

Burlington Fire



Protection District

Strategic Plan

Introduction

Over the years, the district has been in a constant state of change. This change was initiated by the unprecedented growth within our response area. Change is difficult for everyone involved but it is necessary to improve our members and our services. A service that does not change becomes stagnant, lowers morale and stifles members.

The goal of this document is to design a strategic plan, which maps out the future direction of the district in identifying services and needs of our community. We must identify the type of environment we operate in and determine how we are to achieve our goals and objectives collectively as a team, ensuring the welfare of the customers we serve.

Planning is a continuous process. The challenge we face is to educate our members and the public on why the change is necessary and involve our members and the community in embracing and implementing the change. The key is to incorporate change methodically with true purpose, planning and especially with foresight.

It is our goal within the district to create an organization that is receptive to change. The fire service must develop into a proactive agency rather than a reactive one. If we do not maintain ourselves on the leading edge, we will fall off into obscurity. We want to create the type of environment where our members thrive on the future possibilities change provides.

The following report will illustrate the strategic plan for the district. Input into this plan was solicited from all of our members. The ultimate goal is to make this organization the best it can be. We thank everyone who was involved in developing this plan for our future.

Mission Statement

It is the mission of the Burlington Fire Protection District to provide the highest level of professional and expert care for fire suppression, emergency medical services, rescue, fire prevention and public awareness both to our internal and external customers.

Goals and Objectives

The following generic goals are designed to form the path on how we will operate, conduct our daily roles, and assist in future planning. These goals were developed to assist us in meeting our mission. These goals are followed by measurable and attainable objectives. Our goals and objectives fall into six major categories within the district.

Administration Goal:

To improve the Administrative functions of the district through planning, record keeping, resource allocation, budgeting and new technology.

Operations Goal:

To develop a comprehensive Operations program in fire, rescue and emergency medical services designed to ensure a high level of readiness through staffing levels, apparatus, facilities, personnel preparation and planning.

Fire Prevention Goal:

To protect lives and property of the public and emergency personnel through the use of code enforcement, public education and plans review.

Training Goal:

To develop and implement a district training program to ensure highly trained, efficient and technical expertise for personnel of the Burlington Fire Protection District, with an emphasis on safety.

Safety Goal:

To develop an occupational health and safety program, which creates a safe work environment in accordance with NFPA 1500 (Fire Department Occupational Safety and Health Program).

Facilities Goal:

To maintain the existing fire station to meet fire and life safety standards and to create a comfortable and functional work environment for the members of the district. To plan for a future location and design for a new substation.

Customer Commitment

We the members of the Burlington Fire Protection District are committed to provide a level of quality service to the public, our external customers and our own internal customers. We are committed to the following:

- **COMMITTED** to encourage all members to deliver only quality service to all customers.
- **COMMITTED** that management will communicate and participate with members to establish mutual understanding and trust.
- **COMMITTED** the management and members will be available to meet whenever necessary.
- **COMMITTED** to mutual respect and understanding of different roles.
- **COMMITTED** to agree and disagree on particular issues without personalizing.
- **COMMITTED** to avoid letting disagreements on some issues interfere with resolving other unrelated issues.
- **COMMITTED** to mutual emphasis on areas of agreement, while continuing to work on others.
- **COMMITTED** to encourage participation in the planning of programs, decisions, sharing of authority and accepting responsibility.
- **COMMITTED** to accomplish goals that increase service levels more than costs.
- **COMMITTED** to establish clear policies that encourage and require cooperation at all levels of the organization.
- **COMMITTED** to realize that the success of the organization is directly proportional to the success of the workforce at all levels.

Values Statement

- A. We expect high moral and ethical behavior from our members.
- B. We strive to be an exemplary organization based on integrity, teamwork and caring.
- C. Our personnel are our most valuable assets. We must take care of them physically and mentally.
- D. Family issues are a priority.
- E. Customer satisfaction is one of the top priorities.
- F. We will utilize all of our resources to provide the finest service to our community.
- G. Keep your sense of humor, work should be fun.
- H. Be nice to everyone we do business with.

History

The Burlington Volunteer Fire Department was organized on May 6th, 1943. The territory of the department was set at a 3-mile radius from the center of town. Donations from the people living in the territory amounted to \$1,012. Of that \$700 was used to purchase the first fire truck, a 1938 Ford. The truck and its equipment were kept in a building donated by the Boone County Library Association located on North Jefferson Street. The building still stands today as a maintenance shop for Boone County Property Maintenance.

