

Objective 2A	Enhance the current public education program to ensure community safety.	
Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Create a team lead by the public education coordinator, including members of other divisions within the district. <input type="checkbox"/> Identify the current public education programs and report findings. <input type="checkbox"/> Analyze program efficiency by surveying customers. <input type="checkbox"/> Reach out to other agencies to determine best industry practices. <input type="checkbox"/> Develop tailored programs to encompass all community organizations. <input type="checkbox"/> Public education coordinator presents developed programs to the fire marshal. <input type="checkbox"/> Fire marshal presents findings and proposed programs to the fire chief for approval and funding. <input type="checkbox"/> Upon approval, implement proposed programs in the community. <input type="checkbox"/> Annually review implemented programs to ensure the community's needs are met and revise as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 2B	Expand our current social media program to create transparency of the fire district.	
Timeframe	6-12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Utilize established team led by the public education coordinator in addition to members of the district with knowledge of social technology. <input type="checkbox"/> Identify current social technology platforms utilized by the district and report findings. <input type="checkbox"/> Analyze the effectiveness of current platforms. <input type="checkbox"/> Develop a plan to increase and improve social technology content. <input type="checkbox"/> Public education coordinator presents the developed plan to the fire marshal. <input type="checkbox"/> Fire marshal presents findings and the proposed plan to the fire chief for approval and funding. <input type="checkbox"/> Upon approval, implement the proposed plan to the community. <input type="checkbox"/> Gather accrued data to review monthly to determine effectiveness. <input type="checkbox"/> Review implemented plan annually to determine the fruitfulness of social technology communications to the community are met and revise as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 2C	Develop a model for communication between the district and the community to address concerns.	
Timeframe	6-12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Create a team lead by the fire marshal, including members of other divisions within the district. <input type="checkbox"/> Assign a team to develop an external communications program with schools, businesses, retirement communities/homes, and general community organizations. <input type="checkbox"/> Fire marshal presents the developed program to the fire chief for approval and funding. <input type="checkbox"/> Upon approval, implement the proposed program in community organizations. <input type="checkbox"/> Annually review implemented programs to ensure its effectiveness and revise as needed.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Goal 3

Create and establish an effective human resource program to support the development of district personnel to ensure we continue to provide the highest level of professional service to the community.

Objective 3A	Create a recruitment program to increase the quantity and diversity of qualified candidates.	
Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Create a recruitment team involving members of all divisions within the district and community partners. <input type="checkbox"/> Identify and analyze current recruitment practices <input type="checkbox"/> Reach out to other agencies to determine current industry recruiting methods. <input type="checkbox"/> Develop a recruitment program based on team findings. <input type="checkbox"/> Executive assistant presents developed program to fire chief for approval and funding. <input type="checkbox"/> Upon approval, implement the proposed program. <input type="checkbox"/> Review implemented program before testing to ensure recruitment needs are met and revise as needed.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 3B	Develop and implement a comprehensive mentorship and succession program to promote and encourage professional development.	
Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Create a mentoring and succession team lead by the training officer to review the current mentorship process. <input type="checkbox"/> Team shall create a survey/questionnaire to determine the needs of district personnel. <input type="checkbox"/> Analyze results from the survey/questionnaire. <input type="checkbox"/> Create a report of findings and recommendations based on the survey/questionnaire. <input type="checkbox"/> Based on the report, develop an effective mentoring and succession program. <input type="checkbox"/> Training officer presents developed program to fire chief for approval and funding. <input type="checkbox"/> Upon approval, implement the mentoring and succession program. <input type="checkbox"/> Review the mentorship and succession program annually and revise as necessary.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 3C	Evaluate current standards of cover and past data sets within the district regarding the efficacy of current staffing and service delivery.	
Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Create a team involving members of various divisions within the district to evaluate service gaps. <input type="checkbox"/> Identify unit hour utilization, total committed time, community growth, call volume, risk assessment, areas of vulnerability, and depletion of resources. <input type="checkbox"/> Analyze acquired data and create a report of findings. <input type="checkbox"/> Develop data report and recommendations to improve service gaps. <input type="checkbox"/> The team submits a report and recommendations to the fire chief to present to the board of trustees for approval and funding. <input type="checkbox"/> Upon approval, implement recommendations. <input type="checkbox"/> Review and revise service gaps annually.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Goal 4

Enhance and sustain a training program to ensure the highest level of professional service to the community.

