

MABAS DIVISIONS 4 & 5 SPECIALIZED RESPONSE TEAMS



STRATEGIC PLAN

2022 - 2027

Approved August 4, 2022

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MISSION STATEMENT

The MABAS Divisions 4 & 5 Specialized Response Teams' mission is to provide a consolidated regional resource group that responds at the request of member agencies, as well as through mutual aid agreements, to support efforts in protecting life, property and the environment.

This is accomplished through cooperative efforts utilizing high quality training, education, emergency response and special equipment in a standardized, efficient, cost effective and timely manner.

ORGANIZATIONAL VALUES

We value **Knowledge and Skill** gained through training and education, believing that, when coupled with experience, they lead to competent, effective service and improved safety.

We value **Cooperation and Teamwork**; knowing that we exceed our individual ability to solve problems and provide quality services when we avail ourselves of each other's talents and resources.

We value a **Responsive** organization that listens and considers the needs and concerns of its individual stakeholders and seeks ways to collectively improve each one's service delivery.

We value the **Efficiency** offered through cooperative efforts and strive to be a cost-conscious and transparent organization that is always accountable to its stakeholders and customers.

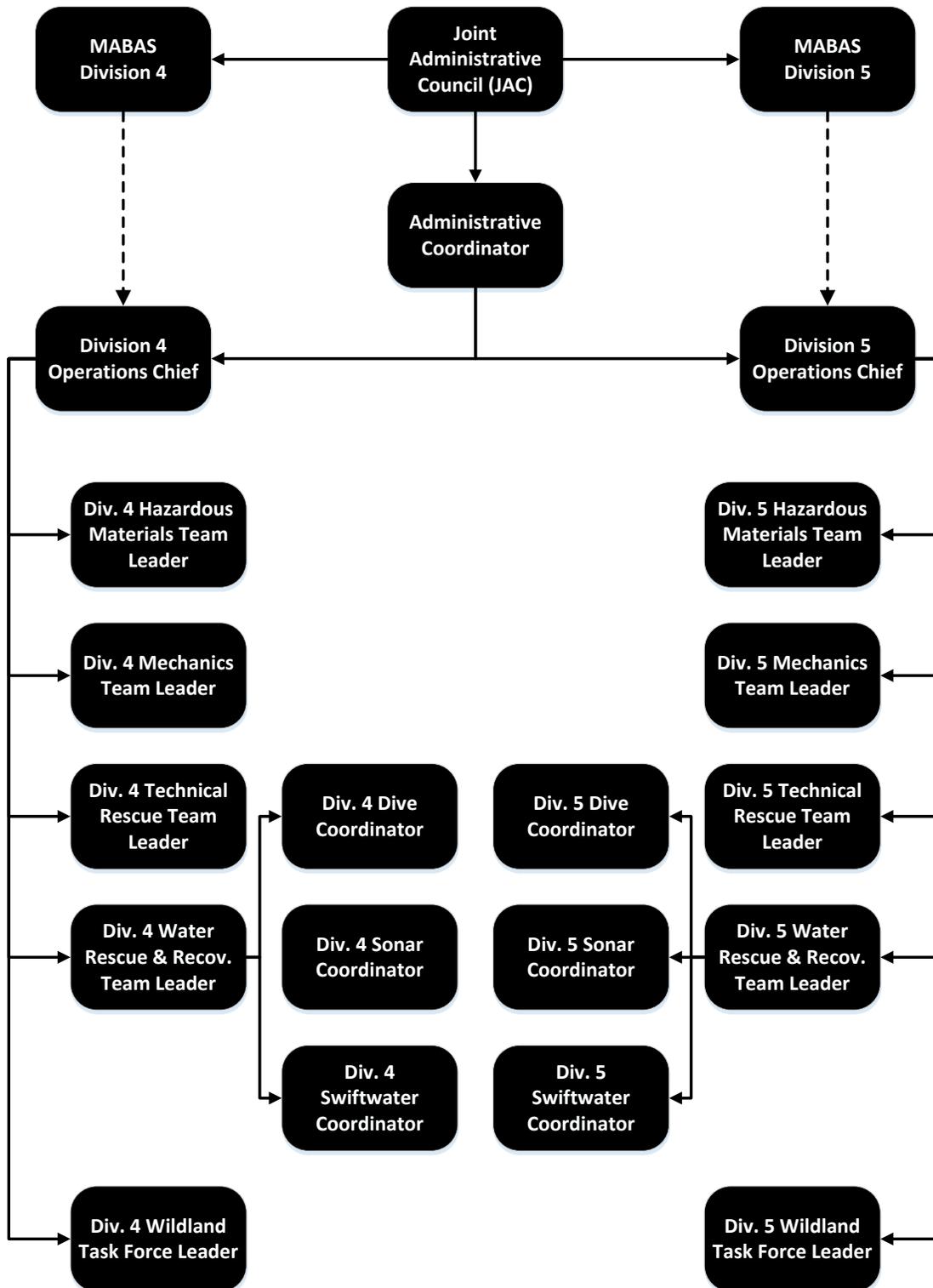
We value a consistent emphasis on **Safety**; an ever-present attitude of risk management for both our personnel and the customers we serve.

