




5 Year Strategic Plan

KURE BEACH FIRE DEPARTMENT



2018-2023

A Message from Chief Edmund C Kennedy February, 2018



In December of 2017, I was awarded the amazing opportunity to replace Fire Chief Harold Heglar as the new Chief of the Kure Beach Fire Department. Being a member of the department for many years in both our Ocean Rescue Division and Fire Department, I have personally had the great opportunity to see our department evolve with the growing Town of Kure Beach, and also witness first-hand the critical services that we provide on a daily basis. Furthermore, noticing the voids that are currently present in our department from the retirement of Chief Heglar, one of the most valuable assets to ever serve for the Town of Kure Beach, we have recognized the importance of creating a focused and collaborated Five Year Strategic Plan.

Our department is excited to have developed and to present its first Strategic Plan ever created. The purpose of this Strategic Plan is to clearly define the mission and goals of the Kure Beach Fire Department while developing a guide for continued excellent services as we prepare to meet the many challenges and opportunities in providing emergency services during the next five years. This Strategic Plan will serve as a living document and work in progress, subject to change under evolving circumstances. It was developed using a Community-driven strategic planning process that included input from both the citizens and visitors of our community, members of our department, both paid and volunteer, as well as other major stakeholders including our administrative staff, police department, public works, and town council.

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. 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, 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 large loop at the end.

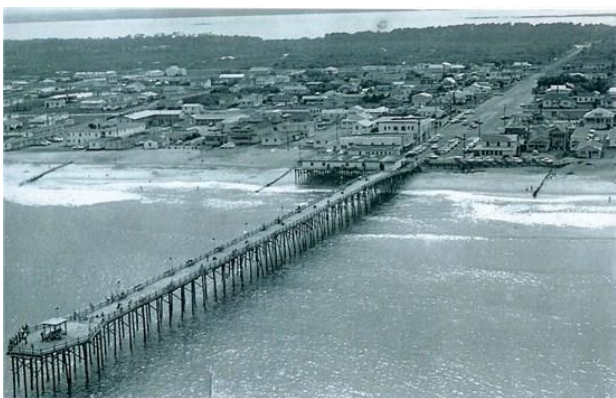
Edmund C Kennedy
Fire Chief
Kure Beach Fire Department

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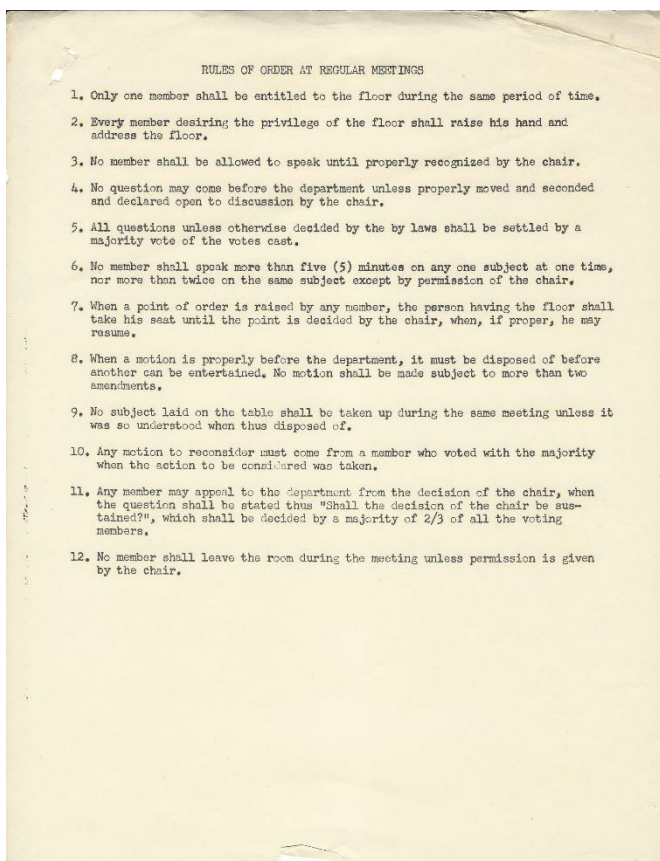
ORGANIZATIONAL HISTORY



