

# ALGONQUIN-LAKE IN THE HILLS FIRE PROTECTION DISTRICT



***STRATEGIC PLAN FOR 2019-2023: Dedication and Service***

*Michael Kern, Fire Chief  
November 1, 2019*

## LETTER FROM THE CHIEF

November 1, 2019

It gives me great pleasure to present the Algonquin Lake in the Hills Fire Protection District (ALFPD) FY2019-2023 Strategic Plan. Months of effort and input from all ranks of the District have brought this document to fruition to guide a path to ensure the delivery of services to the community. Within the plan are long term objectives that will enable the District to reinforce the goals of the ALFPD.

As an organization it is imperative we have a clear path of what the ALFPD will look like in the years to come. The Strategic Plan for FY's 2019-2023 is a fluid document to be used as a foundation for planning at all levels within the District. The plan has been written to be a guiding path for the District to meet the needs of the community and our members. While placing these words on paper alone does not make things happen. It takes drive and commitment at all levels of the District to work towards these goals. Each employee plays a role in the success of the District.

This plan will be executed with fiscal responsibility to ensure the long term success of the District. The true test of the plan does not come from just placing words on paper. Rather, how the plan is implemented. This plan contains our guiding principles which represents our values with which we apply at all times. The four sections of the plan are:

- Resources
- Work Environment
- Core Services
- Personnel Development

The ALFPD is ready for the challenge and committed to put this strategic plan into action. The success of providing emergency services comes from planning for the future, in order to provide resources for a wide range of disciplines. To meet our goals and provide the level of service expected by our community, we must continue to be fiscally responsible and willing to adapt and overcome any challenges brought forth. We look to our future with great pride and enthusiasm.

In closing, I would like to thank the members of the district who have participated in the process of formulating this plan that will guide the future of the ALFPD. We as an organization, stand together to accept the challenge in bringing these goals into a reality, allowing us to enhance the services we provide the community.

Michael Kern  
Fire Chief

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## WHO WE ARE

The Algonquin-Lake in the Hills Fire Protection District operates as an Illinois special district unit of local government. The District provides fire prevention, fire suppression, rescue, special unit response, and emergency medical services. A five-member Board of Trustees elected at large from the community, serves as the governing corporate authority.

The ALFPD encompasses a 22 square-mile jurisdiction located in parts of McHenry (75%) and Kane (25%) counties along the Fox River. It operates out of three stations, serving a residential population of approximately 40,000 and protects a mix of residential, light industrial and commercial development. The District employs 66 commissioned and non-commissioned firefighting personnel and 4 civilian staff members, who responded to 4,339 emergency incidents in 2018.

## OUR MISSION

*The mission statement provides a clear expression of **what** the Fire Protection District does and **why** it does it – its fundamental reason for being. The mission represents that purpose which all organizational actions, commitments, and resources ultimately serve.*

**Provide quality emergency response, prevention and education services, to ensure community well-being and delivery of compassionate help in time of need.**

## OUR VISION FOR 2023

*Our vision describes the type of organization we strive to become by 2023. It provides a mental representation of a reality we anticipate, commit to, and make provision for.*

**The Algonquin-Lake in the Hills Fire Protection District  
is a respected team of skilled professionals –  
accountable to the public and each other, poised for the future  
and dedicated to service excellence.**



## OUR GUIDING PRINCIPLES

*These shared values and beliefs guide conduct and behavior and apply to everyone at all times. They provide a benchmark which we measure ourselves first and others second.*

- **RESPECT:** *Respect, value and include diverse ideas, perspectives and personalities*
- **OPTIMISM:** *Embrace a positive attitude and build upon our resources*
- **COMMITMENT:** *Dedicate ourselves to purpose and own our performance and results*
- **INTEGRITY:** *Exhibit integrity, honesty and fairness in everything we do*
- **PROFESSIONALISM:** *Are professional, self-directed, adaptable and resilient*
- **COMMUNICATION:** *Listen for understanding and communicate directly and clearly*
- **COMPASSION:** *Demonstrate a caring, open-minded attitude both on and off duty*
- **TEAMWORK:** *Demonstrate teamwork by supporting, uplifting and trusting each other*
- **Accountable:** *An obligation to make a positive difference in the lives of those we serve*

## OUR HIGH-LEVEL GOALS FOR ACHIEVEMENT

1. ***RESOURCES***: Design and maintain a sustainable, accountable balance between resources and needs.
2. ***WORK ENVIRONMENT***: Together create a culture of honor, leadership, commitment and camaraderie.
3. ***CORE SERVICES***: Deliver professional services reliably, effectively, efficiently, and with compassion and excellence.
4. ***PERSONNEL DEVELOPMENT***: Cultivate professional mastery, personal wellness and individual potential.