We value **Visionary and Creative Leadership** that can manage resources in an efficient way to improve cost effectiveness in an intentional and purposeful manner.

We value **Honesty**; adhering to strict moral and ethical principles through sound character, integrity and trust.

We value those with **Dedication to Purpose** who can focus organizational energy on accomplishments and operational successes.

ORGANIZATIONAL CHART



JOINT ADMINISTRATIVE COUNCIL

Rich Carani, Chairman
 Steve Spraker, Vice-Chair
 Greg Formica, Secretary/Treasurer
 Bob Kreher, Council Member
 Mike Hill, Council Member
 Jeff Steingart, Council Member

Christina Loomis, Administrative Coordinator

Chas Buschick, Division 4 Operations Chief
 Chris Williams, Division 5 Operations Chief

TEAM LEADERS/COORDINATORS

	MABAS Division 4	MABAS Division 5
Hazardous Materials Team Leaders	Jim Weidman (Grayslake) Mark Menzel (Wheeling)	Pat Keefe (Woodstock) Ken Larsen (Huntley)
Mechanics Team Leaders	John Rikje (Gurnee) Rob Elkins (Countryside)	Jason Kedrok (Fox River Grove) Mike Shannon (Woodstock)
Technical Rescue Team Leaders	Jim Pellitteri (Gurnee) Mark Skala (Countryside)	Chris Williams (Crystal Lake) Bobby Seyl (Crystal Lake)
Water Rescue & Recovery Team Leaders	Bill Lark (Mundelein)	Chris Rohde (McHenry Twp.)
Dive Team Coordinators	Jim Gramer (Gurnee) Kurt Rodewald (Mundelein)	Sean Baumgartner (Algonquin-Lake in the Hills) Eric Vizanko (Woodstock)
Sonar Team Coordinators	Jason Daun (Wauconda) Steve Holtz (Libertyville)	Darrell Cook (Crystal Lake) Brian Marino (Crystal Lake)
Swiftwater Team Coordinators	Jim Pellitteri (Gurnee)	Chris Rohde (McHenry Twp.)
Wildland Task Force Leaders	Tom Flader (Newport Twp.) Dave Reid (Lake Zurich)	TBD

BACKGROUND

In 2013, SRT completed its first strategic plan to help guide the future needs of the organization. That document guided several important decisions and changes including SRT's transition from the old Lake & McHenry County Fire Departments SRT to the current MABAS Divisions 4 & 5 SRT. The identification, approval and execution of this new governance model aimed to better align SRT with MABAS-IL and promote greater equality between SRT's two member agencies, MABAS Divisions 4 and 5. A significant number of additional accomplishments were achieved between 2013 and 2019, when SRT's Joint Administrative Council (JAC) decided to engage in strategic planning once again.

In the fall of 2019, SRT held a strategic planning workshop to update its original strategic plan and discuss the future of the organization. Invited to attend the workshop were the members of SRT's Joint Administrative Council and both MABAS Division Boards, the Operations Chiefs, the special team leaders/coordinators as well as the Administrative Coordinator. The workshop was facilitated by Dr. Lewis Bender, a Professor Emeritus at Southern Illinois University Edwardsville, who provides consulting and training for public and non-profit organizations.