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 reaching full capacity. 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 almost 30 years, and had been a very key asset to the department's ability to handle growth. In



In 2005, the fire department assumed all responsibilities of the Ocean Rescue Division, one that was previously controlled by the Kure Beach Police Department. 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 600,000 gallon water

town located on Assembly Way. As the state increased requirements for volunteers, as well as ever-increasing industry standards, it has 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 increase in paid personnel was essential, as the call volume had more than tripled in the previous three years due to increase in medical call volume. Furthermore, these creative volunteer programs have allowed us to remain extremely efficient through the use of both paid and volunteer members, even though nationally volunteerism is on the decline. In 2017, the Town approved to expand its buildings, and a new fire station is currently being constructed and expected to be completed by year end 2018.



List of Fire Station Locations

1954- 1st Station paid for and built by fire fighters at what is now known as the Kure Beach Community Center

1991- Station located on 7th Ave North. ½ paid for by Town and ½ paid for by firefighters

2018- New Building location under construction located on K Ave.

The fire department now employs 8 full time firefighters, 7 part time firefighters, 26 volunteer firefighters, and 30 seasonal lifeguards, and covers 8.81 square miles. 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 run mutual aid with New Hanover County, Carolina Beach Fire Department, and MOTSU. Our apparatus 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, and ATV, and a 2007 Jet ski for oceanic water rescues.



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.



# of Fire Stations:	1
# of Members:	41
Fire District Square Miles:	8.81
Minimum Staff per Shift	2
Average Response Time for KBFD:	3:15
Average Response Time For Ambulance:	10:22
ISO Rating:	5

Kure Beach Demographics

Population:	2,335
Median Age:	56.4
NC Median Age	38.3
Annual Visitors:	500,000
Median Household Income	\$71,750
Median Property Value	\$369,700



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.

Our 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 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 in order to provide solid outside results, our inside foundation must be sound.

The process has included:

- 1.) Meeting with volunteers on services that we offer that they like providing
- 2.) Meeting with volunteers on strengths and weaknesses
- 3.) Meeting with volunteers on where they want to see the department at year end 2018 & 2022
- 4.) 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.
- 5.) Survey of both citizens and visitors of our town for the knowledge of the services that we provide
- 6.) Survey of the citizens of Kure Beach to determine which services that desire that we offer to reduce risk.
- 7.) Compilation of a master list of all meetings and surveys
- 8.) Meeting with board to determine any additional needs, visions, strategies, etc.
- 9.) Meeting with town government elected officials
- 10.) Adoption of mission and vision statements
- 11.) Creation of 5 year strategic plan



Strategic Goals

The Kure Beach Fire Department has created 6 strategic goals designed to address key issues identified during the strategic planning process and 38 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, as well as create a competitive work environment

GOAL #3

Provide the community with value-added services at little to no additional cost

GOAL #4

Enhance supplemental use of volunteer firefighter workforce

GOAL #5

Promote community relationships and engagements

GOAL #6

Evaluate and enhance resource management



Strategic Plan Action Items

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

Action Item: Dispatch Protocols
Priority: High
Timeline: Spring 2018
Description:
Dispatch protocols are set up individually through each fire department. When someone calls 911, the dispatcher asks the caller a series of questions. Based on how the caller answers those questions, the call will be assigned a response plan. Each response plan is set up to automatically dispatch the appropriate units. Due to the complexity of our district, as well as the wide variety of calls that we run, this will be a critical step in ensuring the appropriate amount, as well the appropriate type of units are dispatched, for improving service delivery.

Action Item: Standardized Ranking Structure
Priority: Medium
Timeline: Spring 2018
Description:
The purpose of creating a standardized ranking structure is important for our combination department, in order to promote a competitive and fair environment for both volunteer and paid firefighters. The ranking structure will also assist the department with promotions that are based on certifications and community specific skills and technical based tests.