In 1960, Ralph Stith gave the department its first ambulance. This was the start of the Burlington Rescue Squad.

In 1965, a new firehouse was built and expanded in 1988 on Torrid Street behind the Burlington Baptist Church. This allowed the department to expand and add more equipment. The added equipment and constant training increased the speed and efficiency of the department and the services it provided.

In 1980, the Burlington Volunteer Fire Department became the Burlington Fire Protection District with the formation of a fire-taxing district. This change was needed, because the donations were slowly falling off and the department needed a more stable financial outlook. The territory covered by the fire protection district equals 37.8 square miles.

From a simple, humble beginning the district has become one of the most advanced and effective fire departments in the area. The men and women of the department still hold to the same basic ideas that were present in 1943 – that we must be prepared at all times, to handle emergency situations with an organized and dedicated effort.

Population

The current estimate of our population is approximately 22,000. This number was obtained from estimates by the census bureau and current residential units in our area. An exact number is difficult to obtain due to the fact our district covers many different census tracts shared by neighboring communities.

Population Density

The highest population density is in the Oakbrook Drive, Pleasant Valley Road, and Camp Ernst Road corridor. This consists primarily of single family dwellings with a significant amount of multi-family dwellings in the Oakbrook Drive area. According to the 2000 Comprehensive Plan the middle section of Boone County including Burlington and the Pleasant Valley Road/Camp Ernst Road areas are projected to experience population growth percentages of over 500% from 1980 to 2020. The eastern area of the district could see population densities of approximately 3.0 persons per acre.

Land Use Patterns

Land in the eastern part of the district is primarily being used for suburban residential dwellings with commercial development along Burlington Pike from downtown

Burlington to the district line. The western portion of the district has been primarily used for rural residential, agricultural and live-stock. However, with the extension of various water lines and the recent approval of a 726 single family dwelling development on Burlington Pike west of downtown this area could see a dramatic increase in population.

Economic Base

The entire district is considered a “bedroom” community. However, with the recent commercial growth along Burlington Pike the population of the district stays consistent through out the day. Limited agricultural work continues primarily in the western portion of the district.

Assessed Valuation

Property is assessed by the Property Valuation Administration. This assessed value is what is taxed for service. Real property is expected to exceed \$1,084,000,000 in this coming year’s assessment.

Trends

Burlington still continues to be a “bedroom” community with pockets of commercial and light industrial development. With the proposed construction of the “South Airfield Road” from Burlington Pike to Turfway Road the district could see a surge in commercial development along the new roadway. With extension of water lines into the western sections of the district and the construction of a new waste water treatment plant in Belleview/McVile, residential growth in this area will also surge in the next 10 years. Burlington’s rapid growth since 1940 is anticipated to continue and even grow more rapidly through the year 2020 when an estimated 45,000 people could live within the district. The median (average) population is projected to grow older as the current young and middle aged persons move into older age groups.

Trends throughout the nation, in the Fire Service and in our district that will affect how we manage our business in the coming years are:

- A. Population aging
- B. Health care management
- C. Health care expanding into the community
- D. Busy personal lifestyles and the resultant decrease in our pool of qualified volunteers
- E. Exploding growth in residential and commercial construction
- F. State-imposed tax cap
- G. Health care reform
- H. Increased service demand
- I. Unfunded state and federal mandates

Composition

The Burlington Fire Protection District is a special taxing district organized under KRS Chapter 75 to provide fire protection and rescue services to a legally described area in central Boone County, Kentucky. It can collect taxes at a rate not to exceed 10 cents per

\$100 assessed property value. Currently our rate is 10 cents per \$100 on real property and 10 cents per \$100 on personal and tangible property. The district is governed by a seven person Board of Trustees. Three trustees are appointed by the County Judge Executive, two trustees are elected by property owners of the district and two trustees are elected by the membership of the department for representation.