The group began the workshop with an analysis of the challenges and strengths facing the organization (see Appendix B) and continued by developing a five-year shared vision for SRT. They concluded the day by identifying the major goal areas, key objectives and one-year tasks that must be accomplished to realize that shared vision. Following the workshop, an updated strategic plan was adopted in November 2019 and the SRT was poised in January of 2020 to dive into the work outlined in this guiding document.

2020, however, did not turn out to be the year that anyone expected as the COVID-19 pandemic had far reaching affects on the world and SRT. Despite the challenges brought on by the COVID-19 pandemic, SRT did make significant progress on many of the objectives and one-year tasks outlined in the strategic plan (see Appendix A). As a result, in 2022, the SRT's JAC decided it was time once again to revisit its plan and start preparing again for the future.

The JAC decided to hold another facilitated workshop to engage in the discussions necessary to plan for SRT's future needs. Workshop participants were asked to consider the organization's accomplishments as well as the following questions:

- Where do we go from here?
- What should SRT be doing in the future?
- What should SRT look like a year from now? In five years?
- Is SRT meeting its objectives/intent as outlined in our mission statement?
- What are SRT's core services and what do we need in terms of training, personnel and equipment to get the job done?

OVERVIEW

On May 10, 2022, the MABAS Divisions 4 & 5 SRT held a strategic planning workshop to evaluate, discuss and update its strategic plan. Members of SRT's Joint Administrative Council and both MABAS Division Boards, the Operations Chiefs, the special team leaders/coordinators as well as the Administrative Coordinator were once again invited to attend. Dr. Lewis Bender, a Professor Emeritus at Southern Illinois University Edwardsville, was again invited to facilitate the workshop.

The group began the workshop by reviewing the progress made in each of the five goal areas from the fall of 2019 through the spring of 2022. They continued the day by developing one-year tasks that must be accomplished in 2022/2023 to continue making progress toward the shared vision. The group concluded the day by reviewing the proposed one-year tasks to ensure consistency with the current plan and goal areas. The remainder of this plan summarizes the main points identified during the workshop and outlines the steps necessary to ensure the sustainability of SRT moving forward.

VISION TOUR

Strategic planning workshop attendees were prompted to develop a five-year shared vision for the future of SRT. By 2025, the group envisions that visitors to the MABAS Divisions 4 & 5 SRT will see the following:

- Division squads with trained personnel dedicated entirely to SRT (staffed every day).
- A variety of public/private partnerships featuring industry experts.
- New and secured funding sources (potentially at the county and state-level).
- Better-defined team mission levels, including the rightsizing of equipment and personnel.
- Decision makers and residents of Lake and McHenry Counties will know who we are and will support our mission and activities.
- An organization that regularly evaluates, inventories and maintains its vehicles/assets/equipment.
- Regular marketing of the organization's capabilities to both internal and external stakeholders.
- Training occurring in all member departments/districts, regardless of their level of participation.

MAJOR GOAL AREAS WITH KEY OBJECTIVES AND ONE-YEAR TASKS

To realize the shared vision for the future of SRT, strategic planning workshop attendees discussed the five major goal areas with supporting objectives and one-year tasks. After the workshop, these objectives and one-year tasks were evaluated by the Joint Administrative Council and Administrative Coordinator to ensure they can reasonably be accomplished over the next year.

The following outlines the major goal areas, key objectives and one-year tasks for the coming year. The assignment of one-year tasks to specific group or individuals are outlined in Appendix D and will be updated on a monthly basis.

I. FUNDING

Key Objectives

1. Review the current funding structure and determine the pros and cons. Recommend any necessary changes.
2. Identify possible sustainable funding sources and approaches and determine the pros and cons of each.

One-Year Tasks

- Research sustained, alternative approaches to the current funding structure.
- Research potential funding opportunities (i.e. grants, counties [taxes], stakeholders/private, donations).

II. PERSONNEL ASSESSMENT/NEEDS DETERMINATION & SUCCESSION PLANNING

Key Objectives

1. Inventory personnel and leadership resources.
2. Identify current and future needs and develop a succession plan.
3. Identify appropriate mission levels for each team.
4. Evaluate the need for any additional teams.

One-Year Tasks

- Determine leadership needs and recruit personnel to fill these positions.

- Create plan for team leaders/coordinators to target key team members for leadership training.
- Create a recruitment plan for each team (consider min/max range of members).
- Evaluate the possibility and advantages of standardized box cards (focus on Div. 4 – already in use in Div. 5).