Action Item: Engineers Test
Priority: Medium
Timeline: Spring 2018
Description:
The purpose of the Engineers test is to have a department specific written based test for the promotional rank of Engineer in the standardized ranking structure.

Action Item: Engineers Skills Test
Priority: Medium
Timeline: Spring 2018
Description:
The purpose of the Engineers skills test is to have a department specific skills based test for the promotional rank of Engineer in the standardized ranking structure.

Action Item: Officer Test
Priority: Medium
Timeline: Spring 2018
Description:
The purpose of the Officer test is to have a department specific written based test for the promotional rank of Lt. and above in the standardized ranking structure.

Action Item: Hose Maintenance Program
Priority: Medium
Timeline: Spring 2018
Description:
Regular upkeep of fire department supply and attack hose will be conducted annually at required pressures by department personnel, instead of third party companies.

Action Item: Hydrant Maintenance Program
Priority: Medium
Timeline: Spring 2018
Description:
Regular maintenance of our water supply is very important to the fire department. A new program will be incorporated to maintain the hydrants yearly, as well as flow testing the hydrants every three years. This will be completed by on duty personnel.

Action Item: Equipment Maintenance Program
Priority: Medium
Timeline: Spring 2018
Description:
Regular maintenance of our big ticket equipment is very important to the fire department. A new program will be incorporated to replace aging gear such as turnout gear yearly, in order to ensure that we have a steady flow of new equipment replacing older equipment. Items in this include radios, air packs, turnout gear, air bottles, and large purchase items.

Action Item: Pre-Plan Program
Priority: Medium
Timeline: Spring 2018
Description:
A department pre-plan program will be designed to pre-plan all 74 commercial/multi family structures in Kure Beach. Important information about the property, including key holder information, passcodes, property dimensions and hazards will be collected in order to assist the fire department in a timely manner in an emergency situation. The pre-plan program will be conducted every March by all shift companies in order to provide the firefighters that will be responding to these locations with up to date information.

Action Item: EMT System Plan
Priority: High
Timeline: Summer 2018
Description:
In the State of NC, each county has an EMS system plan, and a system plan manager. The system plan stipulates training requirements, response plans and requirements, medical application for our first responders and much more. Currently, the Kure Beach Fire Department is the only department that is not in the EMS Plan for New Hanover County. The application to get in the EMS plan has been submitted, and awaiting review from our Plan provider as well as the Medical Director.

Action Item: 3 Firefighters on duty at all times
Priority: High
Timeline: Summer 2018
Description:
 NFPA 1710 and 1720 recommend having 4 firefighters on apparatus for all fire calls. Although it is a recommendation and not a requirement, it is the industry standard in which localities have adopted over time to ensure proper fire protection through adequate manpower on scene. Currently, we run 2 man engine companies. The use of full time, part time, and volunteer members to have 3 firefighters on duty at all times will ensure that we are able to properly run all fires calls in our district, as volunteer response throughout the day declines. In order to achieve the industry standard in the near future, volunteer programs will supplement paid programs. Wrightsville Beach Fire Department currently use 4-6 firefighters on duty at all times and Carolina Beach Fire Department uses 4 throughout the day and 4-5 at night.

Action Item: ALL EMT Response
Priority: High
Timeline: Summer- Fall 2018
Description:
 Currently the fire department responds to delta and echo fire calls only. Due to NHRMC having a response time of around 10 minutes and 30 seconds, and our department having a response time of 3 minutes, we have recognized a quality customer service void. Providing our citizens and visitors with timely and professional medical care is of utmost importance to our community, with an aging population and a large amount of annual visitors. Once in the EMS plan, we can decide which calls to respond to in order to provide our citizens and visitors with the best possible medical care while in Kure Beach.