Services

The district provides many services to our community. While many are emergent in nature, we also provide many non-emergent services. The following is a brief synopsis of the services we currently provide:

- A. Basic Life Support Treatment and Transport
- B. Advanced Life Support Treatment and Transport
- C. Fire Suppression and Loss Control
- D. Rescue/Extrication Services
- E. Hazardous Material Incident Response – Operations Level
- F. Fire Prevention Education for the Public
- G. Fire Prevention Inspection Program
- H. Child Safety Seat Inspections

1-5 Year Plan

• **Develop a National Fire Protection Association (NFPA) 1500 implementation program.**

The number of firefighter fatalities and injuries in the United States continues to make this occupation one of the most dangerous. Emphasis on medical and physical fitness capabilities, the use of incident management and communication issues continues to dominate the statistics. This standard continues to emphasize these areas, as well as provides updates to the requirements and references to other standards. These include other referenced NFPA standards in the areas of personal protective clothing and equipment, fire apparatus, training, medical requirements, and other areas.

• **Explore other states with fire protection districts for ideas to increase funding for the district.**

In addition to regular funding Chapter 321 of the Missouri Revised Statutes allows fire protection districts to impose a sales tax in an amount of up to ½ of one percent on all retail sales made within the fire protection district. If there were \$75,000,000 in retail sales annually within the district this tax would add approximately \$375,000 to our annual budget.

Chapter 48 of the Arizona Revised Statutes allows fire protection districts to impose a property tax on real property within the district not to exceed three dollars per one hundred of assessed valuation. At the current estimated assessed valuation of the district we would collect approximately \$3,252,000 under this type of taxing.

Chapter 70 of the Illinois Compiled Statutes states the Board of Trustees has power to levy such taxes at a rate in excess of 0.125% but not in excess of 0.30% of the value of all taxable property within the district, as equalized or assessed by the Department of Revenue. At the current estimated assessed valuation of the district we would collect between \$1,355,000 to \$3,252,000 under this type of taxing.

• **Draft a plan to reduce the districts insurance rating.**

In June, 2001 the Insurance Service Office gave the district a public protection classification of a 5/9. Class 1 represents the best fire protection and class 10 represents no fire protection. Class 5 applies to all residences in the district within five driving miles of the fire station with public water mains and fire hydrants available within 1000 feet.

The owner of a \$150,000 dwelling living within five driving miles of the fire station currently pays approximately \$591 for insurance; by lowering our classification to a Class 2 the home owner would pay approximately \$50 less for insurance.

The owner of a \$300,000 dwelling living within five driving miles of the fire station currently pays approximately \$926 for insurance; by lowering our classification to a Class 2 the home owner would pay approximately \$140 less for insurance.

● Evaluate the criteria to become an accredited fire department.

The Commission on Fire Accreditation International, Inc. (CFAI) is designed to evaluate and recognize fire service agencies worldwide as meeting certain predetermined evaluation criteria. The evaluation criteria are generic, universal and designed to meet the parameters of operations for fire and emergency service agencies.

The premise that has been established in creating this program is:

Any fire service agency that is currently using contemporary management techniques and conforming to the nationally and locally recognized standards should be capable of achieving accreditation under this system. However, there is a need to recognize that almost every fire service agency will have to make some adjustments to existing policies and practices in order to meet the overall intent and rigor of the accreditation process. This is based on the assumption that while most fire agencies engage in an array of commonly acceptable practices that are desirable, there is no one fire agency that embraces all of the common practices that should be a part of this process.

● Improve recruitment and retention of career and volunteer personnel by making a commitment to competitive pay and benefit practices.

Our members are our most valued resource and constitute our organizational strength. Volunteer and career members work together as a team to carry out our mission. The district should be committed to providing a respectful and supportive work environment that will foster and enhance this team concept. By remaining competitive and proactive the district will not be seen as a stepping stone to bigger and better opportunities.

● Add additional personnel where possible to reach a 24-hour staffing of 1 Captain, 1 Lieutenant, 2 Firefighter/Paramedics, and 3 Firefighter/EMT's per shift. Maintain a daytime staff of 1 Chief, 1 Assistant Chief, and 1 Administrative Assistant.

Busy personal lifestyles and the resultant decrease in our pool of qualified volunteers has forced the district to add career personnel over the last 10 years to ensure a quick response to fires, rescues and medical emergencies. By ensuring there are 7 career members on duty 24 hours-a-day we will be able to staff both squads (ALS) and still have 3 personnel in quarters available to respond to other incidents. The district is answering multiple calls for service more frequently than ever before.

