



5 YEAR STRATEGIC PLAN KURE BEACH FIRE DEPARTMENT



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MESSAGE FROM THE CHIEF

January 2023



In January of 2018, we implemented our first Strategic Plan ever created. While some of the plan initiatives were accomplished and completed later than the original expected complete date, most of our action items were completed far ahead of schedule, showing us that where thought and reason goes, focus and action flows. The reason for the few delays that we experienced is that while a Strategic Plan can look good on paper, there are many internal and external forces constantly in action that can either slow or speed up progress. One of the most recognizable influences on our original Strategic Plan was the COVID-19 pandemic and the potential unknowns that it created. Another recognizable influence is the fact that the fire department represents a portion of the Town's services, not all of them. Although all the stakeholders may agree that the fire department's improvement actions should be completed, a different department such as the police department or public works department may have a strategic action that takes priority throughout a fiscal year, and rightfully so, as our Council consistently works hard to prioritize all departments' needs to provide the best services to our citizens and visitors.

Since its inception in 1947, the Kure Beach Fire Department has had a proud tradition of providing excellent customer service to the community. The growing demand for services, combined with the ever-increasing costs of the service delivery, make it imperative that an effective Strategic Plan be put into place that will maintain the high standards expected by the community. This document is a culmination of our department's efforts to detail how it will meet the needs of the community, how it will prioritize those needs, and establish timelines to achieve those needs over the next five years. Our department is committed to maintaining public trust through the highest levels of responsibility and accountability. We will remain fiscally responsible in our decision making, treat every resident with the utmost dignity and respect, ensure our equipment is always in superior working order and ready to respond, and continue to perform our profession to the best of our abilities.

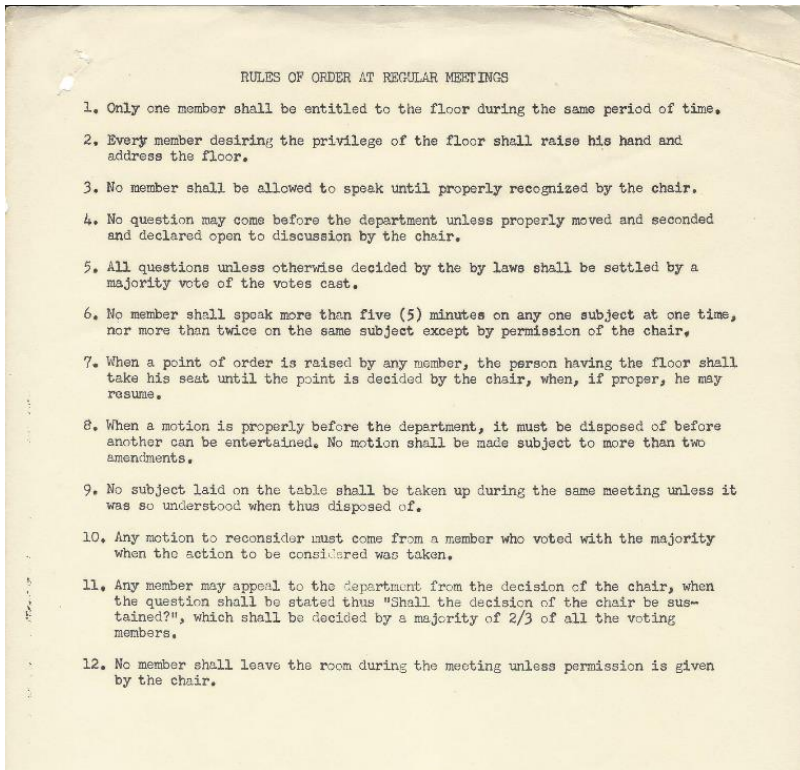
I would like to thank all of those that have been involved throughout this process: our volunteer firefighters who spent a good deal of their limited time assisting with this project, our paid staff who spent many hours on days off, our volunteer fire department Board of Directors, Town Council, other department heads, and most importantly the citizens of our Town, for without you none of this would have been possible.

Sincerely,

A handwritten signature in black ink, appearing to read "Edmund C Kennedy". The signature is fluid and cursive, with a long horizontal stroke at the end.

Edmund C Kennedy
Fire Chief
Kure Beach Fire Department

ORGANIZATIONAL BACKGROUND



The Town of Kure Beach was incorporated in 1947 and at the time had less than 100 families living within the Town limits. After looking through records, we have fire meeting minutes all the way back to 1952. For most of the development of the department, majority of the items used by the fire department were donated, borrowed, or purchased through various fundraisers. At the time, the fire department consisted of around

15-20 local men who wanted to protect their homes and businesses from fire hazards. Firefighters were given 50 cents per call, and the fire department averaged about 5-10 fire calls per year, clear up into the 1970's. From the 1970's to the 1990's, the fire department's call volume slowly rose as more and more people were moving to the area. In the early 2000's call



volumes begin to break above 100 calls per year, as the development of the Kure Beach Village and other neighborhoods were in full development. From 1990 to 2000, the population of Kure Beach tripled from roughly 500 residents, to over 1500 residents. In 2001, the Town hired the first paid Fire Chief, Harold Heglar. Chief

Heglar had already been Chief at the time as a volunteer for over 20 years and had been a key asset to the department's ability to handle growth. In 2007, Chief Heglar and the fire department reduced the ISO rating from a Class 7 to a Class 5 fire department. This put the fire department in the top 21% of all fire departments in the State of North Carolina. The fire department was able to accomplish this feat through a more efficiently run fire department, as well as an increase in the fire department's water supply created through the establishment of another 300,000-gallon water tower located on Assembly Way. As the state increased requirements for volunteers, as well as ever-increasing industry standards, it made it more difficult for volunteers to meet time and training requirements. This has led to a nationwide increase of paid personnel in the fire service to meet demands of the communities in which they serve.

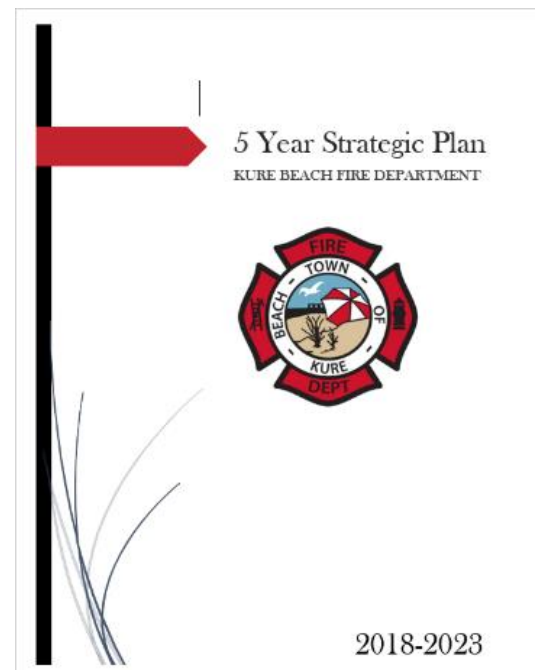
In 2014, the fire department went from 3 paid employees to 5 paid employees, and also introduced two new volunteer firefighter programs: the Live In Program and the Student Program. The Live-In Program was a volunteer incentive program in which housing was offered in return for station coverage. Three firefighters lived in a private residence that the Town leased and paid for all expenses, and in return they had to stay at the fire department 10 nights per month, as well as meet the State and departmental requirements. The Student Program offered a similar incentive, in which a firefighter's full tuition was paid in return for staying at the firehouse 5-10 nights per month. These creative volunteer programs allowed us to remain extremely efficient using both paid and volunteer members, even though nationally volunteerism was on the decline. As call volume increased (tripling in just three years), it became apparent that 24/7 coverage, and an increase in paid staff was essential in providing quality service to our citizens.



In 2017, Chief Heglar retired and Assistant Chief Edmund Kennedy was appointed the new Fire Chief by the Kure Beach Town Council. Also in 2017, the Town approved to expand its buildings, and a new fire station was constructed and moved into by January 2019.



The first 5 Year Strategic Plan was implemented in December 2018, after receiving input from all stakeholders. In 2019, dispatch protocols and automatic aid agreements were updated and put in place in order to provide an automated response of all necessary units. This provides all citizens and visitors the fastest and most efficient response possible every single time someone calls 911. In the same year, the fire department implemented an annual fire hydrant maintenance program. This means that every single hydrant in the district is flowed and serviced on an annual basis to ensure proper water supply and use of the hydrant in the event of a fire. In 2019 the fire department also implemented a standardized ranking structure, in which volunteers and paid members alike are able for promotion through utilizing the same educational, certification, and testing requirements.