Action Item: New Fire Station
Priority: High
Timeline: Summer- Fall 2018
Description:
 After a long process, the new fire station has been approved and is moving forward. The new building will meet our space requirements, as well as provide us with a training room, fire inspections office, and adequate bunk room space to sleep 4-5 firefighters. The building will also allow us to host community events, fundraisers, and local training seminars.

Action Item: Full Timer Firefighters 100% trained/New Ranking Structure Compensation
Priority: Medium
Timeline: Fall 2018
Description:
 A few of our full time firefighters are missing a few of the required certification classes that match our working standardized ranking structure. Furthermore, some are missing some of the general Firefighter I and II classes. Once all firefighters are training in their perspective areas, promotional opportunities at the various ranks including Engineer and LT will be tested on an annual basis. The new and improved ranking structure will better serve both our current operational needs and compensation plans.

Action Item: Improve relationships with outside agencies
Priority: High
Timeline: Ongoing
Description:
Outside agency relationship is critical for Kure Beach, as other departments provide services to our community as well. For example, although we respond to emergency medical situations in Kure Beach, New Hanover County Regional Hospital actually transports the patients. Relationships with agencies such as NHRMC can improve response times, improve services provided, and ultimately improve customer service.

Action Item: Fire Inspections
Priority: Medium
Timeline: Fall 2018
Description:
Previous fire inspections were completed by our Building Inspector, John Batson. Currently Captain Zwally is being mentored by Bob Gottesman, former CBF D fire inspector, and is pursuing his Fire Inspector II. Once completed, Captain Zwally will fully take over all fire inspections in Kure Beach.

Action Item: Fire Safety Week
Priority: Medium
Timeline: Fall 2018
Description:
Previous programs during fire safety week were not measured and evaluated for performance and reach. More focused programs will be conducted during Fire Safety Week in 2018, thanks to the additional assistance of a new public-friendly fire station, as well as Captain Zwally spearheading Fire Prevention.

Action Item: Standard Operating Procedures
Priority: Medium
Timeline: Spring 2019
Description:
Standard Operating Procedures are to be updated to match changes in services, change in manpower, and changes in industry standards.

Action Item: After Action Reviews
Priority: Medium
Timeline: Spring 2019
Description:
Implementation of AAR's will be critical in reducing service delivery issues and mistakes on a regular basis.

Action Item: More Community Involvement
Priority: Medium
Timeline: Spring 2019

Description

As our building is placed at the front of the town complex, as well as focal point for visitors coming into town on K Ave, we plan on holding more community events. Station tours, fundraisers, CPR day, meeting with the firefighters, and much more are in the works.

Action Item: Volunteer Training and Recruitment Program
Priority: Medium
Timeline: Spring 2019

Description:

In order to properly utilize volunteer firefighters in a combination fire department, training and recruitment are a must. A program will be developed that focuses on recruiting firefighters to fill all service voids, as well as a training program to deliver to them.

Action Item: Community CPR Day
Priority: High
Timeline: Spring 2019

Description

Mass training of CPR in the new fire station will become an annual or bi-annual event in order to increase the likelihood of survivability by witnessed cardiac events.

Action Item: Beach Safety Talks
Priority: High
Timeline: Summer 2018-2019

Description:

As we experience more visitors in Kure Beach on an annual basis, continual talks and classes to the public are highly important to educate the public on hazards that they are not familiar with, as well as tactics to prevent injury or death on the beach strand.

Action Item: ISO Rating Improvement
Priority: High
Timeline: Spring 2019

Description

Currently our department possesses an ISO rating of 5 on a scale of 1 to 10, with 1 being the best and 10 being the worst. Fire departments can improve their ISO rating through 3 main areas: Communications, Water Supply, and Fire Department. Fire department is the area in which can most influenced by the fire department. It can be influenced through more and better training for firefighters, better use of equipment and apparatus through sufficient manpower, and through services that the department provides, such as hydrant programs and hose testing programs. Our department is due for re-inspection in Q1 of 2019, in which if we reduce our ISO rating which save more on commercial insurance premiums.