• Have a defibrillator in place on Engines 703, 704, Ladder 710, and Utility 718 as well as both squads.

Early defibrillation in the BLS setting relies upon automatic external defibrillators (AED). These units incorporate an automatic heart monitor that can detect (and discriminate from other electrical activity) the erratic heart activity of a patient in ventricular fibrillation. If the unit detects the presence of ventricular fibrillation, it delivers an electrical shock to the patient's heart. This electrical shock stops the heart's chaotic electrical activity and allows it to resume beating with a normal electrical activity. This is exactly what the ALS units do when they arrive. However, with AEDs the patient does not have to wait for a paramedic to arrive, interpret the heart rhythm and defibrillate the patient – evaluation and treatment are automatic and initiated by the first arriving unit. Early defibrillation is the most effective therapy in cases of cardiac arrest (ventricular fibrillation).

In a Mayo Clinic study of 84 patients with ventricular fibrillation, 41 of the patients receiving early defibrillation survived to be released from the hospital. Of the survivors, the average time from call to defibrillation was 5.7 minutes, but the average time was 6.7 minutes for the nonsurvivor group. For a relatively minor investment, this technology has the potential to save lives.

• Evaluate and refine the apparatus and equipment preventive maintenance programs.

Preventive maintenance of the apparatus has always been a high priority; however preventive maintenance of ground equipment has been sporadic at best. With additional shift personnel, maintenance of this equipment could be provided in-house every year.

• Stay current with technology to provide the best customer service possible (i.e. paperless EMS reports/inspection reports/hydrant reports).

Technology for the fire service is ever changing; however there are many products on the market today that could increase productivity of our workforce and reduce “paper pushing” by using PDA's or MDC's(provided by PSCC).

• Implement the NFPA Risk Watch program in the applicable schools within the district.

Risk Watch is the first comprehensive injury prevention program available for use in schools. Developed by NFPA (National Fire Protection Association) with co-funding from the Lowe's Home Safety Council and in collaboration with a panel of respected safety and injury prevention experts, Risk Watch gives children and their families the skills and knowledge they need to create safer homes and communities. Risk Watch is a school-based curriculum that links teachers with community safety experts and parents.

• Develop and implement a health, wellness and fitness program for the district to improve our overall strength and abilities.

By increasing the capacity to respond to challenging and dangerous circumstances, this initiative will better prepare fire fighters to perform their basic mission, to save lives and protect property. By reducing injury and illness, this project also will benefit the taxpayer through reduced costs due to lost employee time and lower insurance costs. Studies of work-related illness and injury data reveal that 82 percent of firefighter injuries over the past three years involved the back or extremities and roughly half of those injuries occurred either at training, responding to or on the fire ground. We are confident that a department-wide wellness/fitness program will reduce the incidence of such injuries.

• Purchase land and start planning for the construction of a second fire station in the area of Camp Ernst Road and Pleasant Valley Road.

As part of the station location analysis, the department examined when other departments chose to add a station. The following is typical of what others use as criteria for adding a station:

Construct a “Rural Station” when:

- 1. More than 100 calls for service are received for a given area, and*
- 2. The number of housing units is greater than 100.*

Construct an “Urban Station” when:

- 1. More than 400 calls for service, and*
- 2. More than 500 housing units are in place, or*
- 3. More than 4 million square feet of commercial area are in a given area.*

In 2002 the district responded to 328 incidents within the proposed second fire stations response area and has an estimated population of around 5,000.

• Develop a request for purchase of architectural/engineering services for the construction of a second fire station.

To some extent the location of the station is dependent upon what type of station is being constructed. The district has identified three main types of fire stations: 1) Temporary, 2) Residential, and 3) Permanent-Full Service.

Temporary – fire stations used by many departments which are experiencing rapid growth. The stations are designed to be inexpensive and often mobile. They are sometimes used when a department is unsure of the direction growth will take and therefore, hesitant to make a large capital investment.

Residential – fire stations used in suburban residential areas. These fire stations are designed to look like a home in the neighborhood. Many are model homes with the living room and garage areas combined to make bay space.

Permanent Full-Service – this type of fire station is designed to house the appropriate apparatus, have facilities for training and administration, store necessary equipment, house firefighters, provide plenty of parking and driveway area, and serve as a community meeting place. The drawback to this type of station is its cost, because it is a large building on a large lot.