Objective 4A	Conduct a workforce analysis of the training program to ensure compliance with local, state, and federal requirements.	
Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Establish a formal training committee to include three firefighters, two lieutenants, one battalion chief, and the district training officer. <input type="checkbox"/> Research federal, ISO, state, and local training requirements for all district employees. <input type="checkbox"/> Identify staff hours needed to successfully implement the training program. <input type="checkbox"/> Query similar size agencies to determine the effectiveness of their training programs. <input type="checkbox"/> Analyze information collected to determine best practices for a training program. <input type="checkbox"/> Create a report of findings based on information gathered for the training program. <input type="checkbox"/> Submit a report of findings to the fire chief with recommendations. <input type="checkbox"/> After review, request further submission to the board of trustees for action. <input type="checkbox"/> If applicable, implement the plan based on direction from the board of trustees. <input type="checkbox"/> Review and revise the effectiveness of the training program on an annual basis.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 4B	Evaluate and improve training program content that reflects modern methods, practices, and standards.	
Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Utilizing the training committee, research and develop objectives for the training program. <input type="checkbox"/> Ensure that content aligns with district standard operating guidelines (SOG) and policies. <input type="checkbox"/> Collaborate with subject matter experts to supply content for the training program. <input type="checkbox"/> Analyze content relative to district operational and training needs. <input type="checkbox"/> Build training materials based on the content relative to district needs. <input type="checkbox"/> Review training materials annually. <input type="checkbox"/> Revise training materials as needed.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 4C	Enhance organization and scheduling of the training program to ensure consistent delivery among personnel.	
Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Establish a master training schedule in advance to prevent operational conflicts. <input type="checkbox"/> Identify personnel with subject matter knowledge who are qualified to deliver the training content. <input type="checkbox"/> Provide training materials to instructors with adequate notice. <input type="checkbox"/> Allocate sufficient time to conduct training exercises. <input type="checkbox"/> Coordinate with shift battalion chief for scheduling to reduce conflicts with daily operations. <input type="checkbox"/> Review existing training standard operating guidelines for applicability and revise as needed.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4D	Develop and implement in-service training programs to provide for the safe and effective use of new tools, equipment, and apparatus.	
Timeframe	6 months-ongoing	Assigned to:
Critical Tasks	<input type="checkbox"/> Identify new tools, equipment, and apparatus that require in-service training. <input type="checkbox"/> Research and analyze best practices for the safe and appropriate use of new tools, equipment, and apparatus. <input type="checkbox"/> Develop specific training for new tools, equipment, and apparatus. <input type="checkbox"/> Provide training materials to instructors for delivery of in-service content. <input type="checkbox"/> Review the process after each in-service training for effectiveness. <input type="checkbox"/> Revise based on lessons learned.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Goal 5

Improve and manage the fire district's physical resources to best serve the community and be excellent stewards of district funds.

