

MABAS DIVISIONS 4 & 5 SPECIALIZED RESPONSE TEAMS



STRATEGIC PLAN

2020 - 2025

Approved November 18, 2019

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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.

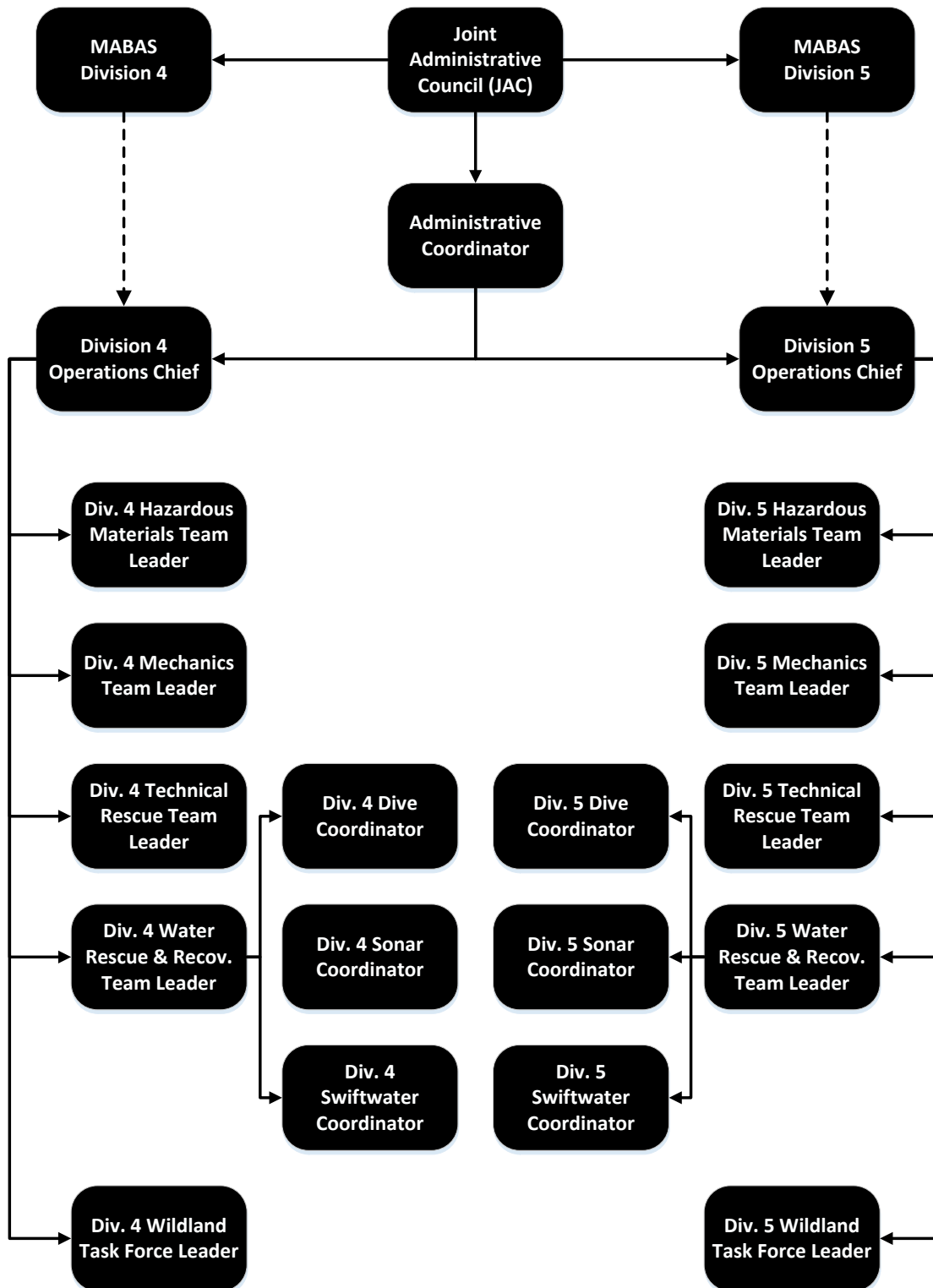
We value a consistent emphasis on **Safety**; an ever-present attitude of risk management for both our personnel and the customers we serve.