Building a fire station in the area of Camp Ernst Road and Pleasant Valley Road should not be started until the district is financially suited in a manner to staff it with at least 3 members 24-hours a day. The station should be of a Permanent Full-Service type built to look like other buildings/homes in the area.

• Adopt Option A of the Vehicle Replacement/Refurbish Schedule and start a Vehicle Replacement/Refurbish Fund using the \$150,000 that was budgeted in the Fiscal Year 2002/2003 approved budget.

<i>Fiscal Year:</i>	<i>Unit Refurbished/Replaced:</i>	<i>Approximate Cost:</i>	<i>Remark(s):</i>
2002/03	0301-U (717)	\$85,000	Replaces Brush Truck 717 & Air 1517
2004/05	0401-T (720)	\$125,000	Replaces Tankers 720 & 721
2005/06	0501-E (703)	\$275,000	Replaces 9301-E (703)
2006/07	0701-S (714)	\$50,000	Refurbish 0001-S (714)
2006/07	0601-C (725)	\$32,500	Replaces 0201-C (725)
2007/08	0702-S (715)	\$50,000	Refurbish 0002-S (715)
2008/09	0801-L (710)	\$100,000	Refurbish 9301-L (710)
2010/11	1001-E (704)	\$325,000	Replaces 9801-E (704). Keep 9801-E as a Spare Engine.
2010/11	1001-C (725)	\$35,000	Replaces 0601-C (725)
2012/13	1201-U (740)	\$35,000	Replaces 9701-U (740)
2013/14	1401-S (714)	\$135,000	Replaces 0701-S (714)
2014/15	1402-S (715)	\$135,000	Replaces 0702-S (715)
2014/15	1401-C (725)	\$37,500	Replaces 1001-C (725)
2018/19	1801-E	\$400,000	Replaces 9801-E. Move 0501-E to a Spare Engine.
2018/19	1801-C (725)	\$40,000	Replaces 1401-C (725)
2020/21	2101-S (714)	\$67,500	Refurbish of 1401-S (714)
2021/22	2102-S (715)	\$67,500	Refurbish of 1402-S (715)
2022/23	2201-C (725)	\$42,500	Replaces 1801-C (725)
2023/24	2301-U (717)	\$135,000	Replaces 0301-U (717)
2023/24	2301-L (710)	\$900,000	Replaces 0801-L (710)

Option A calls for the refurbishment of 9301-L (710) in Fiscal Year 2008/09 when the truck is 15 years old and the complete replacement of the truck in Fiscal Year 2023/23 when the truck is 30 years old.

● Below is the recommended amount of money that should be budgeted each year starting with Fiscal Year 2002/03 to ensure the timely replacement of district apparatus should Option A of the Vehicle Replacement/Refurbish Schedule be adopted.

<i>Fiscal Year:</i>	<i>Deposit(s):</i>	<i>Approximate Vehicle Payment(s):</i>	<i>Balance:</i>
2002/03	\$150,000	\$85,000	\$65,000
2003/04	\$325,000*		\$390,000
2004/05	\$75,000	\$125,000	\$340,000
2005/06	\$75,000	\$275,000	\$140,000
2006/07	\$100,000	\$82,500	\$157,500
2007/08	\$100,000	\$50,000	\$207,500
2008/09	\$100,000	\$100,000	\$207,500
2009/10	\$100,000		\$307,500
2010/11	\$125,000	\$360,000	\$72,500
2011/12	\$125,000		\$197,500
2012/13	\$125,000	\$35,000	\$287,500
2013/14	\$125,000	\$135,000	\$277,500
2014/15	\$150,000	\$172,500	\$255,000
2015/16	\$150,000		\$405,000
2016/17	\$150,000		\$555,000
2017/18	\$150,000		\$705,000
2018/19	\$175,000	\$440,000	\$440,000
2019/20	\$175,000		\$615,000
2020/21	\$175,000	\$67,500	\$722,500
2021/22	\$175,000	\$67,500	\$830,000
2022/23	\$200,000		\$1,030,000
2023/24	\$200,000	1,035,000	\$195,000

*\$250,000 should be deposited into the "Vehicle Fund" from the sale of a lot on Firehouse Drive.