## OUR ACTION PLAN FOR GOAL ATTAINMENT

### 1. RESOURCES: Design and maintain a sustainable, accountable balance between resources and needs.

#### **Plan**

- ⦿ Cultivate financial and budget awareness and understanding.
- ⦿ Institutionalize a process that requires broad involvement.
- ⦿ Monitor current trends and communicate financial forecasts.
- ⦿ Develop budgets that adapt to demands and revenue.

#### **Maximize Current Resources**

- ⦿ Find operational efficiencies that benefit the District as a whole.
- ⦿ Maintain a staffing model consistent with financial resources and District needs.

#### **Manage Infrastructure**

- ⦿ Adopt new technologies when financially prudent and functionally advantageous.
- ⦿ Re-evaluate the capital improvement plan and schedule.
- ⦿ Conserve existing resources

#### **Explore New Revenue Options**

- ⦿ Maximize grant opportunities.
- ⦿ Explore corporate and private partnerships and sponsorships.

### 2. WORK ENVIRONMENT: Together create a culture of honor, leadership, respect, commitment and camaraderie.

#### **Cultivate the Team**

- ⦿ Define and build an accountable, efficient and empowered team.
- ⦿ Make explicit the connection between teamwork in the firehouse and teamwork on the fire ground.
- ⦿ Break down remaining walls of separation.
- ⦿ Explore new ways to enhance and improve the District's identity.

#### **Be Solution-Oriented**

- ⦿ Become valuable and necessary to the mission.
- ⦿ Be the change you want to see.
- ⦿ Carry an optimistic outlook to facilitate solutions and foster a high-spirited work environment.
- ⦿ Take initiative to develop innovative solutions to workplace challenges.

#### **Communicate Effectively**

- Provide useful, clear and timely information to all District personnel. (Organization)
- Be responsible for seeking out and understanding District information and communications. (Individuals)
- Practice active, direct and honest communication.

#### **Commit to Plan Fulfillment**

- Engage the entire organization in revision of the Strategic Plan review and refinement, and in Plan reimplementation.
- Utilize a diverse team to oversee Plan revisions.
- Monitor and report on Plan performance and update the Plan periodically.

### 3. CORE SERVICES: Deliver professional services reliably, effectively, efficiently, and with compassion and excellence.

#### **Maintain Appropriate Services**

- Perform a community risk assessment.
- Champion the execution of an Emergency Preparedness and Disaster Plan.

#### **Exceed Federal and State Minimum Standards and Competencies**

- Continue to evaluate a standard station/analysis record set.
- Establish and define ongoing benchmarks for excellence.

#### **Enhance Public Education/Fire Prevention**

- Continue to enhance a program for providing safety and prevention education on every call.
- Expand current public education programs, including on-line outreach.
- Continue Company level involvement in building inspections and pre-planning.
- Continue and expand corporate and community prevention and education partnerships.

#### **Re-establish and Maintain an Intimate Connection with the Community**

- Develop an electronic community newsletter and outreach with a stronger social media presence.
- Increase presence at and participation in community events, in each case providing some service in fulfillment of our mission.

4. PERSONNEL DEVELOPMENT: Cultivate professional mastery, personal wellness and individual potential.

**Create Opportunities for Growth**

- ➊ Widen outreach to attract quality candidates and strengthen the workforce.
- ➋ Continue and enhance the pathway for promotional eligibility and succession planning.
- ➌ Maintain both formal and informal development opportunities.
- ➍ Constantly define roles and responsibilities and distribute organizational responsibilities broadly.

**Cultivate Professional Mastery**

- ➊ Become a master of your craft.
  - Train and practice to achieve mastery.
  - Continue and broaden education beyond District training.
  - Learn from a mentor and actively mentor others.
- ➋ Prepare yourself for the role you want in the fire service and within the organization.
- ➌ Exceed expectations in service and in application of our guiding principles.

**Evaluate Performance and Recognize Achievement**

- ➊ Communicate expectations and standards across all levels of the organization.
- ➋ Incorporate Strategic Plan principles and goals into individual performance evaluations.
- ➌ Monitor and reward delivery of “Quality Service” through the District Awards Program.

**Advance Wellness**

- ➊ Maintain and broaden a fitness and wellness program.
- ➋ Foster physical and mental well-being through physical conditioning, nutrition and mental health.