Objective 5A	Improve fire district's facilities for all personnel and the community we serve.	
Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Establish a physical resources committee lead by the facilities manager to improve the fire district's facilities. <input type="checkbox"/> Committee shall create a survey/questionnaire to identify and improve the fire district's facility needs. <input type="checkbox"/> Disseminate survey/questionnaire to all fire district employees. <input type="checkbox"/> Analyze results from the survey/questionnaire. <input type="checkbox"/> Create a report of findings and recommendations based on the survey/questionnaire. <input type="checkbox"/> Based on the report, develop an effective facility improvement plan. <input type="checkbox"/> Seek funding as needed for the facility improvement plan. <input type="checkbox"/> Implement the improvement plan through the facilities manager and the fire chief. <input type="checkbox"/> The committee shall review the facilities improvement plan semi-annually or as needed.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5B	Improve the efficiency of the fire district's fire/EMS apparatus and support vehicles to better meet current and future district needs.	
Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Use the physical resources committee to improve fire district apparatus and support vehicles. <input type="checkbox"/> Committee shall create a survey/questionnaire to identify and improve the fire district's apparatus needs. <input type="checkbox"/> Disseminate survey/questionnaire to all fire district employees. <input type="checkbox"/> Analyze results from the survey/questionnaire. <input type="checkbox"/> Create a report of findings and recommendations based on the survey/questionnaire. <input type="checkbox"/> Based on the report, develop an effective facility improvement plan. <input type="checkbox"/> Seek funding as needed for the facility improvement plan. <input type="checkbox"/> Implement the improvement plan through the facilities manager and fire district administration. <input type="checkbox"/> The committee shall review the facilities improvement plan semi-annually or as needed.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 5C	Improve the Fire district's use of information technology (IT) to better meet current and future district needs.	
Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Use the physical resources committee to improve the fire district's IT. <input type="checkbox"/> Committee shall create a survey/questionnaire to identify and improve the fire district's IT needs. <input type="checkbox"/> Disseminate survey/questionnaire to all fire district employees. <input type="checkbox"/> Analyze results from the survey/questionnaire. <input type="checkbox"/> Create a report of findings and recommendations based on the survey/questionnaire. <input type="checkbox"/> Based on the report, develop an effective IT improvement plan. <input type="checkbox"/> Seek funding as needed for the IT improvement plan. <input type="checkbox"/> Implement the improvement plan through the IT manager and fire district administration. <input type="checkbox"/> The committee shall review the IT improvement plan semi-annually or as needed.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5D	Improve and maintain tools and equipment within the district to better meet current and future district needs.	
Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Use the physical resources committee to improve the fire district's tools and equipment program. <input type="checkbox"/> Committee shall create a survey/questionnaire to identify and improve the fire district's tools and equipment needs. <input type="checkbox"/> Disseminate survey/questionnaire to all fire district employees. <input type="checkbox"/> Analyze results from the survey/questionnaire. <input type="checkbox"/> Create a report of findings and recommendations based on the survey/questionnaire. <input type="checkbox"/> Based on the report, develop an effective tool and equipment plan. <input type="checkbox"/> Seek funding as needed for tools and equipment plan. <input type="checkbox"/> Implement the improvement plan through the tools and equipment manager and the fire district administration. <input type="checkbox"/> The committee shall review the facilities improvement plan semi-annually or as needed.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Goal 6

Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence.