• Adopt Option B of the Vehicle Replacement/Refurbish Schedule and start a Vehicle Replacement/Refurbish Fund using the \$150,000 that was budgeted in the Fiscal Year 2002/2003 approved budget.			
<i>Fiscal Year:</i>	<i>Unit Refurbished/Replaced:</i>	<i>Approximate Cost:</i>	<i>Remark(s):</i>
2002/03	0301-U (717)	\$85,000	Replaces Brush Truck 717 & Air 1517
2004/05	0401-T (720)	\$125,000	Replaces Tankers 720 & 721
2005/06	0501-E (703)	\$275,000	Replaces 9301-E (703)
2006/07	0701-S (714)	\$50,000	Refurbish of 0001-S (714)
2006/07	0601-C (725)	\$32,500	Replaces 0201-C (725)
2007/08	0702-S (715)	\$50,000	Refurbish of 0002-S (715)
2010/11	1001-E (704)	\$325,000	Replaces 9801-E (704. Keep 9801-E as a Spare Engine.
2010/11	1001-C (725)	\$35,000	Replaces 0601-C (725)
2012/13	1201-U (740)	\$35,000	Replaces 9701-U (740)
2013/14	1401-S (714)	\$135,000	Replaces 0701-S (714)
2013/14	1301-L (710)	\$750,000	Replaces 9301-L (710)
2014/15	1402-S (715)	\$135,000	Replaces 0702-S (715)
2014/15	1401-C (725)	\$37,500	Replaces 1001-C (725)
2018/19	1801-E	\$400,000	Replaces 9801-E. Move 0501-E to a Spare Engine.
2018/19	1801-C (725)	\$40,000	Replaces 1401-C (725)
2020/21	2101-S (714)	\$67,500	Refurbish of 1401-S (714)
2021/22	2102-S (715)	\$67,500	Refurbish of 1402-S (715)
2022/23	2201-C (725)	\$42,500	Replaces 1801-C (725)
2023/24	2301-U (717)	\$135,000	Replaces 0301-U (717)
<i>Option B calls for the complete replacement of 9301-L (710) in Fiscal Year 2013/14.</i>			

• Below is the recommended amount of money that should be budgeted each year starting with Fiscal Year 2002/03 to ensure the timely replacement of district apparatus should Option B of the Vehicle Replacement/Refurbish Schedule be adopted.

<i>Fiscal Year:</i>	<i>Deposit(s):</i>	<i>Approximate Vehicle Payment(s):</i>	<i>Balance:</i>
2002/03	\$150,000	\$85,000	\$65,000
2003/04	\$325,000*		\$390,000
2004/05	\$75,000	\$125,000	\$340,000
2005/06	\$75,000	\$275,000	\$140,000
2006/07	\$100,000	\$82,500	\$157,500
2007/08	\$100,000	\$50,000	\$207,500
2008/09	\$100,000		\$307,500
2009/10	\$100,000		\$407,500
2010/11	\$125,000	\$360,000	\$172,500
2011/12	\$125,000		\$297,500
2012/13	\$125,000	\$35,000	\$387,500
2013/14	\$125,000	\$305,000**	\$207,500
2014/15	\$125,000	\$342,500**	\$40,000
2015/16	\$175,000	\$170,000**	\$45,000
2016/17	\$175,000	\$170,000**	\$50,000
2017/18	\$175,000	\$170,000**	\$55,000
2018/19	\$150,000	\$125,000***	\$80,000
2019/20	\$150,000	\$85,000***	\$145,000
2020/21	\$150,000	\$152,000***	\$142,500
2021/22	\$150,000	\$152,000***	\$140,500
2022/23	\$175,000	\$127,500***	\$228,000

*\$250,000 should be deposited into the "Vehicle Fund" from the sale of a lot on Firehouse Drive.

**\$170,000 annual loan payment on the purchase of a new \$750,000 ladder truck.

***\$85,000 annual loan payment on the purchase of a new \$400,000 engine.

• **Develop a Succession Plan to ensure proper and timely replacement of personnel to maintain functional leadership. Establish hiring list every 3 years.**

By developing a plan of succession of leadership, the transition of leadership, both at the highest levels and at the company level, occur with much less friction and time.

Preparing the future leaders before they are required to lead only ensures a better quality manager and officer.

Establishing an eligibility list every 3 years allows for the easy hiring or replacement of personnel without a wait as we expand and grow. As personnel are required, they are hired from a list when needed, not following an extensive testing process.