In 2020, the fire department took over fire inspections in its entirety, something that had previously been completed by New Hanover County and Carolina Beach officials. Reporting software and volunteer incentives were also updated. One of the larger happenings of 2020 occurred when the Kure Beach Fire Department reduced its ISO Rating from a Class 5 fire department to a Class 2 fire department. This took the fire department from the top 28% of all fire departments in the State of North Carolina, to the top 3% of all fire departments in the nation per the Insurance Rating. The reduction in ISO was directly attributed to the updated automated response and mutual aid agreements, increase in training for all firefighters on the roster, call response for both paid and volunteer members, fire safety programs and inspections, as well as the programs that were implemented to include but not limited to the hydrant inspection program, hose maintenance program, pump service testing, ladder testing, and many other items. Since then, the department has gone to 3 paid firefighters on at all times, improved the EMS delivery, reduced response times, implemented a pre-plan program, a smoke detector program, beach public safety talks, and performs fire alarm checks. The fire department now employs 11 full time firefighters, 4 part time firefighters, 23 volunteer firefighters, and 30 seasonal lifeguards, to cover the 8.81 square miles of unique geographical location. We are a 24 hours a day, 7 days a week, full-service fire department that responds to fire related emergencies, medical emergencies, hazardous materials, electrical hazards, ocean rescues, bay rescues, and much more. We also have a fire prevention division, which consists of both fire inspections and various fire prevention activities. We offer free smoke detectors and provide home safety checks whenever needed. We run mutual aid with New Hanover County, Carolina Beach Fire Department, and MOTSU. Our apparatus inventory includes a 2004 Pierce Saber Fire Engine, a 1994 Pierce Saber Fire Engine, a 2004 F-550 Brush



Truck, a 1994 International Service Truck, a Squad truck for medical and ocean rescue calls, a 17 ft Carolina Skiff for inland and river water rescues, as well as 5 four wheelers, an ATV, and a 2007 Jet ski for oceanic water rescues. As our community constantly changes in shape and need, our fire department remains committed to stay ahead of the curve.



OCEAN RESCUE

In 2005, the fire department assumed all responsibilities of the Ocean Rescue Division, one that was previously controlled by the Kure Beach Police Department. At the time, the Ocean Rescue Division consisted of 6 lifeguard stands placed strategically at the beaches highest volume areas: Spotters Ct, M. Ave, south side of the Pier, north side of the Pier, H Ave, and E Ave. Over time, the lifeguard towers were increased and expanded to 9 towers due to specific trends and needs, most specifically short-term rentals (VRBO and Airbnb), shortage of lifeguards at the Fort Fisher State Park and South End, Fort Fisher Air Force Recreation Center rentals, and more families in the Kure Village, Kure Dunes, Beach Walk, and Seawatch neighborhoods. In 2020, our 10th tower was placed near Alabama Ave, within 100 yards of the “pipe,” after several rescues occurred as well as differences between Carolina Beach’s and Kure Beach’s beach ordinances showed an immediate need.

The Kure Beach Ocean Rescue Division now consists of 30 seasonal lifeguards between Memorial Day and Labor Day, 10 lifeguard



stands, 3 junior guard camps, with 5 ATVs, and is currently run by LT. JD Lanier, and averages between 50-200 rescues per season. In 2021, the Town Council approved expanded the season from April 1 to October 1 to have two lifeguards patrol the beach between the hours of 11 and 7 PM. This was a direct response due to the increased offseason population and number of rescues that have occurred over the past 5 years in the shoulder season. In 2022, the Town Council approved expanding and rebuilding the lifeguard “shack.” The 10ft x 16ft building was torn down after making it through all the hurricanes in the previous 30 years and rebuilt to a 20 ft x 16ft structure that can now house all of the necessary equipment.

The Kure Beach Ocean Rescue Division prides itself on staying ahead of the customer need, and constantly evolving to make sure we meet that need. Service delivery, response time, medical procedures, training procedures, strategic location of lifeguard stands, use of vehicles, and recruitment and retention of employees is evaluated on a regular basis. As New Hanover County continues to grow, we expect our beaches to be continually filled throughout the summer and the shoulder season to lengthen.





QUICK FACTS AND DEMOGRAPHICS

The following information about the Town of Kure Beach is provided to help put the Strategic Plan in context. It presents a framework to illustrate the size and scope of services provided.

QUICK FACTS

# Of Fire Stations:	1
# Of Members:	39
Fire District Square Miles:	8.81
Minimum Staff per Shift	3
Average Response Time for KBFD:	3:15
Average Response Time for Ambulance:	10:22
ISO Rating:	2

DEMOGRAPHICS

Full time Population:	2,451
Peak Population:	14,500+
Median Age:	55.5
NC Median Age:	38.3
Annual Visitors:	500,000-1M Estimate
Median Household Income:	\$ 114,989
Median Property Value:	\$789,500

STRATEGIC PLANNING PROCESS

The Kure Beach Fire Department has taken a business-like approach to guiding the fire department moving forward, for the sole purpose of establishing clear organizational objectives and milestones, so we can hone our focus to constantly improve. With each step of the process, we have constantly asked ourselves,

“How can we better serve our citizens and property that we are here to protect?”

Keeping this question in mind, it has assisted us in keeping our goals relevant, as so many times we can focus on inside results while the focus should be on OUTSIDE results. However, we have also recognized that to provide solid outside results, our inside foundation must be sound.

THE PROCESS HAS INCLUDED

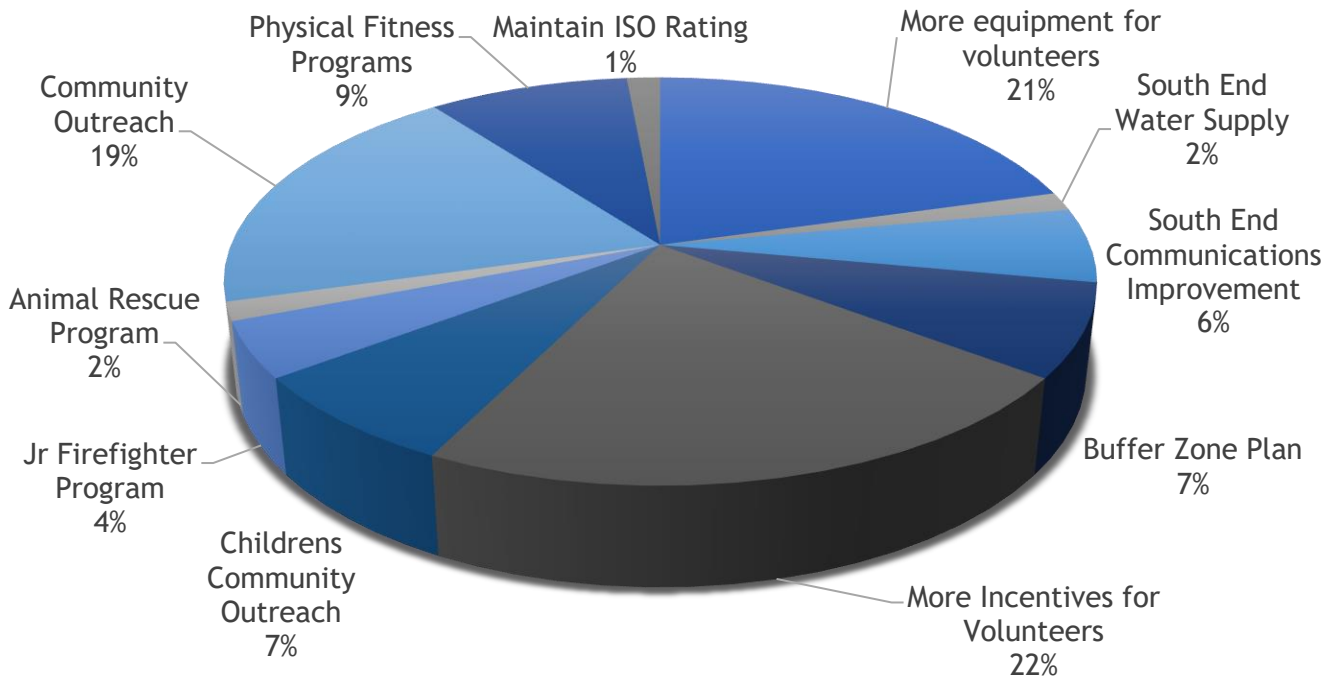
- 1.) Meetings with volunteers on services that we offer that they like providing, strengths and weaknesses, and goals for both them and the fire department over the next 5 years.
- 2.) Meeting with Full Time Staff on strengths, weaknesses, threats, opportunities, and their vision of how we can improve our department internally to provide outside results.
- 3.) Survey of citizens and visitors of our town for the knowledge of the services that we provide, general approval in different areas, and several inquiries to adapt our plan to the needs of the community.
- 4.) Meeting with volunteer fire department board to determine any additional needs, visions, strategies, etc.
- 5.) Input from Town Council outside of normal Town Council Goals
- 6.) Input from all department heads outside of the fire department operating in the Town of Kure Beach.
- 7.) Creation of SWOT Analysis
- 8.) Compilation of all meetings, materials, and feedback
- 9.) Creation of 5-year strategic plan

VOLUNTEER FEEDBACK AND GOALS

Throughout 2022, several meetings were held to discuss the 5 Year Strategic Planning Process with the volunteer firefighters on our roster. The purpose of these meetings was to get direct feedback from those that have volunteered their service to the Kure Beach Fire Department and the Town of Kure Beach and below are the results:

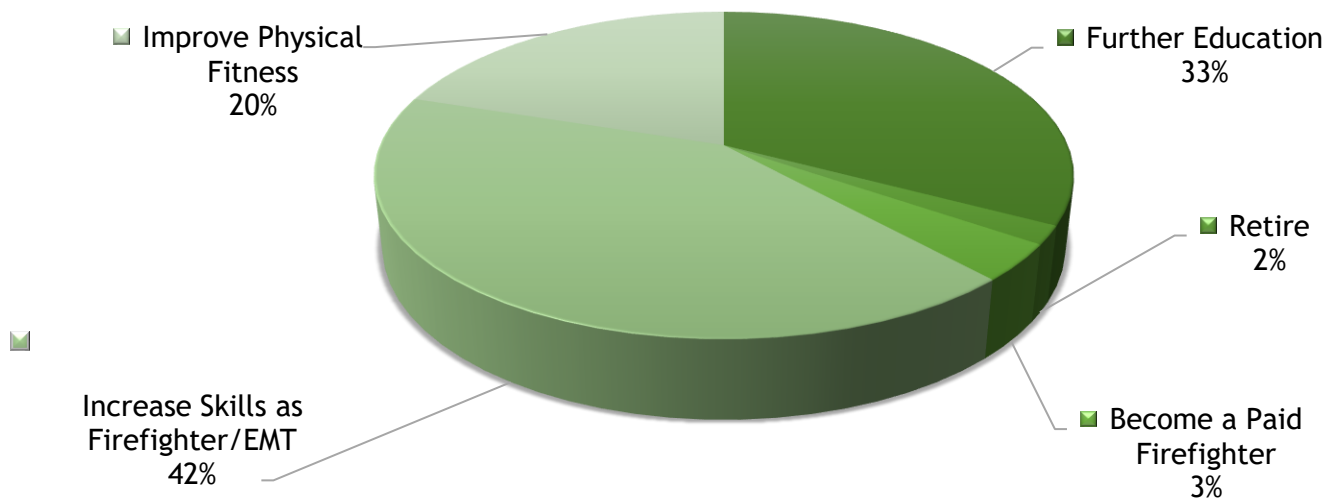


Question 1: Please write down your personal goals that you have for yourself over the next five years within the Kure Beach Fire Department



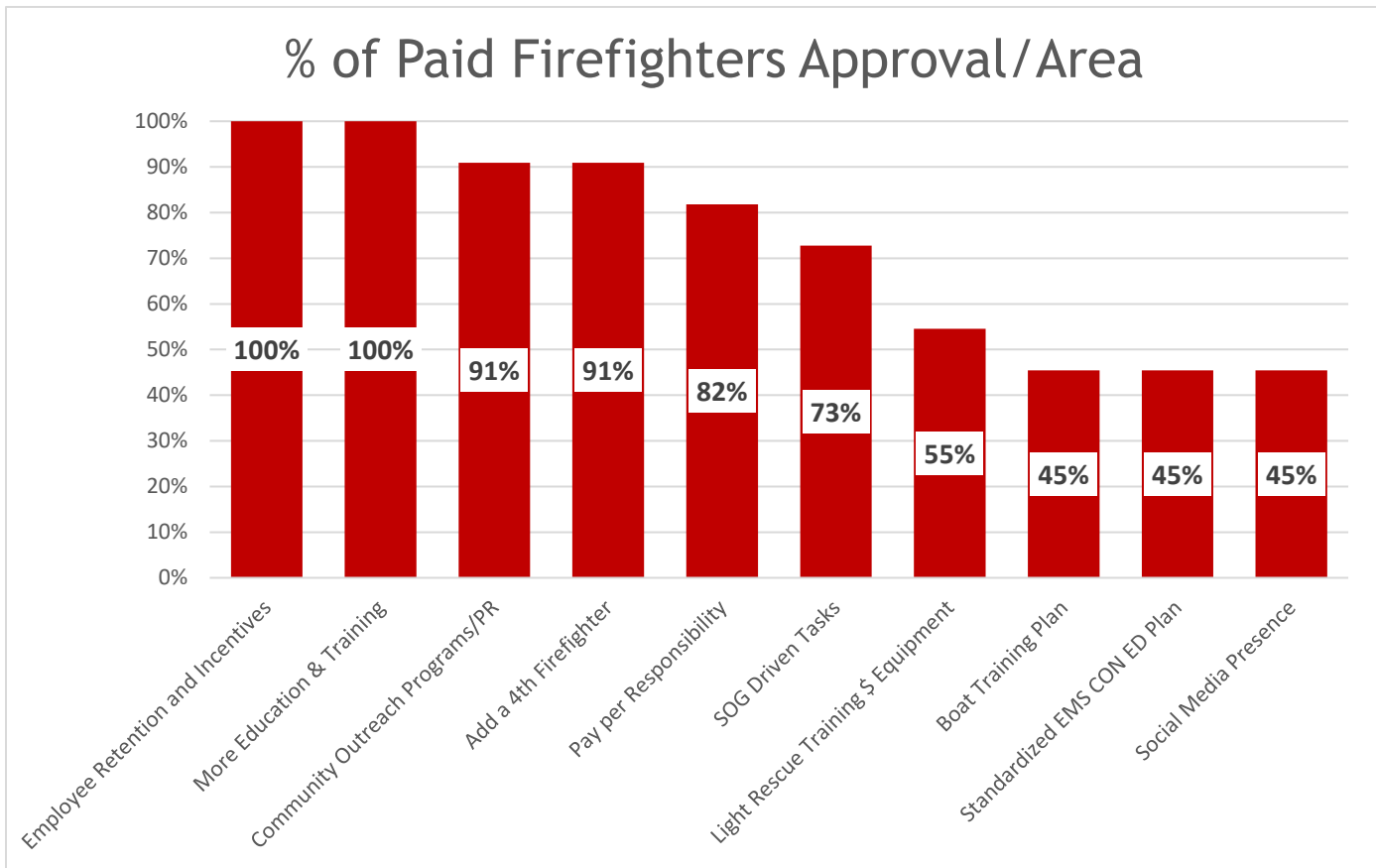


Question 2: Write down ideas that you think the Kure Beach Fire Department should be doing that we are currently not.



PAID STAFF FEEDBACK

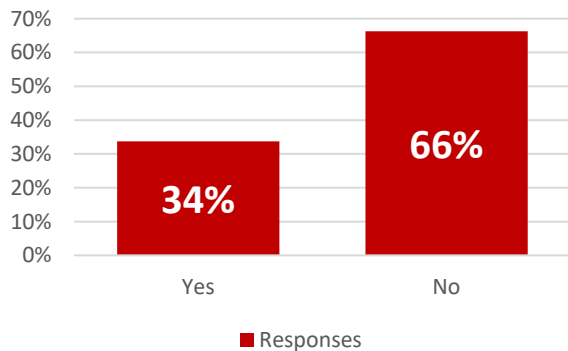
Throughout the year 2022, several meetings were held to discuss the 5 Year Strategic Planning Process with the paid firefighters on our roster. The purpose of these meetings was to get direct feedback from those are employees of the Kure Beach Fire Department and provide the first out apparatus and response for all calls. A questionnaire was distributed and below are the compiled results:



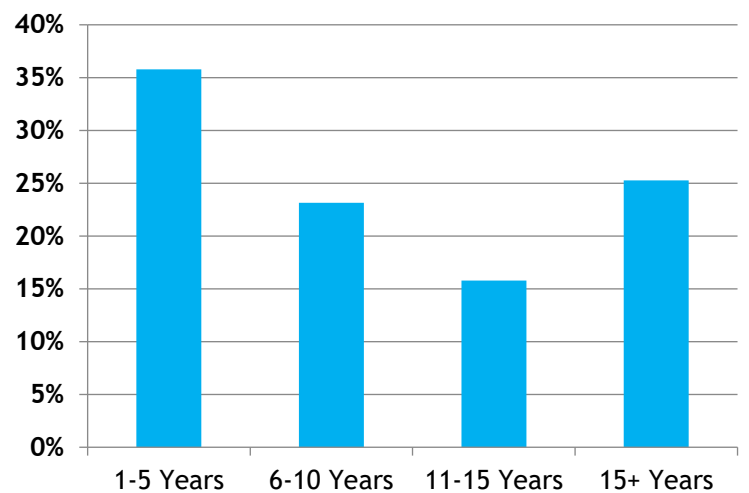
COMMUNITY FEEDBACK

In August of 2022, a survey was sent out to the public using an application called Survey Monkey. The survey was marketed in the Island Gazette, the Town website, the Town email blast, the Kure Beach Fire Department Facebook page, and shared several times. Over a 3-month period, there were 95 respondents, representing less than 5% of the overall full-time population. Although the number of respondents would be considered rather low for a sample population, the results were consistent, and allowed us to draw several conclusions. The results to the questions asked are as follows:

Q1: Since you have lived in the Town of Kure Beach, have you had to use the Kure Beach Fire Department for anything?