Objective 6A	Form team or committee structures with management components as needed to pursue and maintain accreditation.	
Timeframe	30 days	Assigned to:
Critical Tasks	<input type="checkbox"/> Identify the needed team or committee structure(s) for the various components of the accreditation process. <input type="checkbox"/> Create management oversight positions to lead the teams or committees and the process overall. <input type="checkbox"/> Establish team or committee member criteria. <input type="checkbox"/> Determine the composition of the teams or committees. <input type="checkbox"/> Solicit participation to meet the composition of the teams or committees. <input type="checkbox"/> Develop and complete the workgroup selection process. <input type="checkbox"/> Provide the needed educational components available through the Commission on Fire Accreditation International to ensure the relevant members have the needed training. <input type="checkbox"/> Guide the established team or committee in constructing a work plan and associated procedures to manage the accreditation process.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 6B	Develop a community-driven strategic plan.	
Timeframe	3 months and ongoing	Assigned to:
Critical Tasks	<input type="checkbox"/> Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns, and strengths perceived about the district. <input type="checkbox"/> Provide district stakeholder work sessions to evaluate (and update if necessary) the mission, vision, and values; determine internal strengths and weaknesses, external opportunities, and threats. <input type="checkbox"/> Identify any critical issues and service gaps that exist. Determine specific strategic initiatives around the uncovered gaps. <input type="checkbox"/> Develop goals, objectives, critical tasks, and appropriate timelines to include levels of measurability to achieve improvement over five years. <input type="checkbox"/> Create a district vision statement from the developed strategic plan. <input type="checkbox"/> Publish and distribute the formal strategic plan to stakeholders, including the authority having jurisdiction as determined by the organization.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 6C Implement the community-driven strategic plan.		
Timeframe	3 months, ongoing	Assigned to:
Critical Tasks	<input type="checkbox"/> Create a strategic planning subcommittee to review the draft strategic plan. <input type="checkbox"/> Provide internal stakeholder work sessions to evaluate (and update if necessary) the draft mission, vision, and values; finalize internal strengths and weaknesses, external opportunities, and threats; establish critical issues and service gaps. <input type="checkbox"/> Evaluate goals and objectives within the draft plan and further define objectives and critical tasks as needed to ensure clarity with each goal. <input type="checkbox"/> Determine a work plan to accomplish each goal and implement the plan. <input type="checkbox"/> Continuously evaluate and revise objectives and tasking as implementation occurs within the plan. <input type="checkbox"/> Report annual plan progress to community and district stakeholders.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 6D Conduct a comprehensive community hazards and risk assessment and document findings to develop standards of cover.		
Timeframe	6 – 9 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Gather and consider geophysical characteristics data of the jurisdictional responsibilities. <input type="checkbox"/> Gather and evaluate population, population demographics, area economics, and socioeconomic data of the jurisdiction. <input type="checkbox"/> Gather and consider physical asset development, service, and transportation infrastructure types in the jurisdiction. <input type="checkbox"/> Describe the district's programs, services, core deliverables, and human and physical resources to establish baseline information. <input type="checkbox"/> Determine an appropriate methodology for dividing the area of responsibility into geographical planning zones. <input type="checkbox"/> Build a methodology that identifies, assesses, classifies, and categorizes risk in the jurisdiction's response areas. <input type="checkbox"/> Document the information collected and the results of the applied methodologies in the risk assessment process.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 6E	Develop standards of cover based on community hazards and risk assessment results and combine results to complete the community risk and standards of cover study document.	
Timeframe	3 - 6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Evaluate historical jurisdictional emergency response performance and coverage to produce baseline data. <input type="checkbox"/> Establish benchmark and baseline emergency response service level and performance objectives. <input type="checkbox"/> Develop methodologies and policies for qualifying and validating data sets. <input type="checkbox"/> Conduct a gap analysis of performance across classes and categories of risk in each of the established planning zones to illuminate opportunities for improvement. <input type="checkbox"/> Build a compliance methodology for monitoring, evaluating, and reporting delivery performance. <input type="checkbox"/> Utilize the overall system performance data to create short- and long-term plans for maintaining and improving the system's response capabilities. <input type="checkbox"/> Combine and publish the community risk assessment and standards of cover study information, performance data, established objectives, and gap analysis results and <input type="checkbox"/> Maintain and annually update the community risk assessment/standards of cover document. <input type="checkbox"/> Present the CRA/SOC study results as updated annually to the authority having jurisdiction to provide transparency, build consensus, and align expectations. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 6F	Achieve accreditation by the CFAI.	
Timeframe	4 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Apply for "Candidate Agency" status with the CFAI. <input type="checkbox"/> Prepare for the CFAI peer assessment team visit. <input type="checkbox"/> Upload strategic plan, community risk assessment/standards of cover, and self-assessment documentation for review and comment by the CFAI peer assessment team. <input type="checkbox"/> Host the CFAI peer assessment team site visit for accreditation review. <input type="checkbox"/> Receive the CFAI peer assessment team recommendation to CFAI for Accredited status. <input type="checkbox"/> Review the peer assessment team's recommendations to determine applicability to district processes or systems to determine the scope of the annual compliance report process. <input type="checkbox"/> Receive vote during the CFAI hearings in favor of accredited status. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 6G	Maintain accreditation with the CFAI.	
Timeframe	Ongoing	Assigned to:
Critical Tasks	<input type="checkbox"/> Continue to collect and evaluate all relevant data to determine continuous improvement opportunities. <input type="checkbox"/> Submit initial required annual compliance reports. <input type="checkbox"/> Participate in as many offerings from CPSE as possible for continued education. <input type="checkbox"/> Participate in the accreditation process by providing “peer assessors” for external district review and identifying possible best practices. <input type="checkbox"/> Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. <input type="checkbox"/> Submit annual compliance reports as required by CFAI policies. <input type="checkbox"/> Establish succession development of the internal accreditation team in preparation for the next accreditation cycle.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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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 district's global vision but rather to confirm the futurity of the work designed by the district stakeholders. 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