• **Maintain and update Policies and Guidelines. Review every 2 years.**

Policies and guidelines must change to coincide with the growth of the area served along with the growth and increase in the scope of things required of the department. By reviewing every 2 years, policies and guidelines can be updated, added or deleted as suggested or requested by the administration.

• Perform an annual review of the Strategic Plan in order to ensure progress and make adjustments based on a changing fiscal, political and operational environment.

The Strategic Plan has been created to provide guidance and support for future needs such as programs, personnel and policies. The plan should be reviewed annually for two reasons:

- 1. Review new endeavors, programs, etc. from the previous and current fiscal years and the projected fiscal year based on preliminary budget programs, etc. to ensure that they are proceeding in accordance with the Strategic Plan so that either programs or the Strategic Plan may be altered to coincide with each other.*
- 2. Alter the Strategic Plan to meet future requirements that may change from year to year to provide a guided path for growth and development according to ever changing needs.*

• Establish a monthly, quarterly and yearly process to continually analyze department statistical data.

The statistical data collected from emergency incidents and responses, personnel trends, political changes and response area changes will help to provide insight for future programs and needs. These areas include, but are not limited to: Fire Prevention/Medical Aid Programs geared toward age-specific groups resulting from emergency response data, policy changes to coincide with new political policies/mandates or personnel/manpower issues that develop in response to increased incidents, required duties or incident types.

• Develop a small engine repair process (including training) in order to maintain functional equipment and ensure the best use of these resources.

Small engines drive much of the portable equipment required or needed at many of the emergency incidents the department responds to annually such as: hydraulic pumps for extrication, saws, fans and portable pumps. Proper and routine maintenance is the only way to ensure proper operation every time they are needed. A repair/maintenance process should be developed based on the manufacturer's recommendations to ensure proper operation at all times. Personnel should be trained in these repairs to reduce annual maintenance costs on small engines for basic or preventive maintenance needs.

• Encourage personnel to participate/train with the Boone County Hazardous Incident Response Team.

The Boone County Hazardous Incident Response Team, or H.I.R.T., is comprised of personnel from all of the fire departments in Boone County and is operated by Boone County Emergency Management. This team responds to large fuel spills, hazardous materials incidents, WMD/Terrorism incidents and any other time they are requested. Encouraging personnel to participate and train with this team expands our in-house resources by having properly trained and prepared members to begin initial operations prior to response of the H.I.R.T, as necessary. Having members participating on the H.I.R.T. also allows for improved inter-departmental relations with other agencies within Boone County that will increase our mutual aid and training opportunities.

• Encourage personnel to participate/train with the Northern Kentucky Technical Rescue Team.

The Northern Kentucky Technical Rescue Team responds as requested by agencies all over Greater Cincinnati for Trench Rescue, High-Angle Rescue, Technical Rescue or any other type of rescue that is beyond the capabilities of the requesting agency. Just as participating in the Boone County H.I.R.T. allows for greater initial capabilities on emergency incidents, so would be participation on the Technical Rescue Team. Basic responsibilities and techniques could be taught by participating members to BFPD personnel to ensure proper initial incident stabilization techniques prior to Technical Rescue personnel arrival. Inter-agency cooperation would become much smoother and streamlined with personnel being familiar with Team policies and procedures.

• Modify the kitchen to better suit additional shift personnel. (i.e. gas service)

Currently, the kitchen does not have a natural gas hook-up for appliances. There is presently a 4-burner electric convection stove/oven in the kitchen, which is perfect for 4-5 personnel per shift to cook. However, as explained to personnel by members of the Hebron Fire Department, Florence Fire Department and Covington Fire Department, after construction of our station, even commercial grade electric stove/ovens have problems after being operated at their maximum use (3-4 pots on the stove top and the oven operating at the same time) 2 times daily every day of the year. Hebron was replacing heating elements every 4-6 months. In order to save costs on repair and replacement, and to have an appliance with long-lasting capabilities for this type and frequency of use, an industrial or commercial grade gas stove should be purchased and natural gas service run to the stove island area.

• Update training props for both fire and EMS.