III. VEHICLE/EQUIPMENT ASSESSMENT & NEEDS DETERMINATION

Key Objectives

1. Inventory physical vehicle/equipment resources.
2. Identify current and future needs and develop a replacement plan.

One-Year Tasks

- Confirm that SRT's current rolling stock fits the mission of each team.
- Determine needed and surplus equipment to right-size each team.
- Develop a plan to reidentify SRT equipment.
- Evaluate and identify the best option for a cloud-based inventory system.
- Adjust the CIP for current inflation.
- Evaluate the deployment, reflex and response rates/times for each team.

IV. COMMUNITY & DECISION-MAKER EDUCATION

Key Objectives

1. Identify education targets.
2. Create strategies and materials for each target audience.
3. Implement and assess education programs and tools.

One-Year Tasks

- Create marketing materials to accompany the videos that promote/market the value of the special teams and outlines the cooperation and purpose of SRT.

- Form a committee to provide talking points to accompany the SRT videos and marketing materials, geared toward villages/cities/counties, state and federal level politicians, local civic groups, etc.
- Create a presentation/event for fire department command level personnel and line officers to increase awareness of special team capabilities and stir interest and aid in recruitment efforts.

V. TRAINING

Key Objectives

1. Identify team trainings needs.
2. Identify ways SRT can utilize training as an education/marketing tool.
3. Research possibility of SRT becoming a training “service provider.”

One-Year Tasks

- Re-establish quarterly training committee meetings to discuss best practices and ways to improve overall training.
- Task training committee with exploring annual basic skills validation for each team.
- Continue working with training officers from member departments on OSFM recertifications requirements.
- Establish a formal rolloff truck training program and annual recertification requirements.
- Reach out to departments/districts about hosting training (ask each team to find at least one new training location in 2022/2023).
- Leverage on-line/Zoom training opportunities for annual SOG reviews, equipment in-services, outside expertise instructors, etc.
- Research possible training facilities and instructors. Check the legality and/or requirements involved in becoming a training “service provider.”

NEXT STEPS

To keep momentum on this important and ongoing project, and to ensure accountability, the SRT Joint Administrative Council (JAC) will discuss/review this plan at each of their monthly meetings. “Strategic Planning” will continue to be a reoccurring agenda item for all JAC meetings so the group can monitor related progress.

Six or seven months after this plan has been adopted, the JAC will dedicate an entire meeting to strategic planning to check on the status of each one-year task. The group will determine if any updates and/or mid-point adjustments to this plan are needed. Then at the one-year mark, the entire strategic planning group will reconvene to review the major goal areas and key objectives and establish one-year tasks for years 2023 and 2024.

APPENDIX A: ORGANIZATIONAL ACCOMPLISHMENTS

Since SRT adopted its updated Strategic Plan in 2019/2020, the organization has accomplished a great deal. The following outlines some of the organization's most significant administrative and operational accomplishments in each of the five goal areas:

- Funding
 - Established a capital fund and practice of allocating surplus budget funds for future capital purchases.

- Personnel Assessment/Needs Determination & Succession Planning
 - Completed an inventory of current team leadership.
 - Expanded team leadership across all teams – added 14 new leadership positions.
 - Filled 17 leadership positions from the Fall of 2019 to March 2022.
 - Restructured Joint Administrative Council meetings to incorporate team leaders/coordinators into every meeting.
 - Started holding regular leadership meetings with each team's leadership group.
 - Received the needed approvals to hire a part-time maintenance/logistics employee beginning in 2022.
 - Created a new, dedicated recruitment page on the SRT website.

- Vehicles/Equipment Assessment & Needs Determination
 - Inventoried all SRT assets (vehicles, trailers, containers, boats, equipment).
 - Drafted and presented SRT's first 5-Year Capital Improvement Plan to MABAS Division 4 and MABAS Division 5. Plan was approved by both MABAS divisions in 2021.
 - Presented 2022 capital purchase recommendations to both MABAS divisions. All recommendations were approved in April 2022.

- Community & Decision-Maker Education & Partnerships
 - Created two videos to promote the value of SRT – one to market the SRT and one to recruit new team members.
 - Updated the SRT website to incorporate the two new videos and podcast content.