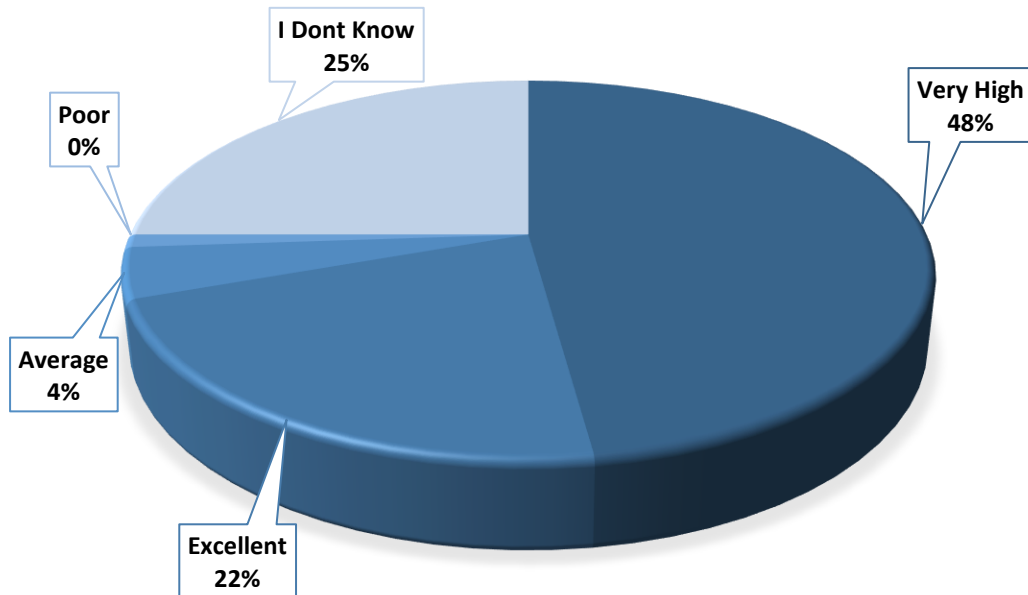


Q2: How long have you lived in the Town of Kure Beach for?

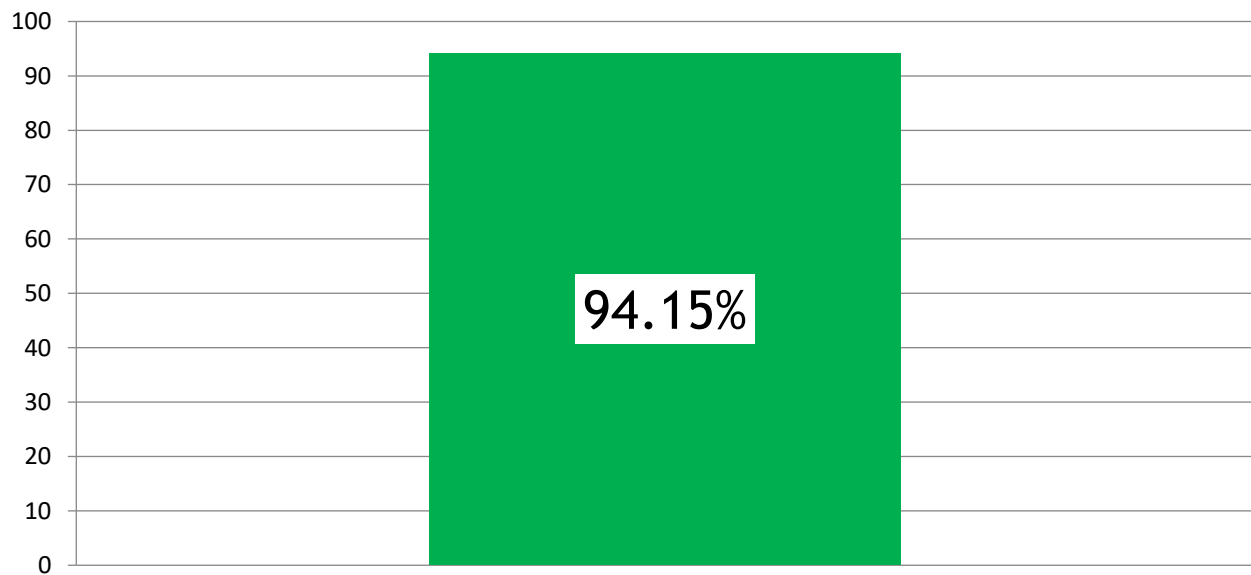


COMMUNITY FEEDBACK CONT...

Q3: HOW WOULD YOU RATE THE PERSONNEL THAT WORK FOR THE KURE BEACH FIRE DEPARTMENT:

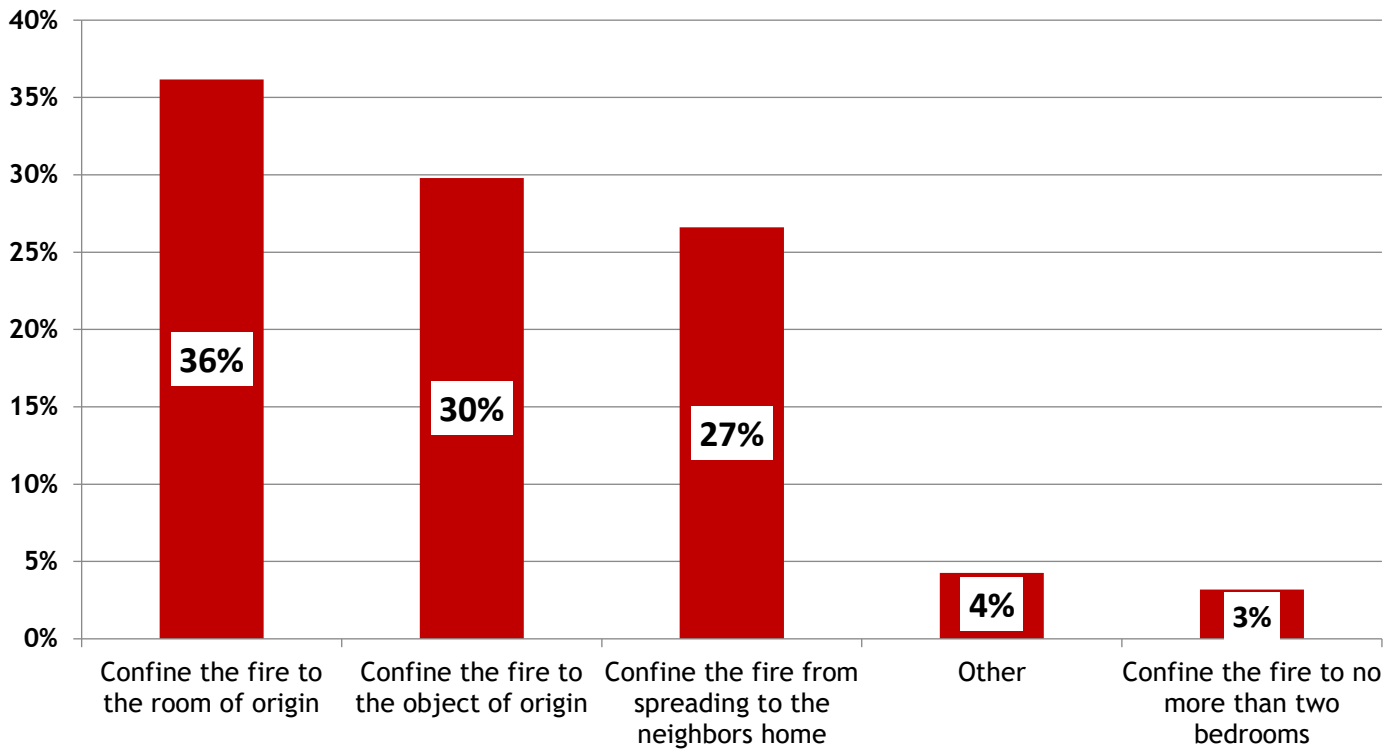


Q4: ON A SCALE OF 1-100, WITH 100 BEING THE BEST, AND 1 BEING THE WORST, HOW WOULD YOU RATE YOUR FIRE DEPARTMENT?



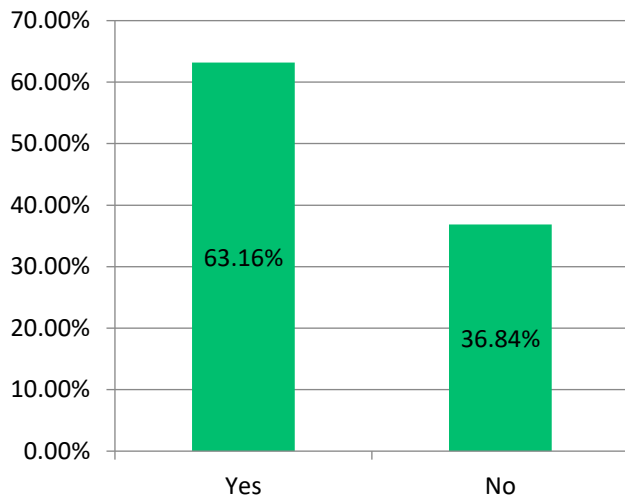
COMMUNITY FEEDBACK CONT...

Q5: In the event of a fire at your home, what level of expectation would you have for your fire department?

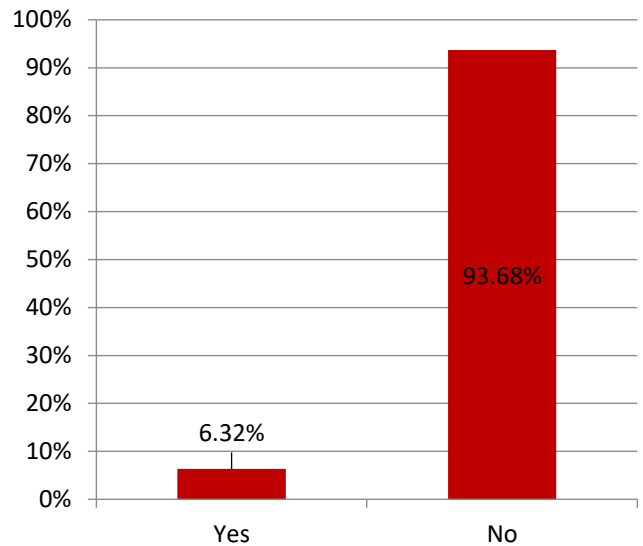


COMMUNITY FEEDBACK CONT...