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

Kevin Cronin, Division 4 Operations Chief
Al Schlick, Division 5 Operations Chief

TEAM LEADERS/COORDINATORS

	MABAS Division 4	MABAS Division 5
Hazardous Materials Team Leaders	Jim Weidman (Grayslake)	Pat Keefe (Woodstock)
Mechanics Team Leaders	John Rikje (Gurnee)	Jason Kedrok (Fox River Grove)
Technical Rescue Team Leaders	Jim Pellitteri (Gurnee)	Chris Williams (Crystal Lake)
Water Rescue & Recovery Team Leaders	Bill Lark (Mundelein)	Chris Rohde (McHenry Twp.)
Dive Team Coordinators	Jim Gramer (Gurnee)	Chris Bedore (Crystal Lake)
Sonar Team Coordinators	Jason Daun (Wauconda)	Darrell Cook (Crystal Lake)
Swiftwater Team Coordinators	Jim Pellitteri (Gurnee)	Chris Rohde (McHenry Twp.)
Wildland Task Force Leaders	Tom Flader (Newport Twp.)	Dave Reid (McHenry Twp.)

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 (see Appendix A), when SRT's Joint Administrative Council (JAC) decided to engage in strategic planning once again.

To begin the strategic planning process, the JAC decided to hold a 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 September 17, 2019 the MABAS Divisions 4 & 5 SRT held a strategic planning workshop to 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. 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 2024, the group envisions that visitors to the MABAS Divisions 4 & 5 SRT will see the following:

- A centralized storage facility with coordinated responses to special team incidents.
- 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 identified 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.

Before any work is started on these one-year tasks, however, SRT will complete a risk hazard assessment to identify the hazards and risks affecting SRT and its member organizations. This assessment will help SRT determine its appropriate mission levels and will guide the decisions made related to each goal area and key objective.

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

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.

One-Year Tasks

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

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

- Inventory team vehicles/equipment.
- Determine needed and surplus equipment to right-size each team.
- Develop a replacement plan/program for capital items.
- Develop a plan to reidentify SRT equipment.

IV. COMMUNITY & DECISION-MAKER EDUCATION & PARTNERSHIPS

Key Objectives

1. Identify education targets.
2. Create strategies and materials for each target audience.
3. Implement and assess education programs and tools.
4. Identify potential private partners. Explore possible agreements and implement partnerships where appropriate.

One-Year Tasks

- Create a presentation and/or video that promotes/markets the value of the special teams and outlines the cooperation and purpose of SRT.

- Identify internal education/marketing needs, including presentations to individual member departments/districts, regarding the services and value of SRT.
- Identify what community events (i.e. open houses, Touch-A-Truck, etc.) would be appropriate for SRT presentations/education to occur.
- Identify areas where public/private partnerships would be advantageous/possible.

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

- Develop ideas to improve team training based on needs assessment. Establish a training committee to guide decisions regarding training.
- Reach out to departments/districts about hosting training.
- 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 be added as 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 2021 and 2022.

APPENDIX A: ORGANIZATIONAL ACCOMPLISHMENTS

Since SRT completed its first Strategic Plan in 2013, the organization has accomplished a great deal. The following outlines some of the organization's most significant administrative and operational accomplishments:

- Located and rented dedicated office and garage space from the Village of Hainesville.
- Identified, approved and executed a new governance model to better align with MABAS-IL.
 - "Closed" the Lake & McHenry County Fire Departments SRT organization and started the MABAS Divisions 4 & 5 SRT.
 - Developed and approved new council by-laws.
 - Distributed capital assets to the two member MABAS divisions.
 - Restructured the organizational chart to include the Joint Administrative Council (JAC), MABAS division boards and operations chiefs.
 - Rebranded the organization to incorporate all special teams (logo, annual report & business/marketing materials).
 - Developed a new budgeting process and model, allowing for better oversight and management of financial resources
- Updated, standardized and approved Standard Operating Guidelines (SOGs) for all teams and the Administration. Implemented an annual review and approval schedule.
- Created job descriptions for the operations chiefs and team leaders/coordinators (incorporated them into the SOGs).
- Developed a new, user-friendly website with added functionality and OMA/FOIA compliance.
- Developed and implemented an annual preventative maintenance/service schedule for assets/vehicle/equipment, including a maintenance tracking system.
- Began developing a new five-year capital improvement plan program/budget to prepare for the replacement of team assets/vehicles/equipment. Incorporated into practice an evaluation process for determining what is essential to team operations and what can be deemed surplus.
- Streamlined the new member application process for all seven teams, including new application forms, a formal approval procedure and incorporation of a formal I Am Responding policy.
- Improved the understanding and tracking of annual training. Documented well-defined, written requirements for each team and developed better monthly tracking spreadsheets. Implemented End of Year Training Forms and a one year waiting period policy to increase team member accountability.
- Began creation of an Administrative Coordinator job manual, documenting how to complete the primary job responsibilities of this position. Incorporated into this document components of a continuity of operations plan for the essential functions of the organization.

- Purchased and put into service surface supplied air (SSA) equipment for the Dive Team to increase diver safety.
- Outfitted the Sonar Team with new and updated equipment including a trailer, hose reel, tablet and computers to improve operational capabilities, efficiency and safety.
- Purchased, repaired/outfitted and put into service a replacement truck for the Mechanics Team.

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
Brents, Darren	Mundelein	MABAS Div. 4 Board
Carani, Rich	Libertyville	JAC
Cook, Darrell	Crystal Lake	Div. 5 Sonar Team Coord.
Cronin, Kevin	Lake Forest	Div. 4 Operations Chief
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
Flader, Tom	Newport Township	Div. 4 Wildland Task Force Leader
Formica, Greg	Gr. Round Lake	JAC / MABAS Div. 4 Board
Gramer, Jim	Gurnee	Div. 4 Dive Team Coord.
Hill, Michael	Woodstock	JAC
Huemann, Tony	McHenry Township	Div. 5 Chief / Former Chairman of SRT
Keefe, Patrick	Woodstock	Div. 5 HazMat Team Leader
Kirschhoffer, Mark	Newport Township	MABAS Div. 4 Board
Kreher, Bob	Fox River Grove	JAC
Loomis, Christina	SRT	Administrative Coordinator
Pellitteri, Jim	Gurnee	Div. 4 Swiftwater Team Coord.
Rikje, John	Gurnee	Div. 4 Mechanics Team Leader
Rohde, Chris	McHenry Township	Div. 5 Water R&R Team Leader / Swiftwater Team Coord.
Schlick, Al	Huntley	Div. 5 Operations Chief
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 Tech. Rescue Team Leader

APPENDIX D: ONE-YEAR TASK ASSIGNMENTS

Goal Area	One-Year Task	Task Assignment	Status/Progress
Funding	Research alternative funding approaches.		
	Research potential funding opportunities.		
Personnel/ Succession Planning	Inventory SRT leadership.		
	Determine leadership needs and recruit personnel.		
Vehicles/Equipment	Inventory team vehicles/equipment.		
	Determine needed and surplus equipment (right-size).		
	Develop a capital replacement plan/program.		
	Develop a plan to reidentify SRT equipment.		
Education/ Marketing	Create a presentation and/or video.		
	Identify internal education/marketing needs.		
	Identify community events SRT presentations/education.		
	Identify areas for public/private partnerships.		
Training	Develop ideas to improve team training (training committee).		

	Reach out to departments/districts about hosting training.		
	Research becoming a training “service provider.”		