- Training
 - Established a Training Committee with representatives from all special teams. Started productive discussions about how to improve team training overall and provide opportunities for teams to train together.
 - Began coordinating with the training officers from both MABAS divisions to document and track OSFM recertification objectives.
 - Leveraged Zoom and other tools to provide on-line training for targeted classroom topics/team updates.

APPENDIX B: ORGANIZATIONAL CHALLENGES AND STRENGTHS

<u>Challenges</u>	<u>Strengths</u>
Funding	Good Value for Services Provided
Training Participation	Strong Leadership
Public Awareness	Knowledge and Experience
Council/Board Awareness and Support (individual departments/districts)	Well-Equipped
Aging Equipment	
Financial Inequality Between the Two MABAS Divisions	
Lack of Mid-Level Focus and Awareness	
Succession Planning	

APPENDIX C: STRATEGIC PLANNING WORKSHOP ATTENDEE ROSTER

Name	Department	Role
Buschick, Chas	Wauconda	Div. 4 Operations Chief
Carani, Rich	Libertyville	JAC
Cook, Darrell	Crystal Lake	Div. 5 Sonar Team Coord.
Daun, Jason	Wauconda	Div. 4 Sonar Team Coord.
DeRaedt, Paul	Crystal Lake	MABAS Div. 5 Board
Ellsworth, Bob	McHenry Co. EMA	MABAS Div. 5 Board
Formica, Greg	Greater Round Lake	JAC / MABAS Div. 4 Board
Gaffke, John	Libertyville	Tech. Rescue Team Training Officer
Gramer, Jim	Gurnee	Div. 4 Dive Team Coord.
Hill, Mike	Woodstock	JAC
Holtz, Steve	Libertyville	Div. 4 Assistant Sonar Coord.
Keefe, Pat	Woodstock	Div. 5 HazMat Team Leader
Kirschhoffer, Mark	Newport Township	MABAS Div. 4 Board
Kreher, Bob	Fox River Grove	JAC
Larsen, Ken	Huntley	Div. 5 Assistant HazMat Team Leader
Loomis, Christina	SRT	Administrative Coordinator
Marino, Brian	Crystal Lake	Div. 5 Assistant Sonar Coord.
Menzel, Mark	Wheeling	Div. 4 Assistant HazMat Team Leader
Pellitteri, Jim	Gurnee	Div. 4 Swiftwater Team Coord. / Tech. Rescue Team Leader
Rikje, John	Gurnee	Div. 4 Mechanics Team Leader
Shannon, Mike	Woodstock	Div. 5 Assistant Mechanics Team Leader
Spraker, Steve	McHenry Township	JAC
Steingart, Jeff	Wauconda	JAC / MABAS Div. 4 Board
Weidman, Jim	Grayslake	Div. 4 HazMat Team Leader
Williams, Chris	Crystal Lake	Div. 5 Operations Chief / Tech. Rescue Team Leader

APPENDIX D: ONE-YEAR TASK ASSIGNMENTS

Goal Area	One-Year Task	Task Assignment	Status/Progress
Funding	Research sustained, alternative funding approaches.	Spraker	
	Research potential funding opportunities.	Spraker	
Personnel/ Succession Planning	Determine leadership needs and recruit personnel.	Buschick, Loomis & Williams	
	Create leadership training plan.		
	Create recruitment plan for each team.		
	Evaluate standardized box cards.		
Vehicles/Equipment	Evaluate current rolling stock fits team missions.		
	Determine needed and surplus equipment (right-size).	Buschick, Loomis, Williams & Team Leaders/ Coordinators	
	Develop a plan to reidentify SRT equipment.	Buschick, Loomis, Williams & Team Leaders/Coordinators	
	Evaluate and identify cloud-based inventory system.		
	Adjust CIP for inflation.		
	Evaluate team deployment, reflex and response rates/times.		

Education/ Marketing	Create marketing materials for videos.	Loomis, Spraker & Steingart	
	Form committee to provide video talking points.		
	Create presentation for FD command level personnel and line officers.		
Training	Re-establish quarterly training committee meetings (improve overall training).		
	Training committee explore annual basic skills validation.		
	Continue working with training officers on OSFM recertification.	Loomis	
	Establish rolloff truck training program and annual recertification.		
	Training location outreach (new/unique locations).		
	Leverage on-line/Zoom training for targeted trainings.		
	Research becoming a training "service provider."		