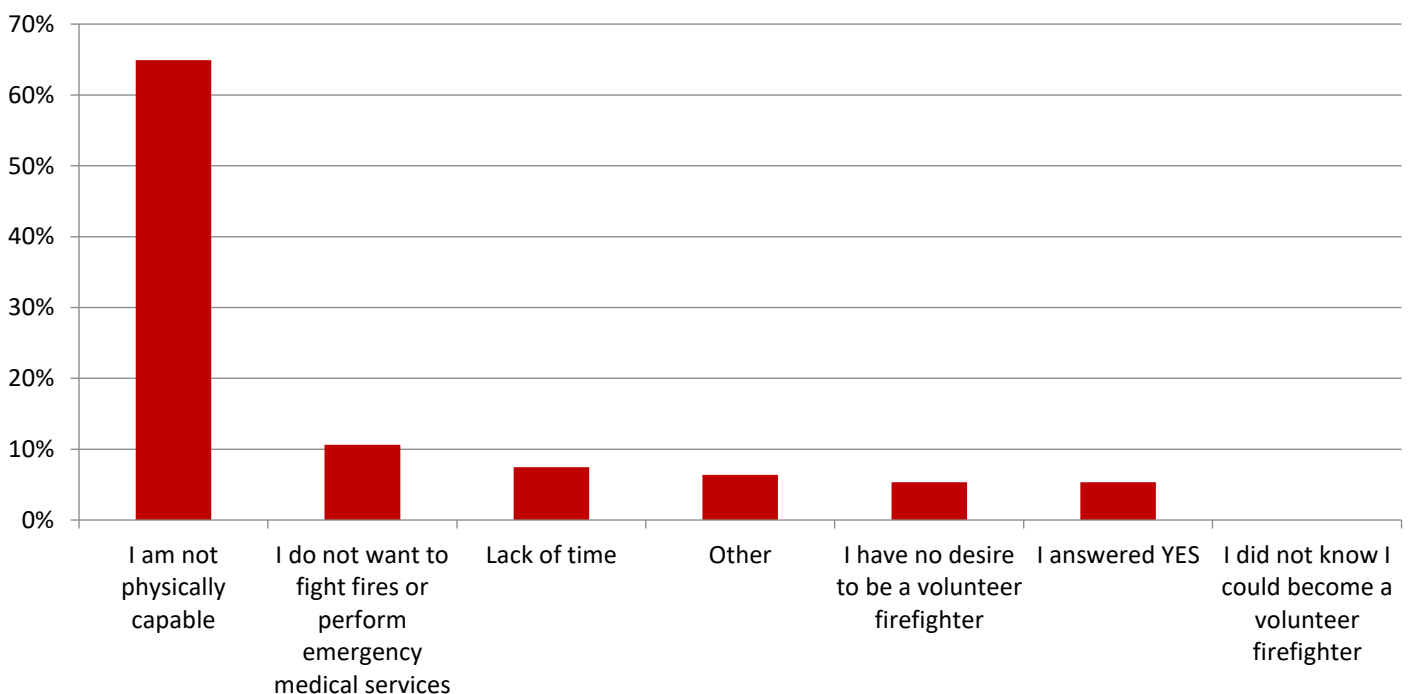
Q6: Did you know that the Kure Beach Fire Department consisted of both paid and volunteer members?



Q7: Would you be willing to volunteer as a firefighter for the Kure Beach Fire Department

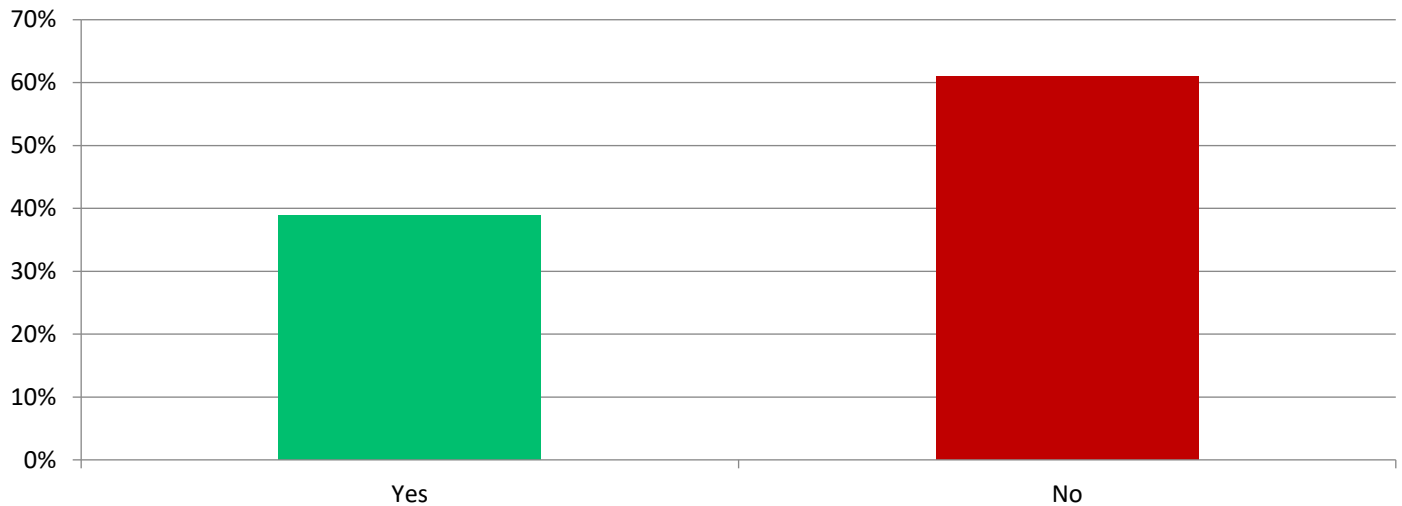


Q8: If you answered no, which answer most accurately describes the reason why you would not volunteer as a firefighter?

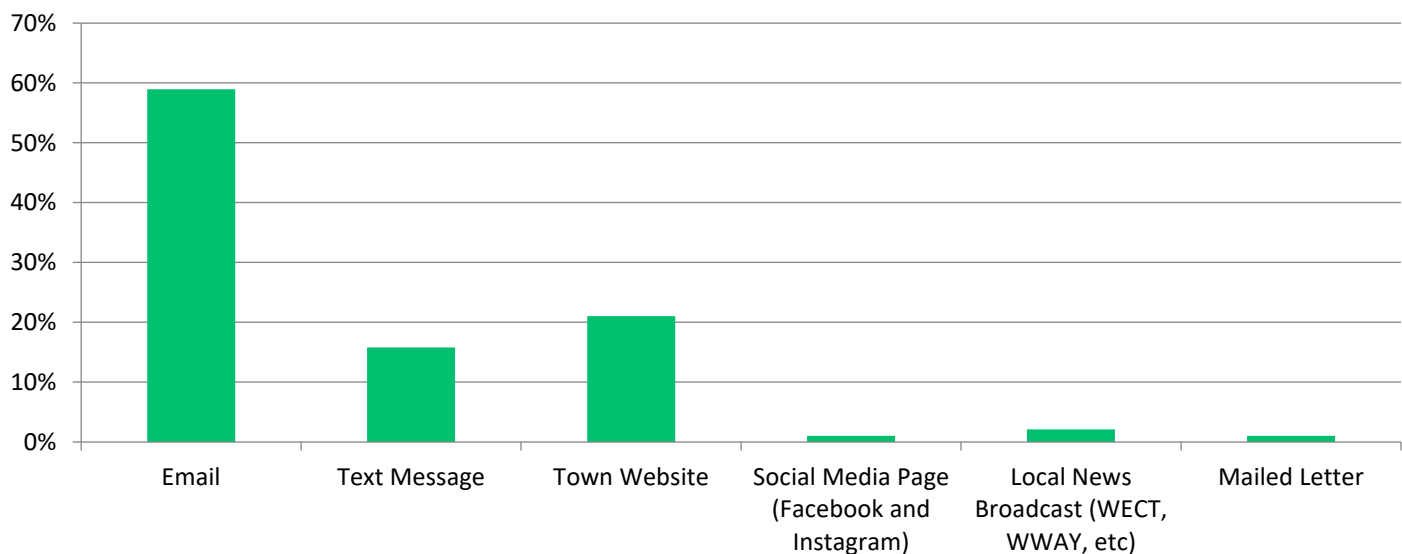


COMMUNITY FEEDBACK CONT...

Q9: Did you know that we currently offer home safety checks, fire alarm safety checks, and free smoke detectors to all citizens that live in Kure Beach?



Q10: How would you most like to receive important updates and helpful information from the Kure Beach Fire Department



COMMUNITY FEEDBACK CONT...