NOTE: A further improvement in ISO rating will have no effect on residential insurance rates.

Action Item: Outside Medical Training
Priority: Medium
Timeline: Spring 2019

Description

Receiving outside medical training is important for both our paid and volunteer staff in order to stay up to date on industry standards, as well as equipment location on ambulances for smooth operations working with NHRMC.

Action Item: Mutual Aid Training
Priority: Medium
Timeline: Spring 2019

Description

Regular training with departments that we commonly respond with is critical to ensure smooth operations in high stress situations.

Action Item: Internship Program for CFCC
Priority: High
Timeline: Fall 2019

Description

Each year, twice a year, New Hanover County holds a firefighter recruit academy. Essentially, anyone interested in joining the fire service goes through a 3-5 month training process that certifies each firefighter in NC Firefighter I and II, as well as EMT certification. In order to join the academy, the firefighter must have a sponsoring fire department that supplies gear and backs the firefighter throughout the process. This provides an excellent way to recruit new firefighters that are in training that also want on the job experience. This, coupled with a night shift/live in program would be a very excellent alternative to hiring more paid firefighters in the future. As the previous live-in program was so successful, a similar program will be evaluated and implemented.

Action Item: Volunteer Incentives
Priority: Medium
Timeline: Fall 2019

Description

Ensuring that volunteers are provided with incentives that match their current needs is highly important to us. Throughout the history of our organization, those needs have changed, just as the fire service has changed. Volunteer incentives such as drill pay per rank, student programs, tuition assistance programs, and many more will be investigated for program effectiveness.

Action Item: Ocean Rescue Program Advancement
Priority: Medium
Timeline: Summer 2019

Description

As we gain traction with our ocean rescue program, advancing it to the next level of USLA Advanced Agency will ensure that we not only exceed the needs of the public on the beach strand, but far exceed them.

Action Item: Home Safety Checks
Priority: High
Timeline: Fall 2019

Description

Homes safety checks would be a very valuable asset to the community. Having the fire department come out and make sure that smoke detectors are in the right place, exits are open, and general knowledge of what to do in the event of a fire.

Action Item: Fire Alarm Checks
Priority: High
Timeline: Fall 2019

Description

Similar to above, a campaign will be made to have the fire department come out and check smoke detectors and locations.

Action Item: Volunteer Director
Priority: Medium
Timeline: Spring 2020

Description

A volunteer director will be a position created for the sole purpose of recruitment of volunteer firefighters, as well as providing potential firefighters with required information,

Action Item: Junior Firefighter Program
Priority: High
Timeline: Summer 2020

Description

Our department currently has no Junior Firefighter Program. Implementing this type of program for future firefighters between the ages of 16-18 would be an excellent way for people interested in becoming a firefighter to gain experience in a real life setting. This program would also couple with recruitment of volunteer firefighters as they come of age.

Action Item: Annual Fundraiser
Priority: Medium
Timeline: Fall 2020

Description

We currently host one large fundraiser, the Got Em On Fishing Tournament. This fundraiser has been in existence for over 30 years. This tournament goes directly to pay for the retirement and State benefits of all firefighters on the roster, which reduces the burden on the tax-payer. We plan on developing a new fundraiser to be held annually in the fall.

Action Item: Risk Reduction Program
Priority: High
Timeline: Spring 2021

Description

Community Risk Reduction is very important to local communities. This program will be conducted with Chief Kennedy's published research paper, "Identifying the Fire Departments' Responsibility in Community Risk Reduction in the Town of Kure Beach." Following research, many recommendations were made, including: adoption of community risk reduction into culture of the Kure Beach Fire Department and its key leaders, matching services to provide risks that the community feels that they are presented with on a daily basis, and using Vision 20/20's Community Risk Reduction Plan model, a full extensive plan should be created.

Action Item: Training Officer at station
Priority: Medium
Timeline: Spring 2021

Description

Jim Dugan is the current training officer for our department. Requiring all officers to become instructor certified will ensure that we are able to provide classes to both paid and volunteer members at the fire station.