Training is the basis for everything done in the fire/EMS service. Without training and on-going continuing education, keeping up with advances and technology to operate at the best and highest level of service for our customers is difficult. In order to continually update our training programs, props, tapes and other training materials have to be kept current. Therefore, they must be updated on some kind of a routine basis. A model for the regular replacement or addition of new training props and materials needs to be developed to provide the best possible training for our personnel to ensure the best possible service that can be delivered.

• Implement a customer/Q.A. program for how Fire and EMS incidents are handled.

The Burlington Fire Protection District prides itself on delivery of service in both the Fire and EMS disciplines. To assure that that quality of service is always delivered, a Quality Assurance program needs to be developed to review incidents and the actions that were taken for each and train all members from the lessons achieved from this Q.A. program, thus building and improving our service. In conjunction with an in-house Quality Assurance program, a customer feedback or customer response program needs to be implemented. This program would involve a simple questionnaire sent to customers of both our Fire and EMS services rating and explaining problems with our services or areas at which we excelled. In concurrence with the in-house Q.A., our services will be fine-tuned to the best available.

• Attempt to certify all career personnel to either the Firefighter I or II level.

The Kentucky State Fire Commission began recently offering certification for firefighters in the International Fire Service Accreditation Commission Firefighter I and Firefighter II. Program. Until 2002, the State of Kentucky did not require or recognize these certifications. Now, they require them in order to receive other such certifications as Fire Instructor Levels I, II & III; Certified Career Firefighter as well as other areas currently under review. By certifying all career personnel, we will not only establish our department and career staff as both highly trained and knowledgeable, we will be able to achieve another goal of the Strategic Plan; that of becoming an accredited agency.

5-10 Year Plan

• With other county fire departments develop and implement a residential rental property inspection/licensing program.

As is the trend all over the United States when a community becomes older, rental property seems to increase. With some type of residential rental inspection program fire departments can ensure that rental property is maintained and that fire safety codes are being enforced. This type of program has worked well in many communities in the Northeastern part of the country.

• Add additional personnel as necessary to staff a second fire station. The station should be staffed by at least 3 personnel, 1 of which should be certified to the paramedic level.

Bring district wide staffing to 1 Chief, 1 Assistant Chief, 1 Administrative Assistant, 3 Captains, 6 Lieutenants, 6 Firefighter/Paramedics, and 15 Firefighter/EMTs. Building and then not staffing a second fire station would be a waste of district resources and money. As many other departments have seen around us, career personnel responding from the main fire station generally are close to or passing the second fire station before any piece of equipment from that station would respond should it be staffed only with volunteer members responding from home. The purpose for building the second fire station is to improve the response times to the Camp Ernst Road and Pleasant Valley Road areas.

• Implement all or part of NFPA 1500.

As stated earlier, NFPA 1500 is more or less a firefighter safety guideline. The district should adopt NFPA 1500 to ensure that our personnel are as safe as possible and that the district is being operated under the strictest safety guidelines.

• Become an accredited fire department in order to ensure adequate, timely, and functional response with the proper amount of equipment and personnel to maximum emergency situation effectiveness.

Becoming an accredited fire department would not only mean that we are operating at the top of our game, we would also be the only department currently in Kentucky to attain this designation.

• Continue to explore growth patterns within the district and attempt to project future growth.

By analyzing district statistical data and information available from the Boone County Planning Commission we can in many ways predict where our service demand will increase well into the future. With the extension of water lines along Idlewild Road, Burlington Pike and East Bend Road the district could suffer from some serious growing pains within the next 15 years with the addition of residential housing units.

Summary

Trying to predict the future is difficult and challenging. Now that we have a strategic plan, one could say that we are done for a while. Not true. We are only just beginning. The strategic plan is a living document, which evolves as the district evolves. The district must continue to change as the needs of the community change.

Fire and EMS activity remains consistent with annual increases averaging about 10%. We will continue to provide high quality services to our customers while seeking out new funding sources and operating as efficiently as possible. The members continue to meet the increased demands placed upon them by the community and do so without asking for praise. They do so because they are dedicated to the mission of the Burlington Fire Protection District.

It is now our duty to educate the community on the future needs of the district. The intent is to improve the quality of services in which we provide to the community. It is hoped that this document has provided the reader with an understanding of the district and how we intend to look to our future. As an organization we must inform the community of the resources necessary to achieve our mission. We must have the courage to publicly defend the needs of the district in a positive manner. This plan is the first step along this path.