The Lemont Fire Protection District: A professional fire service organization dedicated to compassionate service delivery and an example of honor and integrity in the community.

Our vision is that, by 2027, we will have clearly demonstrated our loyal and unwavering commitment to our citizens through superb external communications and outreach programs. This will be provided by an adaptable workforce supported by a highly successful training program designed to ensure long-term sustainability in the community. Efficacies in all of our processes will be realized by an enhanced physical resources program designed to improve the quality of life of those who serve within the district.

We will enrich our human resources through processes designed to improve recruitment and retention and ensure personnel have the skills they need to be successful. Our daily activities will be further improved by the manner in which we disseminate information and improve internal communications throughout the district. We will endeavor to establish best practices on an international level while we pursue accredited status.

We endeavor to live our purpose and values as we deliver our mission, accomplish our goals, and bring this vision to fruition.

Performance Measurement

To assess and ensure that an organization is delivering on the promises made in its strategic plan, its 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 district's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. The integrated process of Managing for Results 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.

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 district has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in developing this plan, the district 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 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 district 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

Accreditation A process by which an organization evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to

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institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an organization.

CBA	Collective Bargaining Agreement
CFAI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
Customer(s)	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 organization.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the organization's boundaries.
EVT	Emergency Vehicle Technician
Input	A performance indication where the value of resources is used to produce an output.
IT	Information Technology
Mission	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.
Outcome	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
SOG	Standard Operating Guideline
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the organization 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 organization in moving forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the organization and broadly identifies how it will be accomplished and provides the framework for more detailed annual and operational plans.
Strategic Planning	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.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.

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SWOT

Strengths, Weaknesses, Opportunities, and Threats

Vision

An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

Appendix 1 – Community Feedback

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.

The community members present were asked to provide one thing they felt the district needed to change and one thing they felt should not change. Results are listed below.

One thing the fire district should change:

- Get input from business owners.
- Improve communications.
- Expand community communications.
- More transparency and public education of operations.
- Bad optics of on-duty fire trucks parked/shopping at Jewel.
- Various station locations.
- Station locations.
- Go to a larger board.

One thing the fire district should not change:

- Responsiveness and community focus.
- Management.
- Community focus.
- Promptness of response.
- Mission and values statement.
- Excellent rapport with the community.
- Community outreach and education.
- Internal structure for positions.
- Care provided by the Lemont Fire Department.
- The ability to be a self-sufficient department.
- People, the department seems to have good people.
- Friendliness, concern, talent.
- Partnerships with the local school districts.
- Family atmosphere.
- Commitment on calls.
- Community programs and events.
- Community focus.

Respondents were asked to list, in priority order, up to three subjects relative to their expectations for the Lemont 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 third entry, it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight.