Action Item: Incident Reporting Technology
Priority: Low
Timeline: Fall 2021

Description

We currently use Firehouse Software for our incident reporting technology. As the fire service has been progressing, technology has still lagged slightly. Constant evaluation for better use of technology for our incident reporting could potentially reduce duplication of efforts for pre-planning, inspections, mapping, and reporting. Currently there is nothing better on the market.

Action Item: Drone/Technology
Priority: Low
Timeline: Fall 2021

Description

Drones have been an area that the fire service has taken on rapidly due to its capabilities in overhead views that are difficult to get. As the technology of drones progresses, our department will continue to evaluate if we have a potential positive use for them. Currently, there are drones that drop lifeguard buoys to swimmers in distress. Although the use of these types of drones would drastically enhance service delivery, it is still a new program and very expensive.

Action Item: 4 Firefighters on duty at all times
Priority: High
Timeline: Fall 2022
Description:
NFPA 1710 and 1720 recommend having 4 firefighters on apparatus for all fire calls. Although it is a recommendation and not a requirement, it is the industry standard in which localities have adopted over time to ensure proper fire protection through adequate manpower on scene. Currently, we run 2 man engine companies. The use of full time, part time, and volunteer members to have 4 firefighters on duty at all times will ensure that we are able to properly run all fires calls in our district, as volunteer response throughout the day declines. In order to achieve the industry standard in the near future, volunteer programs will supplement paid programs. Wrightsville Beach Fire Department currently use 4-6 firefighters on duty at all times and Carolina Beach Fire Department uses 4 throughout the day and 4-5 at night. This will be accomplished through creative use of part time and volunteer firefighters.

Action Item: Accreditation
Priority: Medium
Timeline: 2022-2023
Description
Accreditation ushers the fire department into an age of professionalism. Accreditation is essentially a way for a department to become focused on what matters, through a proven system. It starts by developing the elements of community risk reduction, creating goals and objectives, creating a standard of cover, evaluating agency performance, reviewing strategic plan, which will create a self-assessment manual in which the department can improve.

Conclusion

In 5 years, through the collaborative effort set forth in this Strategic Plan, we will have a good idea of what our future will look like. Our department will be able to achieve our 6 strategic goals: provide exceptional all-hazards service delivery and improve organizational processes, maintain a highly skilled and accountable workforce as well as create a competitive work environment, provide the community with value-added services at little to no additional cost, enhance supplemental use of volunteer firefighter workforce, promote community relationships and engagements, and evaluate and enhance resource management; through appropriate application of our previously mentioned action items. Our department understands that goals without objectives are simply desires, but a focused and collaborative plan that involves all key stakeholders, is a recipe for success.

The Kure Beach Fire Department will provide fire and EMS services to the citizens and visitors of Kure Beach, through the use of both paid and volunteer members. These services will include response to fires of all types, emergency medical care at the EMT- Basic level for enhanced customer service and faster response time, electrical hazards, bay rescues, boat rescues, ocean rescues, and much more. We will continue to enhance our response times and service delivery through the development of outside agency relationship and by taking advantage of already in use technology, such as setting up our dispatch protocols and response plans for automatic dispatching. Our department will ensure that three to four firefighters are on all engines to structure fires, meeting the 1710 industry standard, staffing needs for our increased call volume, and matching what our neighboring departments are providing their local communities. This will be completed using a mixture of full time, part time, and volunteer firefighters, as well as creative programs that will align the needs of the community with the needs of volunteer firefighters. Use of After Action Reviews (AAR's) following a new Standard Operating Procedure will detail operating procedures on the fire ground.