Question 11: Outside of our emergency response, we currently offer free smoke detectors, home safety checks, CPR classes, ocean rescue safety talks, fire prevention week, lift assists, general welfare checks, fire safety plans, handicapped beach wheelchairs, and host a few fundraisers to interact with the public in a positive manner to add value to our citizens and visitors. Is there anything else that you would like for us to implement to add value to you? Answers below are unedited.

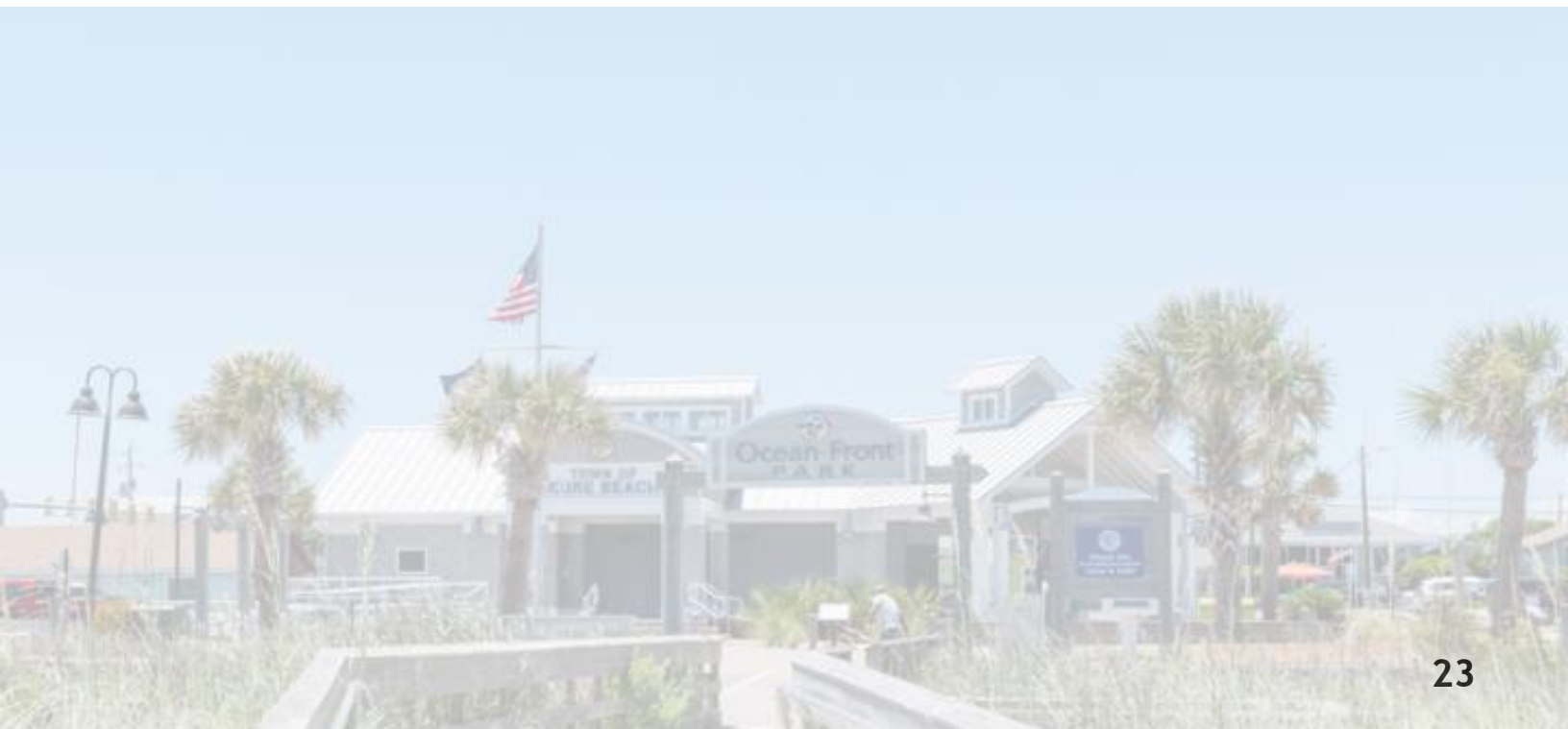
- Can't think of anything else.
- Not at this time!
- I'm impressed with all that you do.
- No, doing a great job.
- When do you have cpr classes?
- Keep up the great work
- Most of the things on this list are news to me. So, it seems like some kind of communications/advertisement is missing...
- No new requirements.
- Nothing comes to mind
- Have a lot covered
- You do a lot! Thank you. Though their number is decreasing, I worry about older, less maintained homes in town and if they pose greater risk of damage to neighbors and injury/death to occupants due to lack of updated electrical or old DIY wiring. The home safety checks offered are great, but any thoughts about required inspections of older homes, especially if used for rentals?
- no thank you.
- Change smoke detectors' batteries. I have a high ceiling and cannot get to the detectors. I don't have a 12' ladder and I am 81 yrs. old
- Visit Pre-k/ K classrooms (and get dressed in a presentation fashion explaining the protection of your clothes). Young children are scared of a firemen with a mask and often hide in emergency. Teach them stop drop and roll. Crawl under smoke.
- all the above mentioned should be on Kure beach website not only on the survey. I didn't have any prior knowledge of all the services until I read the survey . Plus there might be more once you implement ideas you will receive from the survey.
- Handicap beach access
- That sounds pretty comprehensive!
- I think that is awesome to offer all of the following
- I think it is great you have all these items to offer. Thank you for your service.
- No - Kbfd is amazing
- The Cpr and first Aid classes are to few and always full so I havent been able to attend. Also we need more lifegaurds to stay on while the water is still warm.

COMMUNITY FEEDBACK CONT...

Question 12: Please provide any comment that you would like to share about the Kure Beach Fire Department. Answers below are unedited.

- In my opinion, the fire department seems to be doing an excellent job in everything except informing the public (like myself) of all the services they provide.
- Keep up the good work!!!
- It's been many years since I've called on the FD but from what I can tell they are doing a great job.
- Keep up the awesome job!
- Why can't we combine our resources with Carolina Beach. Our towns are so close we should combine our resources and save money. We don't need two of everything.
- Only experience we have had with the fire dept, is to see the guys ride by on the truck, makes one feel safe seeing them present and available, great job, always look forward to giving them a wave...
- Keep the bike lane in front of the firehouse clean for bikers. :-)
- Thank You...
- I would like to commend the firefighters for their excellent community service. They have checked and replaced smoke detectors, assisted with a medical issue, and given neighbor children a tour of the firetruck, all with highest level of professionalism and courtesy! They are the best!
- Thank you for all you do to keep our town's residents and visitors well-protected!
- "We are part timers in the Keys.
- Our house is available to fire personnel in the event of emergency need.
- Keep up the good work."
- Keep up the good job!
- I learned about the fire department just by doing this survey
- I came by last yr to check my blood pressure Thankyou got a small tour of your department. Nice
- You all do a great job!
- TY for all you do. Having been a FF for 22 years I know what your day is like. When the tones go off it can be an automatic alarm or a life saving event. Stay safe and never stop training!
- A very professional organization.
- None
- I'm so glad we have you!
- Thank you for keeping us protected and safe.
- "1. I have called 3 times for assistance and have been extremely impressed at the response; both timely and helpful.
- 2. The U.S. flag should be replaced when it is tattered and/or faded."
- We love firemen!
- I feel confident that the fire dept will be there when I call for help. Thank you for your service.

- Very appreciative of the KBFD team, I see you out and about, laying hose and practicing all the time. Thank you!
- I believe the lifeguards are part of the fire department. I'd like to see them wear helmets when riding the ATV from the fire department station to the beach, on public roads.
- You guys do a great job. I'm proud of our fire and police services.
- Thank you for all your services KBFD!
- Excellent service replacing 2 smoke detectors in my house. I was not informed they provided detectors and purchase them myself
- Thanks to all of you for keeping our town safe!!
- i had no idea the FD offered so much to KB citizens! that's fantastic! well done!
- Thank them for excellent service!
- Always prompt and courteous in responding to emergency situations!
- I could not answer some questions because I just permanently moved here.
- Thank you for all your hard work and service to our community.
- Great job!
- I appreciate that I see fire department out very frequently checking their equipment, making sure everything is in working order and getting their timing down to their duties for when they will come into use.
- Thank you, especially for the quick response times.
- I'm impressed with the many duties the fire department provides especially for a small town. Thankfully we haven't had to call but very confident in their service if we do .
- Great department!
- They do a great job, very professional and responsive.
- Very responsive
- KBFD is doing an outstanding job.
- Thank you for all your hard work
- I did not answer question #4 because I have had not interaction with the fire department to know how to properly rank them.





TOWN COUNCIL GOALS

At the 2022 Budget Retreat, the Kure Beach Town Council approved and adopted the Town Council Goals for FY 2023

Goal #1: Work smarter to maintain and improve our quality of life in Kure Beach.

- a. Adoption of the Land Use Plan and Survey
- b. Work on Department of Defense Land Use Plan to retain assets
- c. Implement Bike/Ped solutions

Goal #2: Ensure the integrity of Town financial data and maintain financial stability in all Town funds.

- a. Be fiscally responsible
- b. Review ordinance for enforcement process
- c. Maintain tax and water/sewer rates

Goal #3: Enable an optimum working environment for staff to produce high levels of service to the Town.

- a. Ensure policies are fair (morale)
- b. Public Works space (physical)

Goal #4: Provide all departments with the support to maintain a safe working and living environment.