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and listed below. The numbers in the parentheses are the cumulative weighted value that correlates 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, in priority order:

1. Response Times. Expeditious response time/service. Timely response. Efficient and timely response to concerns or emergencies at the library. Timely care. Quickly respond to emergency calls/needs. Quick response. Timely response. Provide emergency response within standard response time or quicker. Prompt emergency services/fire services. (82)
2. Trained Personnel. Well-trained individuals. Competent staff. Continued training to provide the best possible service knowing social needs and experiences are always evolving. Personnel are continuously trained. Qualified personnel. Provide extensive training for all personnel. Staying on top of best practices related to school emergency procedures. Provide services effectively and efficiently. (44)
3. Professionalism. Professionalism. Professional courtesy. Professionalism. (17)
4. Fiscal Responsibility. Fiscal Responsibility. Operate efficiently. Spend our budgeted resources wisely. Responsible stewards of limited resources. Continuous improvement to do most possible with fewest financial resources possible. Be fiscally responsible to citizens. (14)
5. Equipment. Up-to-date equipment. Make sure equipment is updated regularly. Equipment maintained and updated. Fully operational equipment/Up to date equipment. Well-equipped and trained. To have top-of-the-line equipment. (13)
6. Working with others. Willing to work with the library on safety training, drills and incorporate and participate with library management to keep the library safe and staff trained. Willingness to support schools in their emergency protocols. Available. (11)
7. Service. Service, to be there when there is an emergency. Expect quality services within budget (understand Fire is one of many services residents expect). (10)
8. Public Safety. (5)
9. Provide fire education services to our community; CPR, First Aid. Education to the public. (4)
10. Fairness in implementing code changes and enforcements. (3)
11. Community Engagement. Communication with the library regarding matters of community concern. Good communications. Public interactions. Community relations. (3)
12. Communication expanded to meet growth. Public awareness. (2)
13. Transparency. (1)
14. Knowledge of what hospital to take you to as time is of the essence. (1).

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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 three concerns about or for the district. 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 third 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 correlates 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, in prioritized and weighted order:

1. Finances. Appropriate spending. Lack of capital planning: How much is in savings to cover future outlays? Rising cost of equipment, apparatus and personnel - do we have enough money? Funds provided appropriately for all department needs. The ability to sustain ongoing personnel costs. How financially sound the district is. Staff levels may be exceeding financial resources available. (38)
2. Staffing. Properly staffed. Enough employees to do the job. More manpower. Staffing - is the department fully staffed? Do you have the people you need? Every expanding headcount and unfunded pensions/liabilities. Possible staffing shortages. (33)
3. Fire Stations. Building new station. Additional station. Station placement. The aging of the facilities - are the standards being met? The need to address antiquated facilities and also address demographic growth and change. Plan for facilities and improvements. Are the current stations in the proper location to serve the growing community? (19)
4. Equipment. Aging equipment. Does the department have updated equipment, vehicles, etc.? Vehicles and equipment up to date. (11)
5. Response time. (10)
6. Keep homeowner associations up to speed on issues. Are they available at schools so children get contact and knowledge? (8)
7. Recruitment/retention of personnel. Does the district recruit top-level new firefighters? (6)
8. Excessive burden on business regarding development. (5)
9. Future direction of fire department and inspection services. (5)
15. Older buildings downtown being so close together. (5)
16. With changing Illinois laws, do the members have the proper health response training? (5)
17. Keeping pace with the growth of the community/housing. (5)
18. "The boys and their toys" argument. (5)
19. More apparatus. (3)
20. Internal morale. (3)
21. High-rise buildings and equipment to meet the needs when a fire might break out. (3)
22. Command structure. (3)

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23. Training. (1)
24. Churches in town, especially those in close proximity to homes. (1)
25. Trustees. (1).

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view of 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 of the identified weaknesses. The following are the positive comments from the community stakeholders, prioritized and weighted accordingly:

- Well trained.
- Professional.
- Excellent public reception.
- Outreach of staff deputy and chiefs are very active in the community.
- Professional and helpful.
- Friendly approach.
- Desire to accommodate.
- Living within budget limits.
- Excellent communication with fire department.
- Allowing negotiable time for building improvements (fire safety, etc.).
- Committed to public service and education.
- Committed to extensive training program for all personnel.
- Dedicated personnel from top to bottom.
- Community events.
- Providing fire safety materials to the public.
- Preparedness.
- Very professional when I have met members.
- Seem well-organized when I have talked to members.
- There seems to be the good number of stations for the size of the district.
- Efficient, professional, yet approachable. Appreciate their skills to our community.
- Community programs and interaction with public very positive.
- Committed to professional service.
- Active in community.
- Always there when needed.
- Excellent public education programs.