Our department will maintain a highly skilled and accountable workforce by having a 100% trained department at industry standards, those which we will have set forth through the implementation of a standardized ranking structure which will clearly define career development paths. This standardized ranking structure will require promotional examinations at each rank, in order for the firefighter to show the skills required of them in that position, whether paid or volunteer. We will also continue to promote a highly competitive work environment by engraving athleticism and professionalism into our culture, requiring physical fitness daily and agility tests annually to ensure each firefighter is staying within the required guidelines. Annual physical examination will supplement this test to ensure that firefighters are maintaining a healthy lifestyle as well, promoting firefighter health for our employees and volunteers. We will also achieve this by training daily at the company operation level, a requirement that will be set in our department culture. We will also promote mutual aid training with Carolina Beach Fire Department and New Hanover County Fire Department on at a minimum of quarterly, to ensure that we are providing the best mutual aid care with the companies in which we interact with on a regular basis. We will also have a volunteer firefighter training program, in which volunteers will receive both classroom and on the job training to train them in the essential skills used out on the street. Daily company training, a volunteer training program, quarterly training with mutual aid companies, outside medical training, and having a training officer at the station at all times will ensure that we receive the adequate, well-rounded training needed for our all-hazards service delivery.

As our fire prevention focus grows, Captain Zwally will not only take over Fire Inspections fully, but we will also hold multiple (2-4) fire prevention programs annually, such as smoke

detector checks and homes safety checks to further provide the public with a fire safe community. Our department will also conduct fire pre-plans on all commercial and multi-family dwellings once per year, in order to provide our staff with up to date information that they may need on the fire ground. This will also assist the public in reducing damages by holding key-holder information and keys in order to gain entry at times usually inaccessible to our department. This will assist the department in adopting a community risk reduction mindset, one which takes into account the risks that the public feels the fire department should have a responsibility in. These risks include ocean safety, fires, fall prevention, and much more that will be mitigated using programs such as Beach Safety talks at the ocean front park and the Smoke Detector Program. The advancement of our lifeguard program to a USLA Advanced Agency will ensure that our program is not only meeting the needs of the beach patrons, but far exceeding them. This will be made possible by the hiring of an Ocean Rescue Director that will work on the beach strand during the lifeguard season, and on the fire truck during the offseason.

Our department will provide the community with value-added services at little to no cost by first taking a look at resource management and through tasks in which we can control without the risk of mitigation. Programs such as hydrant maintenance, in which all 121 hydrants will be checked by on duty personnel once per year, and flow tested once every three years, instead of by third parties. We will be conducting hose testing services with on duty personnel as well, in order to further reduce costs provided by third party companies. The fire department will provide as many services to the public without taxing its resources. This will also assist our department in improving our ISO rating, further reducing costs of insurance premiums for the commercial district.

We plan on keeping the volunteer tradition alive in our department to better serve our citizens, through creative programs and incentives such as the CFCC Internship Program and the Junior Firefighter Program, programs in which align the needs of current and future volunteers with our community's needs. A volunteer director position will be created, which will act as liaison, recruitment officer, and training officer for all current and potential volunteers, as well as head the Junior Firefighter Program, the CFCC Internship Program, and the night shift program.

By settling into a new, community-friendly fire station, one in which meets our space needs, we will be able to have much more involvement in the community. Station tours, coffee with the firefighters, mass CPR trainings, and an annual fundraiser will become regular at the new location. This new location will also act as a location for training for volunteer, mutual aid departments, as well as key leader meetings, in order to further develop outside agency relationship. It will house our apparatus in which our staff will work diligently to maintain on daily basis, ensuring that we prolong the life of our most expensive assets, our fire trucks. Previously, our fire engines were being purchased in increments of ten years. Our last purchase was in 2004, 14 years ago. At this time, ISO states that a fire truck may be used as long it continues to meet service test requirements. Our staff will continue to monitor the cost of maintenance on our aging fleet, to ensure that we are receiving the monetary benefit of not purchasing a new truck. At this time, as long as maintenance goes as planned, ISO requirements do not change, and the needs of the community do not change, we should be able to hold off purchasing a new fire engine by at least five years.

As time goes on, our department and leadership will continue to keep an eye on technology changes, changes in service needs, and laws, regulations, and standards that alter our course or change the way we do business.