- a. Support camera program
- b. Use technology to multiply abilities
- c. Continue to improve employee safety plan
- d. Support K9 program

DEPARTMENT HEAD INPUT

All other departments were contacted throughout the 5 Year Strategic Plan input process, and we received valuable department head input. The purpose in including other department heads in our strategic planning process was to ensure that our mission includes all the happenings throughout the Town, not just those related to the fire department. We recognize that other departments handle day to day operations and tasks in which the fire department can assist and provide value in some way. Here are some of the inputs that we received:

RECREATION DEPT:

- Continue the timely review of special event and film permit applications to provide feedback on potential concerns from and impacts to your Department.
- Continue to assist and/or participate in town-wide events as your Department's interest and availability allows.
- Utilize the Recreation Department for assistance and/or input on any events or programs your Department initiates.

ADMINISTRATION DEPT:

- The Fire Department staff is always helpful and willing to lend a hand when we need something. Everyone always has a positive attitude when we see them around. We appreciate all you do for the Town!
- We are very happy with JD and how he is handling the HR side of things with the lifeguards. The paperwork process runs very smoothly, and he is great about communicating with Meredith.

PUBLIC WORKS:

- Continue helping with storm drains throughout sever weather events.
- Continue handling lifeguard tower placement
- Continue hydrant flow testing and maintenance

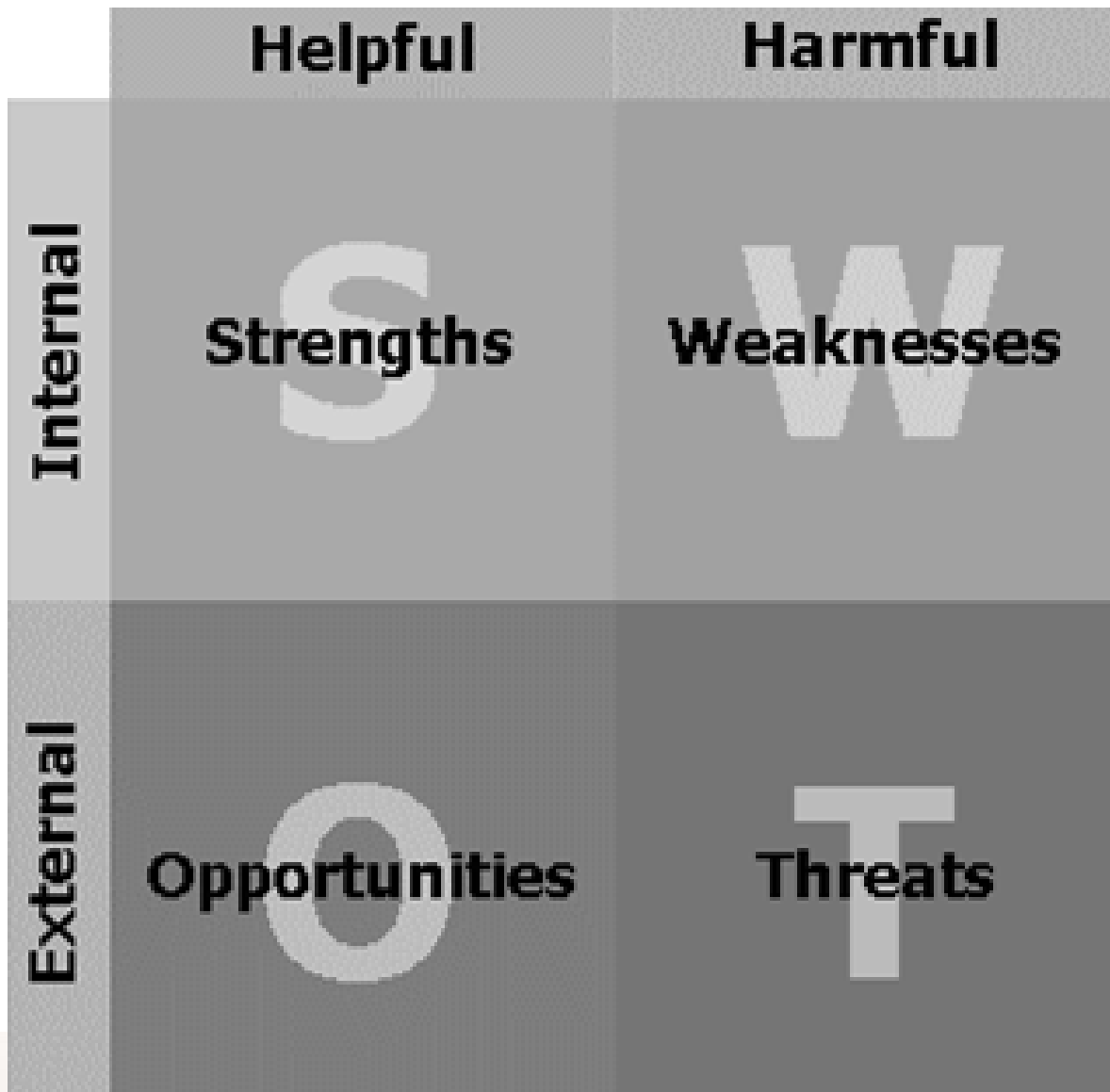
POLICE DEPT:

- Keep up the great work



SWOT ANALYSIS

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis is designed to have an agency candidly identify its positive and less-than-desirable attributes. The agency participated in this analysis and recognized its strengths and weaknesses, as well as the possible opportunities and potential threats.



STRENGTHS

It is important for any organization to identify its strengths to assure that it can provide the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time. The Strengths of the Kure Beach Fire Department are as followed:

- **Response Time**
- **Health of Fire Department**
- **Physical Capability**
- **Standardized Response**
- **Small District**
- **Working relationships with mutual aid agencies**
- **Progressive**
- **Daily Structure Fire Simulations**
- **Communications Standards**
- **Supportive Town Council**
- **Smoke Alarm Program**
- **Home Safety Program**
- **Fire Inspections In-house**
- **Ocean Rescue Capability**
- **Operational Efficiencies Between Ocean Rescue Division and Fire Department Staff**
- **New Hanover County Joint Operations (Fire, EMS, Police, 911 Dispatch)**
- **Beach Location Markers**
- **Wheelchair Program**
- **Customer Service of Staff**
- **Hydrant Maintenance Program**
- **Pump Service Testing Program**
- **Maintenance of All Equipment**
- **Vehicle Replacement Plan**
- **Standardized Ranking Structure**
- **Fundraisers**
- **Reputation**
- **New Facilities (2019 Fire Station)**
- **Response Technology**
- **Scholarships**
- **Combination Fire Department**
- **Volunteer Firefighter Incentives**

WEAKNESSES

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also 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 as weaknesses:

- **Future stagnation of ranking structure due to size of department**
- **Voided areas of responsibility within fire department**
- **Need for Fire Inspectors at Level 3 for complete in-house inspections**
- **Need for Certified Fire Investigators**
- **Lack of "Facility" training building near district**
- **Need for CPR Instructors on all shifts**
- **Need for training officers on all shifts**
- **Lack of change for motivators/incentives**
- **Lack of programs for non-conventional volunteer firefighters**
- **Lack of boat training for newer members**
- **Lack of knowledge for electrical vehicles and their potential hazards**
- **Lack of Location Identification in more difficult parts of the response district**
- **Outdated Personnel Policy/General Orders**
- **Response Time of EMS**
- **Limited Volunteer "On/Call" Availability/Response**
- **Limited volunteer firefighters moving up in rank**
- **No Strategic Plan for Ocean Rescue Division**
- **Drone FAA Clearance Needed for MOTSU/Zekes Island Response.**
- **Lack of certified pilots for drone**
- **Lack of rescue equipment for vehicle accidents and rollovers at known locations**
- **Lack of Communication Capability on South Side of District Putting First Responders in Dead Zones at Known, Highly Populated Areas**

OPPORTUNITIES

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The Internal Stakeholders identified the following potential opportunities:

- **More Incentives for Employees/Volunteers**
- **Combining Desired Areas of Responsibilities to Fill Community Demand Voids While Simultaneously Solving Rank Stagnation**
- **Enhanced Communication to Citizens**
- **Improve Media Coverage of all Programs Offered to Citizens**
- **Social Media Presence**
- **After Action Reviews**
- **Standardized Response for All Call Types**
- **More Mutual Aid Training with All Agencies**
- **Boat Rescue Training Plan**
- **Standardized Medical Bag**
- **Enhanced Location Markers**
- **More frequent recognition in public forums of volunteer firefighters and awards**
- **Voided areas of responsibility within fire department**
- **Increased Volunteer Programs (Live In Program and/or CFCC Internship Program)**
- **Public Relations**
- **CPR Instructor, Fire Inspector, Fire Instructor, and Certified Fire Investigator Training**
- **Mass CPR Training and Annual CPR Day**
- **Hydrant Mapping Solution**
- **Grant Opportunities**
- **More Fundraising Opportunities**
- **JR Firefighter Program**
- **Annual Photo**
- **Ocean Rescue Supervisor 24/7**
- **Jet Ski/Ocean Rescue Training Program**
- **Work Day for All Staff**
- **More Ocean Rescue Certified Volunteers**
- **Promote/Foster Volunteer Rank Promotions**
- **Improve EMS Response Times**
- **Updated Lifeguard Shack and Lifeguard Stand Facilities to Meet Needs**