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- (Currently) well-trained/devoted personnel.
- Good management/staff relations.
- Appropriate equipment for district terrain and population.
- Generally, kind to people in their interactions.
- Community-focused.
- Commitment to continuous improvements.
- Willingness to build relationships with other local agencies.
- Readily available.
- Altruistic.
- Current knowledge of new chemicals and treatment for exposures.
- The department works with our schools.
- When I have had questions, they are responsive.
- Professional personnel.
- Well-trained.
- Very well-equipped.
- Professional staff across the board.
- Staff that is highly trained.
- Great intentions/people/board.
- We have experienced two personal emergency interaction and witnessed 2-3. All have been positive and excellent!
- Staff that care and are kind!
- Outstanding service with wonderful staff.
- Willingness to run drills and provide programs for local schools.
- Always respond professionally and efficient manner to library concerns and emergencies.
- Professional, friendly, communicative.
- Willingness to participate in staff training and awareness.
- Excellent personnel.
- Excellent training.
- Respect for each other (family).
- Very professional.
- Always willing to help.
- Community-oriented.
- Quality leadership.
- Good resources.
- Very approachable,

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- Strong board.
- Community activities.

Other Thoughts and Comments

The community was asked to share any other comments about the district or its services. The following written comments were received (verbatim, in no particular order):

- Pursue district certification – not sure if this was completed.
- Are emergency warnings sufficient? Sirens and electronic communication.
- I would like to see more consolidation and collaboration with other taxing districts to serve the greater needs of the community, e.g., partnering with city on improvements to water lines benefits fire and village. Another example with local business property owners on upgrade of older buildings which reduces fire risk overall.
- Overall, very happy with our level of services received.
- It took many years to achieve the positive relationships between staff and management which I believe led to greater productivity, enthusiasm in the work environment, and a desire to always improve.
- Appreciate services provided.
- As a community, we need to better communicate that our village/fire/library/ parks/schools...are separate bodies with separate budgets. Average resident does not understand this or how property tax dollars are allocated.

Appendix 2 - SWOT

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 channeling 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 district stakeholders identified the district's strengths as follows:

Professionalism of personnel	Up-to-date apparatus
Opportunity/ability to train	Communication between line personnel
Dedicated members	Community driven
Compassion to customers	Public outreach
Financially stable	Labor/management relations
Updated equipment	Organizational structure
Relationships with businesses	Employee retention
Standard operating guidelines for fire	District/schools relationship
Relationship with the Village of Woodridge	Updated fire code for the unincorporated district
Specialty teams	Strong incident command system
Internal training program	<i>Target Solutions/ Crew Sense/ ESO</i> programs
Inter-governmental relationships	Station alerting solution
Rebound program	Internal committees
Health and safety committee	Public perception
Support specialty teams	Employee benefits

Full-time support staff for EMS, fire prevention bureau, emergency vehicle technician, IT

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Weaknesses

For any organization to either begin or to 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 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 district stakeholders as weaknesses:

Lack of applicants for vacancies	Internal communication
Fire Station location	Low staffing
Micromanagement	Lack of accountability
Educational opportunities for the public (EMS/Fire)	Fleet maintenance
Coordination between divisions	Lack of specialty team participation
Low morale	Lack of using the chain of command
Lack of pride and ownership	Condition of facilities
Lack of training funds	Lack of mentorship
Inconsistent expectations	Personal agendas driving decisions
Lack of succession planning	Distribution of equipment and apparatus
Internal transparency is lacking	Familiarization with new equipment/apparatus
Limited organization of daily training	Inconsistent training between shifts
Jump companies	Quality of in-house training
Outdated standard operating guidelines	Social media-district
Code enforcement	Lack of motivation
Outdated information technology infrastructure	Duty/day staff animosity
Loss of family atmosphere	Dissemination of institutional knowledge
Lack of dedicated training officer	Lack of culture in line with mission and values
Opportunities for professional development within the organization	Restricted educational opportunities due to the collective bargaining agreement