THREATS

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly 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 were as follows:

- **Inflationary Costs of Living**
- **Rising Real Estate Values**
- **Aging Average Population**
- **Increased Use of Battery-Operated Vehicles and Their Associated Hazards**
- **Increase in Golf Carts on the Road**
- **Difference in Full Time Population vs Peak Season Population**
- **Lack of Jurisdictional Knowledge of Both Citizens and Visitors**
- **Hospital Demands on the EMS Ambulance Response**
- **911 Center Turnover**
- **Rising Health Insurance Costs**
- **Decline in Volunteerism**
- **Snows Cut Bridge Closure Cutting off Potential Needed Resources**
- **Wildland Fire Threatening Homes that Border MOSTU Land**
- **Difficulty of Reaching Patients on Zekes Island and South End due to Tidal Issues and Jurisdictional Knowledge**
- **Beach Erosion/Changes and Dune Encroachment on Lifeguard Infrastructure**
- **Small Fishing Cottages Being Replaced by Large Fire Load Structures**
- **Lack of Rip Current Knowledge/Accountability**
- **Increased Use of Cellphones Placing Demand on 911 Center**
- **Vehicle Accidents and Rollovers at Known Locations**
- **Changes in NC State Firefighter Educational/Certification Requirements**
- **High Risk of Injury**
- **Social Media and Litigious Issues**
- **Hurricanes**
- **Communication Issues on South Side of District Putting First Responders in Dead Zones**
- **Increased demand placed on KBFDD from Mutual Aid Agencies**
- **Hazards of 4x4s and ATVs on the beach during high volume periods.**
- **Cancerous Agents and Long Term Health Effects of Firefighters**

MISSION STATEMENT

- ❖ To assist the public in the protection of life and property by minimizing the impact of fire, medical emergencies, water accidents, and potential disasters, both man-made and environmental.



VISION

- ❖ To provide high level, professional fire, emergency medical, and ocean rescue services to the citizens and visitors of Kure Beach, while providing the best customer service.
- ❖ To treat our fellow firefighters with respect, admiration, and compassion in the challenges that they may face in life through volunteering their limited time.
- ❖ To constantly improve our professional appearance through high-level and consistent training activities.
- ❖ To continually monitor our operation, administration, and service delivery, recognize our limitation and swiftly implement effective change when necessary.
- ❖ To provide a professional service through the use of combining paid and volunteer staff.
- ❖ To always have the taxpayer in mind with each decision, purchase, and expense that may arise.

MOTTO

“Service with Pride”



CORE VALUES

- Service
- Professionalism
- Continual Improvement
 - Health
 - Integrity
 - Respect
 - Trust
- Community Safety
 - Teamwork



STRATEGIC GOALS

The Kure Beach Fire Department has created 5 strategic goals designed to address key issues identified during the strategic planning process and 44 action items that provide a method for achieving those goals.

GOAL #1

Provide exceptional all-hazards service delivery and improve organizational processes

GOAL #2

Maintain a highly skilled and accountable workforce by utilizing employee retention incentives and creating a competitive work environment that fosters training and education.

GOAL #3

Provide the community with value-added services at little to no additional cost by combining the needs of the community with paid staff work responsibilities.

GOAL #4

Enhance supplemental use of volunteer firefighter workforce with updates in volunteer firefighter needs and motivators.

GOAL #5

Improve and promote community relationships through excellent communication and community outreach programs.



STRATEGIC PLAN ACTION ITEMS - 2023-2027

The following 44 action items were identified after the entire culmination of the research gathered from both internal and external stakeholders, Town Council goals, department head input. These action items also address the opportunities and threats while utilizing the strengths and weaknesses of the department identified in the SWOT analysis. It is important to note that while these are expected dates of start or completion, some of them require budgetary approval and may need to be moved to due unforeseen circumstances or financial constraints of the overall Town need in any given year.

2023

1. Employee/Volunteer Incentive Comprehensive Plan
2. Ocean Rescue Supervisor All 3 Shifts
3. Enhanced Public Communications and Media Plan
4. Standardized Response for All Call Types
5. Drone Pilot Program
6. Wildland/MOTSU Buffer Zone Plan
7. Boat Rescue Training Plan
8. Bald Head Island Response Plan
9. Kids Day/Mass CPR Day at Fire Station
10. Ocean Rescue Strategic Plan
11. Beach Cameras on North and South Side
12. Lifeguard Shack Upgrade/Finalization
13. Rescue Equipment Plan Put in Place Prior to Arrival of New Fire Engine
14. Battery Operated Vehicles and Golf Cart Hazards Training

2024

15. CPR Instructors on All Shifts
16. Fire Inspectors on All Shifts
17. Fire Instructors on All Shifts
18. Fire Inspector Level III Upgrade
19. South Side Dead Zone Communications Update
20. NC Aquarium Communications Update
21. New Radios for Phasing Compliance
22. Location Awareness Improvement Plan
23. Fire Engine Replacement
24. Rescue Training for Vehicle Rollovers and Pin Ins
25. Rescue Equipment Put in Place on New Fire Engine

2025

26. Town of Kure Beach Water Supply Improvement Plan
27. Certified Fire Investigator
28. ISO Rating Improvement Plan
29. Volunteer Director
30. Revamp of SOP's/ General Orders/ Policy
31. Cancer Screening for Firefighters
32. After Action Reviews
33. Increased Supplemental Volunteer Firefighter Program (Live In/Student/CFCC Internship)

2026-2027 and Ongoing

34. EMS System Plan with Focus on Improved Delivery and Reducing Response Times from Novant
35. ALL EMT Response
36. New Air Packs
37. Fire Hose Replacement
38. Accreditation
39. Improve Relationships with Outside Agencies
40. Community Involvement Plan
41. Volunteer Training and Recruitment Program Evaluation
42. Beach Public Safety Talks
43. Monthly/Quarterly Mutual Aid Training
44. Free Fire Alarms, Home Checks, and Pre-Plan Program

STRATEGIC PLAN ACTION ITEMS - 2018-2023 AND THE STATUS OF COMPLETION

1.	Dispatch Protocols	COMPLETE
2.	Standardized Ranking Structure	COMPLETE
3.	Engineers Test	COMPLETE
4.	Engineers Skills Test	COMPLETE
5.	Officer Skills Test	COMPLETE
6.	Hose Maintenance Program	COMPLETE
7.	Hydrant Maintenance and Inspection Program	COMPLETE
8.	Equipment Maintenance Program	COMPLETE
9.	Pre-Plan Program	COMPLETE
10.	EMS System Plan	ONGOING
11.	3 Firefighter on Duty	COMPLETE
12.	ALL EMT Response	Move to 2026
13.	New Fire Station	COMPLETE
14.	Full Time Firefighters 100% Trained	COMPLETE
15.	Improve Relationships with Outside Agencies	COMPLETE
16.	Fire Inspections	COMPLETE
17.	Fire Safety Week	ONGOING
18.	Establishment of SOP's	IN PROCESS
19.	After Action Reviews	IN PROCESS
20.	More Community Involvement	IN PROCESS
21.	Volunteer Training and Recruitment Program	ONGOING
22.	Beach Public Safety Talks	ONGOING
23.	ISO Rating Improvement	COMPLETE
24.	Outside Medical Training	COMPLETE
25.	Mutual Aid Training	ONGOING
26.	Internship Program CFCC	Move to 2025
27.	Volunteer Incentives	ONGOING
28.	Home Safety Checks	ONGOING
29.	Fire Alarm Checks	ONGOING
30.	Volunteer Director	Move to 2025
31.	Junior Firefighter Program	Move to 2022
32.	Annual Fundraiser	COMPLETE
33.	Risk Reduction Program	COMPLETE
34.	Training Officer at Station	Move to 2024
35.	Incident Reporting Technology	COMPLETE
36.	Drone/Technology	COMPLETE
37.	4 Firefighters on at all times	Move to 2023
38.	Accreditation	Move to 2026

VEHICLE REPLACEMENT PLAN

Fire Department

Year/Vehicle	Estimated Cost <i>(Inflation not included)</i>
2021- Squad Truck	\$50,000 (Complete)
2022- Fire Engine	\$715,000 (Ordered)
2023- None	\$0
2024- Incident Command Vehicle	\$55,000
2025- None	\$0
2026- None	\$0
2027- None	\$0
2028- None	\$0
2029- None	\$0
2030- None	\$0
2031- Squad Truck	\$60,000
2032- New Fire Engine to Replace Second Out Engine	\$715,000
2033- None	\$0

Ocean Rescue

Year/Vehicle	Estimated Cost <i>(Inflation not included)</i>
2021- 2 4x4's	\$11,000
2022- 2 4x4's	\$11,000
2023- 1 4x4 and 1 ATV	\$16,000
2024- 2 4x4's	\$11,000
2025- 1 4x4 and 1 Jet Ski	\$16,000
2026- 2 4x4's	\$11,000
2027- 2 4x4's	\$11,000
2028- 2 4x4's	\$11,000
2029- 1 4x4 and 1 ATV	\$16,000
2030- 2 4x4's	\$11,000
2031- 2 4x4	\$11,000
2032- 2 4x4's	\$11,000