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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 services but on expanding and developing new possibilities inside and beyond the traditional service area. The district stakeholders identified the following potential opportunities:

Grants	Mutual aid agreements
Community support	Consolidation of services
National Registry	Public/private partnership
Outside training and meetings	Tax referendum
Attend National Fire Academy	Public outreach
AFFI and IAFF collaboration and funding	Therapy dog
IAFC collaboration and funding	Partnerships with other taxing bodies
FEMA collaboration and funding	Station relocation

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 district stakeholders were as follows:

Recession	Public perception	Delay in taxation funds from the county
Local political climate	Population increase	Waterways, railways, chemical hazards
Negative press/social media	Annexation	Unfunded state/local mandates
Natural disasters	Vacant buildings	Decrease in qualified applicants
Terrorism	Aging infrastructure	Increased demand for services
Global pandemic	Public lack of information	Critical infrastructure
Poor economy	Public health	High hazard and high population occupancies
Increased cost of operations	Increased traffic	Active shooter and violent situations
Supply chain issues	Distracted driving	Inclement weather hazards
Solar panels	Substance abuse	Commercial and private aviation
Building construction	Rural water areas	Exposure to health hazards
Lithium batteries	Geography	Fireman's Association
Privatization	Cyber attacks	

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Appendix 3 – Critical and Service Gap Issues

The following information is the raw data comprised 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 the district should pursue for change and continuous improvement.

Initiative Link	Group 1	Group 2
Internal Communications	Internal Communications <ul style="list-style-type: none"> ○ Coordination between divisions ○ Inconsistent communications ○ Transparency ○ Personal agendas driving decisions ○ Skipping chain of command ○ Delegation of authority/tasks ○ Lack of institutional knowledge 	Internal Communications <ul style="list-style-type: none"> ○ Coordination between divisions ○ Transparency ○ Lack of chain of command ○ Dissemination of institutional knowledge ○ Micromanagement ○ Inconsistent expectations ○ Omnipotent ○ Staying in your lane ○ Mentorship ○ Personal agendas
External Communications	External Communications <ul style="list-style-type: none"> ○ Social media presence ○ Education opportunity to public ○ Input from external stakeholders ○ More pub-ed opportunities ○ Knowledge of the separation of taxing bodies ○ Homeowners up to date on district objectives/regulations 	External Communications <ul style="list-style-type: none"> ○ Public education and classes ○ Public relations ○ Social media ○ Input from business owners ○ Community outreach ○ Relationships with other public entities ○ Citizen fire academy ○ Summer break programs ○ Senior programs
Human Resources	Human Resources <ul style="list-style-type: none"> ○ Are we fully staffed ○ Browning out rigs/stations ○ Proper staffing ○ Adequate candidate pool 	Human Resources <ul style="list-style-type: none"> ○ Staffing ○ Recruitment ○ Salary ○ Loss of family atmosphere ○ Morale ○ Mentorship ○ Pension liability ○ Personnel and costs
Training	Training <ul style="list-style-type: none"> ○ Lack of a dedicated officer ○ Quality training ○ Training funds ○ Organization of daily training ○ Restricted opportunities ○ Lack of support for training opportunities ○ School emergencies ○ Consistency through the shifts ○ Familiarization of equipment ○ Specialty teams 	N/A
Physical Resources	N/A	Physical Resources <ul style="list-style-type: none"> ○ Facility structures ○ Fleet maintenance ○ Outdated IT infrastructure ○ Distribution of equipment ○ Future planning ○ Capital planning ○ Appropriate capital spending